



<b>1. CAS Data</b>	
<b>Country: Cambodia</b>	
<b>CAS Year:</b> FY05	<b>CAS Period:</b> FY05 – FY08
<b>CLR Review Period:</b> FY05 – FY15	<b>Date of this review:</b> May 10, 2016

**2. Executive Summary**

- i. This is a validation of the Completion and Learning Review (CLR) for the World Bank Group’s (WBG) engagement in Cambodia covering the Country Assistance Strategy (CAS, FY05-FY08), its extension to FY08-FY11, and the period thereafter. Owing to data limitations and in line with the CLR, IEG’s review does not rate the program’s overall development outcome or the Bank Group’s performance.
- ii. At the outset of the FY05-08 CAS program, Cambodia was one of the world’s poorest economies in the world with a per-capita income of about US\$460—Gross National Income in current US\$—and a high incidence of poverty. It had a difficult legacy of warfare, genocide, and physical devastation. Social indicators were among the lowest for all developing countries. Close to 85 percent of the population, and 90 percent of the poor, lived in rural areas, making rural development an essential ingredient of poverty alleviation. The infant mortality rate of the lowest income quintile was 156 per 1,000, and the poverty headcount was more than 50 percent.
- iii. During 2005-2015, average annual GDP growth was about 8 percent, compared with about 4 percent for the East Asia and Pacific region as a whole. Such economic performance underpinned a reduction of more than 60 percent in the poverty headcount—from over 50 percent in 2005 to less than 20 percent in 2014—but a large majority of the Cambodians who escaped poverty remain highly vulnerable to falling back into poverty. With a per-capita income of US\$1,020—Gross National Income in current US\$—Cambodia remains a low-income country that is classified as an IDA-only borrower by the World Bank Group.
- iv. The FY05-FY08 CAS was based on the understanding that poor governance had been a key obstacle for Bank Group effectiveness and for achievement of development outcomes in Cambodia. The Bank chose to work in sectors where governance constraints were binding, and which had significant strategic importance for the national development agenda. Moreover, it emphasized in its strategy work on sectors where there was a clear government commitment to reform. The CAS had two focus areas and six objectives: (a) improving the environment for private sector development, (b) continuing to engage in natural resource management, (c) supporting public financial management reform, (d) reinforcing decentralization, with interventions designed to promote citizens’ partnerships for better governance, (e) helping formulate and implement the National Strategic Development Plan, 2006-10, and (f) supporting the achievement of MDG’s in human development and infrastructure. The FY05-08 country assistance strategy was extended through FY11 at progress report stage in April 2008.
- v. All in all, the six objectives under the Bank program showed progress—three experienced good progress, and the other three either modest or mixed progress. Good progress was observed on decentralization, formulation and implementation of the National Strategic Development Plan, and human development and infrastructure. Mixed or modest progress was experienced in private sector development, natural resources management, service delivery and public financial management.

<b>CLR Reviewed by:</b>	<b>Peer Reviewed by:</b>	<b>CLR Review Coordinator</b>
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vi. The focus on governance under the CAS followed a two-pronged approach of supporting improvements in governance systems while maintaining controls and checks in project design and supervision arrangements to mitigate fiduciary risks to the Bank's portfolio. Prior to 2011 the Bank supported land titling and administration, the expansion of rural roads and electrification, and decentralization and de-concentration activities, and natural resources management to benefit local communities. The Bank also was involved in education, including early childhood and higher education, and in the energy sector it supported renewable energy development. Moreover the WBG supported private sector development with efforts to improve the investment climate. IFC investments helped strengthen institutions and promote financing to rural and micro businesses, especially in the agricultural sector, and improve infrastructure and manufacturing sectors. On advisory activities, IFC helped with the adoption of regulations for the establishment of a credit bureau and mobile banking.

vii. During the review period, close to ninety percent of IFC investments supported financial intermediaries that promoted financing of rural and micro enterprises and SMEs. One of these investments is a noteworthy example of IFC's client engagement model, where IFC supported the transition of a financial intermediary from an NGO to a formal financial institution through multiple investments and advisory service projects. On advisory services, about half of IFC support was to develop rice and other agricultural exporters and, in parallel, reduce the regulatory and administrative burdens on exporters. In addition, IFC advisory services helped develop a credit bureau whose services are now being extended to leasing companies and commercial lending.

viii. During FY11-15 Cambodia continued implementation of the WBG program without new IDA financing. The Bank managed to remain engaged in this period through the ongoing IDA portfolio and IFC financing, using non-lending means such as analytical and advisory work, and providing support through trust-funded activities. Knowledge services included programmatic assistance on health, capacity building on poverty analysis, technical assistance on social protection, a water and sanitation review, and an investment climate analysis (ICA). Given the arms-length relationship between the Bank and Cambodia after 2011, the emphasis was on partnerships in sector programs and multi-donor trust funds in some areas.

ix. The changing nature of the WBG's relationship with Cambodia—from close cooperation in 2005 to an arms-length engagement in the period FY11-15—mirrored growing tensions owing to disagreements over land-related resettlement safeguards and serious fiduciary problems under the Bank program. An Integrity Vice-Presidency (INT) investigation that followed a Fiduciary Review from June 2004 to January 2005 found evidence of fraud and corruption in seven Bank-financed projects, and the Bank declared mis-procurement and suspended disbursements for three projects in June 2006. The approach to fiduciary issues strained relations between the Bank and Cambodia's government. Moreover, the fragile Bank relationship with the government deteriorated further in 2011, following disputes between the Bank and the government over a resettlement program. Since then, the engagement has been quite restricted, with no new IDA financing.

x. Even with a strong focus on governance, the FY05-08 CAS suffered serious fiduciary and safeguard issues that resulted in the suspension of new IDA financing after 2011. Subsequent fiduciary training to local staff by the Asian Development Bank and the Bank hopefully has ameliorated procurement issues, although INT reports a few substantiated mis-procurement cases after 2013, when an Independent Procurement Agent (IPA) was phased out. Procurement institutional capacity will continue to be tested on the ground during implementation of the upcoming CEN.

xi. IEG agrees with the CLR lesson that short-term solutions to institutional problems—such as the Independent Procurement Agent (IPA)—are not a substitute for long-term institutional building and sustained institutional development in areas where the government is willing to engage with the Bank. Indeed, they may be a hindrance, as the IPA may have undermined ongoing capacity building efforts under the Public Financial Management and Accountability project (FY06).

xii. Thus, a more general lesson from the Cambodia IPA is that it can exacerbate the challenge of government capacity and ownership. If an IPA is strictly necessary because the government has no



standing procurement capacity, parallel procurement institutional capacity should continue to be built as part of the provisions for a clear exit strategy from the IPA.

xiii. The confluence of the planned intensified WBG engagement with Cambodia with a new Bank-wide procurement model relying more on country systems—scheduled to start on July 1st, 2016—highlights the need to mitigate and monitor closely fiduciary risks to avoid a setback similar to the one experienced under the FY05-08 CAS. Safeguard risks also need to be kept under close watch by the Bank.

xiv. In this context, there are four specific lessons from IEG’s reviews of project implementation in Cambodia that are worth noting:

- IEG’s ICR review for the Land Management and Administration project (LMAP—FY02) that was closed in FY10 notes that when major safeguard and fiduciary problems emerge during project implementation, focus on development outcomes may be lost. Supervision of this project was overwhelmed by the investigations of misprocurement and safeguard violations. This precedent provides a case for increasing the supervision budget and ensuring cross-support from expert staff in such situations.
- An additional lesson for this project is that safeguard violations will be more likely if safeguard supervision plans are not made during project preparation. Counterpart roles and responsibilities for enforcing safeguards were not sufficiently clarified during preparation of this project, compromising quality at entry. A similar—more general—lesson applies to fiduciary risks, where task team leaders will need to keep procurement issues under closer scrutiny than usual in the period ahead, particularly in light of a new Bank-wide procurement model relying more on country systems as of July 1st, 2016. Continuing to build local procurement institutional capacity remains a priority in Cambodia.
- Reliance on parallel programs constitutes a risk. The LMAP design relied on a separate, donor-funded Informal Settlements Program to be implemented in parallel to ensure that the poorest and most tenure-insecure communities would benefit from titling. This parallel program covered Phnom Penh alone and no comparable arrangements were included under the LMAP to address similar issues elsewhere. This introduced an unidentified risk and should have been accompanied by a detailed plan for coordination between the two programs in Phnom Penh, and plans to develop a similar arrangement for State lands elsewhere.
- IEG’s ICR review for the Economic and Public Sector Capacity Building project (FY02) that was closed in FY08 notes that for TA projects the Bank should perform more upfront comprehensive and in-depth assessments of borrower commitment to implement the reforms that are the focus of the project, including a detailed assessment of the commitment of key agencies expected to be involved.

### 3. *Strategic Focus*

#### **Overview of CAS Relevance:**

##### Relevance of the WBG Strategy:

1. **Congruence with Country Context and Country Program.** In 2005, the year when the FY05-FY08 Country Assistance Strategy (CAS) was endorsed by the Executive Board, Cambodia was one of the world’s poorest economies in the world, with a per-capita income of about US\$460—Gross National Income in current US\$—and a high incidence of poverty. It had a difficult legacy of warfare, genocide, and physical devastation. Social indicators were among the lowest for all developing countries. Close to 85 percent of the population, and 90 percent of the poor, lived in rural areas, making rural development an essential ingredient of poverty alleviation. The infant mortality



rate of the lowest income quintile was 156 per 1,000, and the poverty headcount was more than 50 percent

2. The FY05-FY08 CAS was based on the understanding that poor governance had been a key obstacle for Bank Group effectiveness and for achievement of development outcomes in Cambodia. The Bank chose to work in sectors where governance constraints were binding, and which had significant strategic importance for the national development agenda. Moreover, it emphasized in its strategy work on sectors where there was a clear government commitment to reform. The CAS focused on six objectives: (a) improving the environment for private sector development, (b) continuing to engage in natural resource management, (c) supporting public financial management reform, (d) reinforcing decentralization, with interventions designed to promote citizens' partnerships for better governance, (e) helping formulate and implement the National Strategic Development Plan, 2006-10, and (f) supporting the achievement of MDG's in human development and infrastructure. The FY05-08 CAS was extended through FY11 at progress report stage in April 2008.
3. Average annual GDP growth was about 8 percent during 2005-15, compared with about 4 percent for the East Asia and Pacific region as a whole. Such economic performance underpinned a reduction of more than 60 percent in the poverty headcount—from over 50 percent in 2005 to less than 20 percent in 2014—but a large majority of the Cambodians who escaped poverty remain highly vulnerable to falling back into poverty. With a per-capita income of US\$1,020—Gross National Income in current US\$—Cambodia remains a low-income country that is classified as an IDA-only borrower by the World Bank Group.
4. During FY11-15 Cambodia continued implementation of the WBG program without new IDA financing, and supported primarily by knowledge services and trust-funded activities. The changing nature of the WBG's relationship with Cambodia, from close cooperation in 2005 to an arms-length engagement in the period FY11-15, mirrored growing tensions owing to disagreements over land-related resettlement safeguards and serious fiduciary problems under the Bank program. An INT investigation that followed a Fiduciary Review between July 2004 and September 2005 found evidence of fraud and corruption in seven Bank-financed projects, and the Bank declared misprocurement and suspended disbursements for three projects in 2006.<sup>1</sup> The Bank's approach to fiduciary issues strained relations between the Bank and Cambodia's government. Moreover, the fragile Bank relationship with the government deteriorated further in 2011, following disputes between the Bank and the government over a resettlement program.<sup>2</sup> Since then, the engagement has been quite restricted, with no new IDA financing and only limited new activities involving knowledge services and trust-funded activities. During CLR review period, IFC continued its activities in the country. IFC's net commitment in FY05 – FY15 amounted to US\$242 million, of which 75 percent (or US\$182 million) of its investments were made during FY12-15 period.

Selectivity:

5. The CAS was selective in that it supported the enhancing of various dimensions of governance, and intended to strengthen fiduciary aspects of Bank-financed operations. The resources were concentrated on natural resources management—with a focus on land—and on the overlapping

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<sup>1</sup> According to the CLR the suspension of disbursements was lifted in 2007, following government adoption of a Good Governance Framework (GGF) and the use of an Independent Procurement Agent (IPA) to handle procurement across the Bank portfolio. After the phasing out of the IPA in 2013, the Asian Development Bank and the World Bank provided extensive procurement training to local officials.

<sup>2</sup> A 2010 World Bank Inspection Panel case on the Land Management and Administration Project (FY02) concluded that the eviction of residents in the Boeung Kak Lake area of Phnom Penh in early 2009 violated the project's Resettlement Policy Framework. The government maintained that the framework was not applicable and opted to address the resettlement of families without Bank support. It also requested cancellation of the remaining IDA commitments under the project, and subsequently the Bank announced a pause in new IDA financing commitments to Cambodia that is still in place.



areas of public financial management, public administration reform, and decentralization and de-concentration. The CAS focused on building and strengthening capacity in institutions and government systems, and was structured around two pillars: Pillar 1 aimed at removing governance constraints to attaining Cambodia Millennium Development Goals (CMDGs); and Pillar 2 at supporting the formulation and implementation of a government-led strategy and investment program for achieving the CMDGs.

Alignment:

6. The program indirectly targeted shared prosperity and eradicating poverty by promoting private sector development for poverty reduction. Despite increasing during the first years of the CAS, the Gini coefficient fell from 0.326 in 2004 to 0.282 in 2011 underscoring the pro-poor nature of growth during the period. Moreover, consumption for families in the bottom 40 percent rose a cumulative 50 percent, significantly above the 38 percent increase for the median and average household.

IEG's Last Review of the WBG's Engagement with Cambodia

7. The last IEG CASCR review was prepared in May 2005 and noted that "...while there have been some positive results at project and sector levels, efforts to promote reforms in governance, public sector management, and private sector development have had little impact. Most significantly, while the CAS target was a reduction in poverty 36 percent to 27 percent, the incidence of poverty, especially rural poverty, has not declined despite a relatively high GDP growth. Therefore, in assessing the overall CAS outcome, OED agrees with the CASCR that delivery of program outputs had very limited impact on Cambodia's development outcomes, including poverty reduction..."<sup>3</sup>

#### **4. Development Outcome**

Overview of Achievement by Objective:

8. The World Bank Group's FY05-08 Country Assistance Strategy (CAS) stressed the need to improve governance in order to maximize the impact of development efforts. Six broad areas of activity were clustered under two focus areas. In May 2008 the CAS period was extended until 2011, maintaining the original structure of the FY05-08 CAS.

**Focus Area I: Removing governance constraints in attaining Cambodia's MDG's**

9. This area contained four objectives: (i) promote private sector development for poverty reduction; (ii) improve natural resources management; (iii) improve service delivery and public financial management; and (iv) support decentralization and promote citizen's partnership for better governance

**Objective 1: Promote Private Sector Development for Poverty Reduction**

10. Progress under this objective was mixed. On trade facilitation, there was steady progress toward a customs automation program (ASYCUDA) with the adoption of a Single Administrative Document (SAD) import/export declaration format, supported by the Customs Law introduced in 2007. This reduced the time to clear exports through customs. Although laws on commercial arbitration and concessions were passed in 2006 and 2007, respectively, their impact on private sector development has lagged. The Provincial Business Environment Scorecard (PBES) was established in 10 provinces by 2007 but discontinued in 2011. Three new Special Economic Zones (SEZs) and the Cambodia Credit Bureau (CCB) were established with WBG support, to promote increased domestic and foreign investment. Work on accession to the WTO was started but not completed, and the sustainable

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<sup>3</sup> As a consequence, OED rated the overall FY00-03 CAS outcome as *Unsatisfactory*.



business model “Better Factories in Cambodia” was adopted in the garment sector but not in other sectors.

11. Bank support was through trade facilitation and improving the legal framework for investment with financing from the Poverty Reduction and Growth Operation 1 (PRGO) approved in 2007. The 2005 Trade Facilitation and Competitiveness project helped Cambodia’s competitiveness by streamlining import/export formalities and reducing the cost of trade-related activities. The IFC’s Mekong PSD Facility (MPDF) prepared the PBES in 10 provinces. The Bank Group also prepared an Investment Climate Assessment (ICA) in FY09 to monitor results since the 2004 ICA and identify new issues, and a new ICA in FY14. The Bank Group led the Technical Working Group (TWG) on Private Sector Development and supported the Government-Private Sector Forum. Both the PRGO 1 and the Trade Facilitation and Competitiveness projects were rated as *Moderately Satisfactory* by IEG.

12. In addition to its support to establish a private credit bureau, IFC assisted the National Bank of Cambodia (NBC) to enact necessary regulations for the credit bureau and capacity building within NBC, and provided the technical assistance to integrate micro-finance institutions into the credit bureau. The bureau provided better information, benefitting the Cambodian financial sector and leading to an expansion of credit in the market. The overall development effectiveness of this advisory service project was rated “successful” by IEG. In addition to the work in the financial sector, IFC—working with an international sponsor of proven track record—contributed to the development of key airport infrastructure. IFC’s airport project supported the important tourism sector, and contributed to private sector development and employment.

### **Objective 2: Improve Natural Resources Management**

13. Progress under this objective was modest. The government distributed more than 1 million land titles and started a dialogue on titling communally-owned land by indigenous people. Bank support under the Land Management and Administration project was not disbursed fully.<sup>4</sup> Forestry management systems were strengthened—including community based forest activities—and a Protected Areas Law provided greater clarity on institutional roles, responsibilities, and obligations.

14. The Bank developed a natural resource management framework that summarized the challenges and required actions. Knowledge activities supported policy reforms, and Poverty Reduction and Growth Operations (PRGO) provided financing. A Japan Social Development Fund grant was mobilized to foster NGO, local community, and RGC capacity to expand community forestry activities. The Land Allocation for Social and Economic Development project was approved in 2008 to support implementation of the government’s Social Land Concession Strategy. The Biodiversity and Protected Areas Management project enhanced capacity of the Environment Ministry but was rated *Unsatisfactory* by IEG. The Land Management and Administration project was rated *Unsatisfactory* by IEG.

### **Objective 3: Improve Service Delivery and Public Financial Management**

15. Progress was modest under this objective. Procurement responsibility was devolved to line agencies, and legislation adopted to increase competition, transparency, and accountability in procurement. A merit-based pay initiative was developed in the Ministry of Economy and Finance to address civil service incentives, performance, and capacity. The initiative to establish merit-based compensation met strong resistance and was replaced by a system that allows ministries to set their respective incentive pay schemes in consultation with donors.

16. To mitigate fiduciary risks, continued Bank engagement was made contingent upon hiring an International Procurement Agency (IPA) in 2007 to manage the procurement of the entire Bank portfolio. While the IPA represented a short-term mitigation of fiduciary risks, it may have delayed

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<sup>4</sup> An undisbursed balance of US\$9.6 million was cancelled following an Inspection Panel inquiry into safeguard issues.



procurement capacity building under the Public Financial Management and Accountability project (FY06), which was of the essence for Cambodia. Under the IPA, local procurement capacity remained undeveloped, and a major challenge to the Bank became how to design an exit strategy from continuing dependence on the IPA. The IPA was eventually terminated with project closure.

17. The Bank helped coordinate support from 13 development partners in the Technical Working Group on Public Finance Management (PFM) to design and implement the government's PFM reform program, and provided its own support through the PRGO 1 (FY08) and a PFM & Accountability project (FY06). Analytical and advisory activities supported public expenditure tracking surveys (PETS) in education, health, as well as civil service reform for teachers. IEG rated the Poverty Reduction and Growth 1 project as *Moderately Satisfactory*, and the PFM & Accountability project as *Moderately Unsatisfactory*.

#### **Objective 4: Support Decentralization and Promote Citizen's Partnership for Better Governance**

18. Progress was good under this objective. The Ministry of Interior piloted a "One Window Service" and a District Ombudsman's office to enhance local governance. The National Assembly adopted the Organic Laws on Decentralization and De-concentration in April 2008. Progress was slow on improving access to information and civil society involvement in policy-making.

19. The Bank supported decentralization through the Rural Investment and Local Governance Project (FY03) and Additional Financing (FY08), and conducted studies on justice for the poor and dispute resolution at the village level. It mobilized grant finance to support government-civil society consultations on decentralization and building civil society capacity for social accountability. It also supported through the Demand for Good Governance project (FY08). Both the Demand for Good Governance project (FY08) and the Rural Investment and Local Governance project were rated *Satisfactory* by IEG.

#### **Focus Area II: Support Strategy and Investment to Attain Cambodia's MDG's**

20. This area had two objectives: (v) help formulate and implement the National Strategic Development Plan (NSDP), 2006-10, and (vi) support for achieving Cambodia's MDG's in Human Development and Infrastructure.

#### **Objective 5: Help Formulate and Implement the National Strategic Development Plan (NSDP), 2006-10**

21. Progress was good under this objective. The government adopted the NSDP in 2006. With support from the Technical Working Group, the Ministry of Planning developed a plan to refocus and build capacity to coordinate implementation, monitoring, and evaluation of the NSDP. There were improvements on gender equality, including an increase in female representation in Commune Councils from 8 percent to 15 percent following the 2007 elections. The government improved the strategic framework for agriculture sector development, and in 2015 launched the NSDP 2014-18. Poverty estimates have improved.

22. The Bank provided technical and financial support to the Ministry of Planning for the formulation and implementation of the NSDP. On the knowledge side, it produced the 2006 *Poverty Assessment* and the 2007 *Sharing Growth: Equity and Development Report*.

#### **Objective 6: Support for Achieving Cambodia's MDG's in Human Development and Infrastructure**

23. Overall, there was good progress under this objective. Improvements in human development outcomes, such as infant mortality rate, fertility rate, HIV prevalence rates, and school enrollment rates. Moreover, greater access to and utilization of health, education, and infrastructure services, and better targeting of health and education subsidies, and more resources devoted to reducing child and



maternal mortality. The perception of service delivery in health and education has improved among users of these services. Yet, indicators of maternal mortality and drop-out rates lagged expectations.

24. The Bank provided support to the Health Sector Support (FY03, FY08) projects—the first one rated *Moderately Satisfactory* by IEG, and the other one a *Moderately Satisfactory* assessment by management's latest supervision report—as well as participation in the Technical Working Groups. The Bank also financed the Education Sector Support project, which was rated *Satisfactory* by IEG. In infrastructure, the Bank provided support through knowledge services (Energy Sector Strategy Review, Transport Sector Update, Implementation Strategy for Urban Water Supply Policy, and briefing notes on oil and gas sector policies). It also financed, the Road Asset Management project (FY08), the Rural Electrification and Transmission project (FY04)—rated *Moderately Satisfactory* by IEG, and the Provincial and the Peri-Urban Water and Sanitation project (FY03)—rated *Moderately Unsatisfactory* by IEG.

## 5. *WBG Performance*

### Lending and Investments

25. **The portfolio of the WBG.** Between 2005 and 2011—when IDA financing for Cambodia was suspended—the Bank committed to US\$292 million of financing through 15 projects (see Annex Table 2 for details) in the areas of education, finance, governance, energy, agriculture, health, local governments, and land allocation.

26. Cambodia's strong preference for concessional and trust-fund financing was manifested in the delivery of 48 trust-funded activities for US\$259 million during 2005-11, and 4 trust-funded activities for nearly US\$54 million in 2012-15. The largest activities were in health (US\$124 million) and education—for approximately US\$96 million, covering an education-for-all fast-track initiative and a global partnership for education.

27. Net commitments of IFC investments amounted to US\$60.8 million in FY05-FY11 and US\$181.8 million in FY12-15. Close to ninety percent of IFC investments during the review period supported financial intermediaries that promoted financing of rural and micro enterprises and SMEs. IFC advisory services amounted to over US\$9.8 million in 2005-11 and to US\$7.7 million in 2012-15. On advisory services, about half of IFC support was to develop rice and other agricultural exporters and, in parallel, to reduce the regulatory and administrative burdens on exporters. In addition, IFC advisory services developed successfully a credit bureau that is now being extended both in terms of member institutions (e.g. leasing companies) as well as coverage (e.g. commercial lending).

28. Disbursements under the ongoing IDA operations have continued despite the suspension of new financing. Following slow disbursements in the period 2007-10 owing to enhanced fiduciary controls of procurement and the suspension of disbursements under some projects, disbursements accelerated significantly in 2011-15.

29. IEG reviewed the ICRs of 24 projects that closed during the FY05-FY15 period and rated nine as moderately satisfactory, six as satisfactory, and 8 as unsatisfactory or moderately unsatisfactory. One project was not rated.

30. IEG also validated the ratings of two IFC investment and five advisory service projects during the review period. It assigned successful/mostly successful ratings to three projects, and mostly unsuccessful/unsatisfactory ratings to four projects. IFC engaged with both private and public sector clients in Cambodia, including foreign investors. IFC projects achieved the intended development outcomes when client/local partners' commitment was in place. Projects that had unsatisfactory development outcomes generally had poor local partner commitment.



#### Analytic and Advisory Activities and Services

31. The Bank also provided a significant number of knowledge services,<sup>5</sup> which became the main channel of Bank engagement in Cambodia after 2011. Thirty four pieces of economic sector work and thirty six pieces of technical assistance were delivered during 2005-11, covering the program spectrum of interventions. In 2012-15, the delivery of knowledge services amounted to twenty pieces of technical assistance and thirteen pieces of economic sector work.

#### Results Framework

32. The results framework reflected the higher order country outcomes, governance impediments to outcome attainment, CAS outcomes and indicators expected to be influenced, intermediate indicators of progress, and development partner interventions (including from IFC). The CAS interventions aimed at dealing with the issues and obstacles identified in the document, particularly on governance. While outcome indicators generally reflected the targeted outcomes, in a number of cases they were vague or referred to processes and outputs rather than outcomes, and most quantified targets did not contain explicit baseline values.

#### Partnerships and Development Partner Coordination

33. The largest donors to Cambodia have been traditionally the EU (including individual member countries), Japan, China, the Asian Development Bank (ADB), the US, the World Bank Group, and Australia. Recently, China has risen as the top donor (25 percent) followed by the EU, Japan, ADB, the US, Australia, Republic of Korea, and the WBG. The CAS emphasized partnerships around sector programs and multi-donor trust funded activities. The main development partners for the WBG were the ADB, the United Kingdom's Department for International Development (DFID), and the United Nations (UN). The Bank also has a tripartite partnership with ADB and Japan, supported by periodic management meetings in Tokyo or Manila. Grants from the Japan Social development Fund supported the improvement of natural resources management. In addition, a group of development partners organized the cooperation around WBG Poverty Reduction and Growth Operations co-financed by the Japanese Government, the European Commission, and DFID. Other partners included in this effort were AusAID, the Canadian International Development Agency, the Swedish International Development Cooperation Agency, and the Spanish Agency for International Cooperation. Global Environmental Facility grants supported outcomes on environment and forestry.

#### Safeguards and Fiduciary Issues

34. Based on closed projects reviewed by IEG, significant safeguard and fiduciary issues affected the Bank program, resulting in the suspension of new IDA financing. The Inspection Panel investigated two projects. The Panel found that the Forest Concession Management and Control Pilot project failed to comply fully with the Bank's Indigenous Peoples, Natural Habitats, and Environmental Assessment safeguards. On the Land Management and Administration project, the Panel found that Bank management did not adequately follow up on strengthening public awareness and community participation, delayed implementing dispute resolution mechanisms and the assistance to improve state land management, and was too slow to respond to evictions. In other areas of the program—with the exception of an inadequate environmental impact assessments under the Social Fund II project (FY05)—compliance with both environmental and social safeguards was generally satisfactory.

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<sup>5</sup> During 2005-15 knowledge services consisted of forty seven pieces of economic and sector work, and fifty six pieces of technical assistance across the six areas of Bank engagement in Cambodia.



35. An Integrity Vice- Presidency (INT) investigation that followed a Fiduciary Review (FR) from June 2004 to January 2005<sup>6</sup> found irregularities such as fraud, collusion, bid manipulation, and biased bid evaluations in a significant number of the contracts examined in depth. An Action Plan was agreed at the conclusion of the exercise, including the addition of an Independent Procurement Agent who would undertake procurement-related functions. Based on substantiated complaints concerning a number of projects in different sectors during 2005-15, approximately 10 firms have been sanctioned, involving debarments ranging from a year to four years. In a majority of the cases, case information was turned over to national authorities, following the Bank's established protocols and procedures in this area.

#### WBG Internal Cooperation

36. IFC implemented advisory services program and investment activities that complemented well IDA interventions, especially in private sector and financial development, such as developing a credit bureau. IEG has no information about specific instances of cooperation between IDA and IFC, but results on the ground were good.

#### Risk Identification and Mitigation

37. The CAS identified as risks the fragile nature of Cambodia's global competitiveness, the challenge of developing and implementing genuine governance reforms, and the risk that donor coordination does not improve and there are difficult relationships with NGOs and civil society groups. The main risks that materialized, however, were safeguard and fiduciary risks under the WBG portfolio. The progress report noted that the Bank would significantly increase the supervision budget for projects, and undertake thematic and portfolio supervision. Yet, this proved insufficient to mitigate adequately safeguard and fiduciary risks. Such risks and their complexity will remain significant challenges for the WBG under the upcoming CEN.

#### Overall Assessment:

38. All six objectives under the WBG program showed progress—three experienced good progress and three either modest or mixed progress. Good progress was observed on decentralization, formulation and implementation of national Strategic Development Plan, and human development and infrastructure. Mixed or modest progress was experienced in private sector development, natural resources management, service delivery and public financial management.

39. The focus of the WBG in Cambodia during the extended CAS period was governance, with a two-pronged approach of supporting improvements in governance systems while maintaining controls and checks in project design and supervision arrangements to mitigate fiduciary risks to the Bank's portfolio. Prior to 2011 the Bank supported land titling and administration, the expansion of rural roads and electrification, and decentralization and de-concentration activities, and natural resources management to benefit local communities. The Bank also was involved in education, including early childhood and higher education, and in the energy sector it supported renewable energy development. Moreover the WBG supported private sector development with efforts to improve the investment climate. IFC supported the private sector in Cambodia with investments mainly to support financial intermediaries that financed MSMEs, and the infrastructure sector (airport & telecom). It also provided advice on regulations for the establishment of the credit bureau which is being expanded to cover commercial lending as well as activities of various intermediaries such as leasing companies. IFC's long-term client engagement was key for its development impact in Cambodia. For the financial sector, IFC's engagement with one of its client banks started with support for its transition from NGO to a

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<sup>6</sup> The Bank and the Royal Government of Cambodia announced in March 2005 the completion of the study "Reduction of Fiduciary Risks under World Bank-funded projects in Cambodia" that INT helped prepare.



formal financial institution. IFC then supported new business development as well as regional expansion of this client, with follow-up investment and advisory services. On infrastructure, IFC supported the privatization of key airport infrastructure by working with an international sponsor of proven track record in this area.

40. Both fiduciary and safeguards issues were significant during the CAS program. Fiduciary issues were serious enough to warrant the temporary suspension of disbursements under some projects. These difficulties were compounded by safeguard issues on resettlement that could not be resolved satisfactorily with the Cambodian government. As a result, there was no new IDA financing after 2011. In 2009, IFC's Office of Compliance Advisor (CAO) started an investigation of Environmental & Safety concerns at Sihanoukville airport after receiving complaints about resettlement issues. In light of implementation of the agreed actions, the case was closed by CAO in May 2015.

41. Nevertheless, the Bank managed to remain engaged in 2011-15 using non-lending means such as analytical and advisory work and support through trust-funded activities. Knowledge services included programmatic assistance on health, capacity building on poverty analysis, technical assistance on social protection, a water and sanitation review, and an investment climate analysis (ICA). Given the arms-length relationship between the Bank and Cambodia after 2011, the emphasis was on partnerships in sector programs and multi-donor trust funds in some areas.<sup>7</sup>

## **6. Findings and Lessons**

42. Even with a strong focus on governance, the FY05-08 CAS suffered serious fiduciary and safeguard issues that resulted in the suspension of new IDA financing after 2011. Subsequent fiduciary training to local staff by the Asian Development Bank and the World Bank hopefully has ameliorated procurement issues, but this will continue to be tested on the ground during implementation of the upcoming CEN.

43. IEG agrees with the CLR lesson that short-term solutions to institutional problems-such as the Independent Procurement Agent (IPA)-are not a substitute for long-term institutional building and sustained institutional development in areas where the government is willing to engage with the Bank. Indeed, they may be a hindrance, as the IPA may have undermined ongoing capacity building efforts under the Public Financial Management and Accountability project (FY06).

44. Thus, a more general lesson from the Cambodia IPA is that it can exacerbate the challenge of government capacity and ownership. If an IPA is strictly necessary because the government has no standing procurement capacity, parallel procurement institutional capacity should continue to be built as part of the provisions for a clear exit strategy from the IPA.

45. The confluence of the planned intensified WBG engagement with Cambodia with a new Bank-wide procurement model relying more on country systems-scheduled to start on July 1st, 2016-highlights the need to mitigate and monitor closely fiduciary risks to avoid a setback similar to the one experienced under the FY05-08 CAS. Safeguard risks also need to be kept under close watch by the Bank.

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<sup>7</sup> Cambodia used only US\$93 million of the US\$260 million allocation under IDA15 and no IDA16 resources.



46. In this context, there are four specific lessons from IEG's reviews of project implementation in Cambodia that are worth noting: <sup>8</sup>
- a. IEG's ICR review for the Land Management and Administration project (LMAP-FY02) that was closed in FY10 notes that when major safeguard and fiduciary problems emerge during project implementation, focus on development outcomes may be lost. Supervision of this project was overwhelmed by the investigations of mis-procurement and safeguard violations. This precedent provides a case for increasing the supervision budget and ensure cross-support from expert staff in such situations.
  - b. An additional lesson for this project is that safeguard violations will be more likely if safeguard supervision plans are not made during project preparation. Counterpart roles and responsibilities for enforcing safeguards were not sufficiently clarified during preparation of this project, compromising quality at entry. A similar-more general-lesson applies to fiduciary risks, where team leaders will need to keep procurement issues under closer scrutiny than usual in the period ahead, particularly in light of a new Bank-wide procurement model relying more on country systems as of July 1st, 2016. Continuing to build local procurement institutional capacity remains a priority in Cambodia.
  - c. Reliance on parallel programs constitutes a risk. The LMAP design relied on a separate, donor-funded Informal Settlements Program to be implemented in parallel to ensure that the poorest and most tenure-insecure communities would benefit from titling. This parallel program covered Phnom Penh alone and no comparable arrangements were included under the LMAP to address similar issues elsewhere. This introduced an unidentified risk and should have been accompanied by a detailed plan for coordination between the two programs in Phnom Penh and plans to develop a similar arrangement for State lands elsewhere.
  - d. IEG's ICR review for the Economic and Public Sector Capacity Building project (FY02) that was closed in FY08 notes that for TA projects the Bank should perform more upfront comprehensive and in-depth assessments of borrower commitment to implement the reforms that are the focus of the project, including a detailed assessment of the commitment of key agencies expected to be involved.

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<sup>8</sup> These lessons are drawn from IEG's Implementation Completion and Results Report (ICR) reviews of the projects.

- Annex Table 1: Summary Achievements of CAS Objectives**
- Annex Table 2: Cambodia Planned and Actual Lending, FY05-FY15**
- Annex Table 3: Analytical and Advisory Work for Cambodia, FY05-FY15**
- Annex Table 4: Cambodia Grants and Trust Funds Active in FY05-15**
- Annex Table 5: IEG Project Ratings for Cambodia, FY05-15**
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- Annex Table 12: List of IFC Investments in Cambodia**
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- Annex Table 14: IFC Net Commitment Activity for Cambodia**





**Annex Table 1: Summary of Achievements of CAS Objectives**

	CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
<b>1. CPS Objective: Promote private sector development for poverty reduction</b>			
<p><u>Developing institutions to identify constraints and assess progress</u></p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Investor scorecards developed in 2006. PBES covering 24 provinces (2009)</li> <li>Government-Private Sector Forum established and continued</li> </ul>	<p><u>Status as of December 31, 2011</u> Provincial Business Environment Scorecard (PBES) covering 10 provinces by 2007 and 24 provinces in 2009. Well established and respected dialog at national level.</p> <p><u>Progress during 2012-2015</u> The PBES were discontinued in 2011.</p> <p><u>Cambodia Trade Facilitation and Competitiveness (P089196). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>Not clear how this project contributed.</li> </ul> <p><u>First Poverty Reduction and Growth Operation (P071103). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>Not clear how this project contributed.</li> </ul>	<p>Source: CLR</p> <p>FINANCING Trade Facilitation and Competitiveness Project (TFCP); Cambodia Trade MDTF; Poverty Reduction and Growth Operation</p>	
<p><u>Facilitating trade</u></p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Risk management offices in all key trade-institutions; ASYCUDA rolled out.</li> <li>30% reduction in time to clear exports.</li> <li>Agencies with the authority and mandate to conduct routine inspections of shipments reduced from six to two</li> <li>Implementation of Trade Information Gateway</li> <li>Completion of major pieces of the WTO accession work program, with commercial laws and regulations publicly available</li> </ul>	<p><u>Status as of December 31, 2011</u> The CLR reports that the average time to clear exports decreased by almost 49% from 4.5 days in 2003 to 2.3 days in 2010. Risk management strategy implemented (in CAMCONTROL and GDCE) and ASYCUDA program in place in 54 border checkpoints including Sihanoukville (the country's main port) and Phnom Penh. WTO accession work program not completed.</p> <p><u>Progress during 2012-2015</u> Average time to clear exports stood at 2.4 days in 2014. Online public Trademark database launched. WTO gap assessment carried out with line ministries.</p> <p><u>Cambodia Trade Facilitation and Competitiveness (P089196). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>Reducing transaction costs associated with trade and investment - Substantial.</li> </ul>	<p>AAA/OTHER ICA; Sources of Growth; Partnership/facilitation role in PSD; MPDF; FIAS TA; G-PSF; IFC Advisory Services</p>	



	CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
		<ul style="list-style-type: none"> <li>Intermediate Objective 2: Facilitating access of enterprises to export markets -Substantial.</li> <li>Introducing transparency in investment processes - Negligible.</li> <li>Intermediate Objective 4: Improving legal transparency - Negligible.</li> </ul> <p><u>First Poverty Reduction and Growth Operation (P071103). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>Private Sector Development - Modest Achievement.</li> </ul>	
	<p><u>Increasing Corporate Social Responsibility Indicators</u></p> <ul style="list-style-type: none"> <li>Sustainable business model adopted for “Better Factories Cambodia” and extended to other sectors as appropriate</li> <li>Smoother industrial relationships and well established arbitration mechanism</li> </ul>	<p><u>Status as of December 31, 2011</u></p> <p>The CLR reports that the model for “Better Factories Cambodia” (BFC) adopted in the garment sector but not in other sectors. Recommendations implemented and enhanced sustainability by decreasing reliance on donor funding. Well established ACF Labor dispute resolution tribunal. The tribunal successfully arbitrates more than 191 cases per year.</p> <p><u>Progress during 2012-2015</u></p> <p>IFC engagement with BFC has continued at a strategic level through Global Better Work partnership with ILO. Tribunal now arbitrates more than 350 cases per year.</p>	
	<p><u>Enabling higher levels of investment, including foreign direct investment Indicators</u></p> <ul style="list-style-type: none"> <li>5 operational zones or more and SEZ regulated by law</li> <li>Strategy to support resolution of disputes at local level developed and credible and respected Commercial Arbitration Center functioning</li> <li>Government-Private Sector Forum (PSF) incorporated into donor PSD dialogue</li> <li>Capacity of business membership organizations strengthened in policy monitoring and advocacy.</li> </ul>	<p><u>Status as of December 31, 2011</u></p> <p>New SEZ established in Phnom Penh. SEZs are also operating in Bavet, Koh Kong, Sihanoukville. Investor aftercare program was initiated at the Cambodia Investment Board. Establishment of The Credit Bureau Cambodia (CBC). Establishment National Commercial Arbitration Center (NCAC) advanced. Formation and capacity building for Phnom Penh Hotel Association, Siem Reap Hotel Association, Cambodia Hotel Association, Cambodian Travel Association (CATA), Camfeba. Investor aftercare program was initiated at the Cambodia Investment Board. Consultations on proposed amendments to the law have not taken place nor has the law been implemented.</p> <p><u>Progress during 2012-2015</u></p> <p>The SEZ Sub-decree was adopted by the Cabinet in 2011. Credit bureau has been successfully operational with 108 members in 2012, covering 5 million consumers. NCAC established and fully functional and NCAC dispute</p>	<p>Source: CLR</p> <p><u>FINANCING</u> TFCP; Cambodia Trade MDTF; PRGO; Agri-Business Access to Finance; Business Incubation TF; IFC Investments</p> <p><u>AAA/OTHER</u> ICA; Sources of Growth; FIAS TA; MPDF; G-PSF; TA to microfinance institutions; IFC advisory services.</p>





	CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
	<ul style="list-style-type: none"> <li>Well established credit information system.</li> <li>Amended Law on Investment operational and implemented</li> </ul>	<p>settlement clauses have been embedded in investor contracts. Business Associations continue to represent interests of their industries, working closely with relevant government agencies.</p> <p><u>Cambodia Trade Facilitation and Competitiveness (P089196). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>Reducing transaction costs associated with trade and investment - Substantial.</li> <li>Facilitating access of enterprises to export markets -Substantial.</li> <li>Introducing transparency in investment processes - Negligible.</li> <li>Improving legal transparency - Negligible.</li> </ul> <p><u>First Poverty Reduction and Growth Operation (P071103). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>Private Sector Development - Modest Achievement.               <ul style="list-style-type: none"> <li>The three prior actions included issuance of an order from the Prime Minister requiring all relevant agencies to define data needs for adoption of a single administrative order needed for customs reforms, furthering a risk management approach to customs, and decrees to establish Special Export Zones, all of which were accomplished and formed a coherent package to further trade reform.</li> </ul> </li> </ul>	
	<p><u>Enabling development of microfinance and agro-business sector</u></p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Number of microfinance clients 1 million; outstanding loans: US\$200 million</li> <li>Size of agro-business industry - 650b riel (Value Added, constant 2000 prices)</li> </ul>	<p><u>Status as of December 31, 2011</u></p> <p>The cooperation agreements to conduct studies on possible MFI consolidation were signed with few MFIs in 2009/10. IFC TA provided to AMK. No data on number of clients as of 2011, but target was surpassed by 2015. No data on size of agro-business.</p> <p><u>Progress during 2012-2015</u></p> <p>At the micro finance sector level, outstanding loans totaled US\$ 2,721 million and number of depositors and borrowers were 1.35 and 1.93 million, as of third quarter of 2015.</p>	
	<p><u>Undertaking catalytic investment in new sectors</u></p>	<p><u>Status as of December 31, 2011</u></p>	



	CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
	<p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>IFC investments generated in commercially feasible projects - Around US\$50 million per year (2008-2011)</li> <li>Local private sector livelihoods linked to international tourism value chains in Siem Reap</li> </ul>	<p>IFC invested US\$ 96.71 during this period across three main sectors: financial market, Infrastructure (Airport &amp; Telecom) and MAS. A value chain study was prepared and delivered to the Cambodian Tourism Association in 2007. Actual investments averaged US\$ 25 m/ year, short of the US\$50 m/ year target.</p>	
	<p><u>Increasing transparency and accountability of PPI</u></p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Regulatory frameworks for private provision of electricity, water, telecom, transport and education issued by 2006</li> <li>Concession Law submitted to National Assembly in June 2005. Sub-decree and implementing regulations adopted; main terms of contracts disclosed by website; effective process of concession allocation and management</li> </ul>	<p><u>Status as of December 31, 2011</u> Concession Law adopted in September 2007. Road and Traffic Law adopted by National Assembly on December 20, 2006 and promulgated on February 8, 2007. No data on progress in telecom, electricity and education.</p> <p><u>Cambodia Trade Facilitation and Competitiveness (P089196). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>Introducing transparency in investment processes - Negligible. <ul style="list-style-type: none"> <li>This component of the project was not successfully implemented. Although the new Concessions Law was adopted by parliament and the relevant officials were trained, zero Private Participation in Infrastructure (PPI) transactions have been piloted under the new law. Part of the reason for this, however, was the onset of global financial crisis in 2009 which undermined foreign direct investment in all emerging markets. In addition, the roll out of the Investment Tracking system to the Council for the Development of Cambodia's departments was limited to a single department. Neither of the two intermediate indicators regarding the number of PPI contracts piloted under the new law nor the ranking of Cambodia in the IFC's Global Investment Promotion Benchmarking was achieved.</li> </ul> </li> </ul>	<p>Source: CLR</p> <p><u>FINANCING</u> TFCP; PRSO</p> <p><u>AAA/OTHER</u> FIAS TA</p>
	<p><b>2. CPS Objective: Improve natural resource management</b></p>		
	<p><b>Indicator:</b> Information on state land holdings and uses publicly accessible and mechanisms for assigning use of state lands include participatory mechanisms working with local stakeholders (2011)</p>	<p><u>Status as of December 31, 2011</u> The CLR Reports that the Stated Land Management Sub-decree was enacted. More transparent and participatory land allocation process developed by LASED in place and forest demarcation improved. Implementation of sub-decree delayed and state land mapping continues to be ad hoc. Bank support</p>	<p>Source: CLR</p> <p><u>FINANCING</u> Closed: Multi-donor LMAP; PRGO;</p> <p><u>AAA/OTHER</u></p>



CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
<p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p>was cancelled before implementation could be completed. Ad hoc land mapping continues.</p> <p><u>Progress during 2012-2015</u> Land Policies (White Paper) Issued on Aug 28, 2015 to (1) Strengthening land holding security (2) provide clear direction with transparency and equity in allocation and use the state land for private and public purpose, (3) provide the direction of natural resources and land use aim to economic development, protection and response to the effect of climate change and other disasters.</p> <p><u>First Poverty Reduction and Growth Operation (P071103). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>• Land and Natural Resources Management - Substantial.               <ul style="list-style-type: none"> <li>- The three prior actions comprised interim protective measures to safeguard indigenous community lands, establish and make public a log book of Economic Land Concessions, and clearly define operational procedures for forest boundary demarcation that are fully consistent with state land management and demarcation sub-decrees. These were high priority reforms needed to address difficult issues.</li> </ul> </li> </ul> <p><u>Land Management and Administration Project (P070875). IEG: Unsatisfactory</u></p> <ul style="list-style-type: none"> <li>• Improve land tenure security – Modest.</li> <li>• Promote the development of efficient land markets – Modest.</li> </ul>	<p>Natural Resources Management Framework; CDMTA.</p>
<p><u>Increased systematic land titling Indicator</u></p> <ul style="list-style-type: none"> <li>• 1.545 million plots adjudicated and 1.174 million titles distributed in 14 provinces/municipalities</li> </ul>	<p><u>Status as of December 31, 2011</u> Before cancellation of Bank support in 2009, over 1.47 million land parcels surveyed, 1.13 million titles signed and 1.07 million titles distributed to beneficiaries. Bank support cancelled.</p> <p><u>Progress during 2012-2015</u> Total number of land title distributed is more than 4 million titles (October 2015).</p> <p><u>Land Management and Administration Project (P070875). IEG: Unsatisfactory</u></p>	<p>Source: CLR</p> <p>FINANCING LMAP; LASED; Smallholder Agriculture and Social Protection Support; Land Administration Management Distribution Support</p> <p>AAA/OTHER</p>



	CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
		<ul style="list-style-type: none"> <li>• Improve land tenure security – Modest.</li> <li>• Promote the development of efficient land markets – Modest.</li> </ul> <p><u>Land Allocation for Social and Economic Development (P084787). ICR: Satisfactory</u></p> <p>Smallholder Agriculture and Social Protection Support Operation (P117203). IEG: Moderately Satisfactory</p> <ul style="list-style-type: none"> <li>• The overall development objective of this Development Policy Operation (DPO), according to the Program Document (p. 28), was to "address the weaknesses in smallholder agricultural production and social protection systems which have come to light during the Food Price Crisis."</li> <li>• Objective 1: Accelerate the smallholder agricultural supply response – Modest</li> <li>• Objective 2: Expand safety net support and improve its governance through better targeting - Substantial</li> </ul>	Agrarian Structure, Support to Agricultural Policy and Strategy, NRM Framework, Growth Study; Option for Land Administration Reform.
	<p><u>Indigenous Communal Land Registration and Titling</u> <b>Indicator</b></p> <ul style="list-style-type: none"> <li>• Policy and legal requirements in place and 30 communities have registered as indigenous communities and 20 have received communal titles</li> </ul>	<p><u>Status as of December 31, 2011</u> Policy on Registration and Use Rights of Indigenous Communal Land adopted. Bank support Cancelled.</p> <p><u>Progress during 2012-2015</u> There are 165 that have MRD approval, and 95 that have MOI approval. 11 indigenous communities have communal titles (2015).</p>	
	<p><u>Distribution of state land to the poor</u> <b>Indicator</b></p> <ul style="list-style-type: none"> <li>• 10,000 qualified, landless households receive at least 3 ha of productive land, settlement and production support through community-based mechanisms</li> </ul>	<p><u>Status as of December 31, 2011</u> The LASED Project funded the identification and distribution of more than 14,127 ha of Social Land Concessions to 4,697 poor and landless families. Using the processes designed under LASED, the RGC distributed in total 113,541 ha of land to 12,494 poor families. See: <u>Land Allocation for Social and Economic Development (P084787). ICR: Satisfactory</u></p>	
	<p><u>Protected areas</u> <b>Indicator:</b> Percentage of protected areas and forest area demarcated and under</p>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015</u> Insufficient data on forests and protected areas.</p>	Source: CLR  <b>FINANCING</b>



	CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
	<p>management plans working with local communities</p> <p><b>Baseline:</b> Not provided</p> <p><b>Target:</b> &gt; Baseline</p>	<p>Biodiversity and Protected Areas Management Project (P065798). IEG: <u>Unsatisfactory</u></p>	<p>Biodiversity and Protected Areas Management Project; Community Forestry JSDF</p> <p><u>AAA/OTHER</u> Forest Law Enforcement Governance, Support to National Forest Plan, NRM and Forestry</p>
	<p><b>3. CPS Objective: Improve social service delivery and public financial management</b></p>		
	<p><b>Indicator:</b> (i) Comprehensive, integrated and accountable capital/recurrent budget formulated with early deployment of associated Financial Management Information System to facilitate budget execution, monitoring and financial reporting at aggregate and executing agency level (MEF, central, sub-national, and agency) and (ii) NAA/National Assembly oversight strengthened</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p>First Poverty Reduction and Growth Operation (P071103). IEG: <u>Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>• Public Financial Management - Substantial Achievement           <ul style="list-style-type: none"> <li>- The four prior actions which addressed public financial management issues comprised measures to strengthen procurement, develop and implement the first phase of a new transaction process from budget release to commitment in order to strengthen budget execution, increased reliance on the banking system for government transactions, and introducing an official merit -based pay and employment reform project in the Ministry of Economy and Finance, all of which were successfully implemented. These actions addressed important issues and formed a coherent basis in areas in which the PRGO 1 pursued further reforms. There was also a prior action regarding civil service reform, to introduce an official merit – based pay and employment reform pilot project in the Ministry of Economy and Finance, which was in fact introduced in August 2005, and which was a reasonable start to civil service reform.</li> <li>- No information could be verified on whether the NAA/National Assembly oversight was strengthened.</li> </ul> </li> </ul>	<p><u>FINANCING</u> PFM &amp; Accountability Program and Multi Donor Trust Fund; PRGO (including support to sector programs); PFM Modernization TF</p> <p><u>AAA/OTHER</u> Annual External Advisory Panel Reports; PETS; review/ design of new civil service incentive schemes; assessment of civil service reform task environment; continued input to sector program design and management; Oil and Gas Sector Policy</p>
	<p><u>Civil Service Management</u></p> <p><b>Indicator:</b> HRM management, development and remuneration framework in place and under implementation in priority sectors</p> <p><b>Baseline:</b> No</p>	<p><u>Status as of December 31, 2011</u></p> <p>Endeavors to establish merit-based compensation met strong resistance from several line ministries, donors and the armed forces. Initiative was replaced by different scheme called Priority Operating Costs which for 2011 allows line ministries to set their respective incentive pay schemes in consultation with donors.</p>	<p>Source: CLR</p> <p><u>FINANCING</u> PFM &amp; Accountability Program and Multi Donor Trust Fund; PRGO</p>



	CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
	<p><b>Target:</b> Yes (2011)</p>	<p><u>Progress during 2012-2015</u> The Merit Based Performance Incentive (MBPI) pilot has resulted in a broader civil service reform starting 2014 supported by the increase in minimum salary of the civil servants with a new pay structure and a credible national plan, the NPAR 2015-2018. This enables improvements in public service delivery.</p> <p><u>First Poverty Reduction and Growth Operation (P071103). IEG: Moderately Satisfactory</u> Civil Service Reform – Modest.</p>	<p>(including support to sector programs); PFM Modernization TF</p> <p><u>AAA/OTHER</u> Annual External Advisory Panel Reports; PETS; review/ design of new civil service incentive schemes; assessment of civil service reform task environment; continued input to sector program design and management; Oil and Gas Sector Policy</p>
<p><b>4. CPS Objective: Support decentralization and promote citizens' partnerships for better governance</b></p>			
	<p><u>Improving framework for Decentralization and De-concentration (D&amp;D)</u> <b>Indicators</b></p> <ul style="list-style-type: none"> <li>• Development and implementation of strategy to increase sub-national own-source revenues</li> <li>• Regulatory framework (Organic Law) for D&amp;D drafted and released for consultation by November 2007</li> <li>• Related National Program for Sub-National Democratic Development developed and under implementation</li> </ul>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015</u> Organic Law approved, adopted and under implementation. National Program for Sub-National Democratic Development developed and second, 3-year implementation plan is under way. Inter-ministerial regulation is in place, districts and communes receive a portion of fees collected.</p> <p><u>Rural Investment and Local Governance Project (P071146) and Additional Financing (P105715). IEG: Satisfactory</u> Contributing to Good Local Governance – Substantial.</p> <p><u>Program to Enhance Capacity in Social Accountability (PECSA) (P106040)</u></p>	<p>Source: CLR</p> <p><u>FINANCING</u> Rural Investment and Local Governance Project (P071146) and Additional Financing (P105715)</p>
	<p><u>Enabling environment for civic engagement</u> <b>Indicators</b></p> <ul style="list-style-type: none"> <li>• A strategy and program for constructive engagement between state and NGO sector and for building capacity of CSOs is produced and its implementation initiated</li> </ul>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015</u> Nationwide Social Accountability Framework (SAF) and Implementation Plan (I-SAF) approved and underway. Civil society institutions participating actively in I-SAF. Anticorruption Law approved and in force. Freedom of Information Law has yet to proceed.</p> <p><u>Rural Investment and Local Governance Project (P071146) and Additional Financing (P105715). IEG: Satisfactory</u> Contributing to Good Local Governance – Substantial.</p>	<p><u>AAA/OTHER</u> Civil Society Assessment Program to Enhance Capacity in Social Accountability (PECSA) (P106040)</p>



	<b>CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs</b>	<b>Actual Results (as of current month/year)</b>	<b>IEG Comments</b>
	<ul style="list-style-type: none"> <li>Improved capacity of civil society institutions to impact good governance in the public sector</li> </ul>	<p><u>Program to Enhance Capacity in Social Accountability (PECSA) (P106040)</u></p>	
	<p><u>Improving intergovernmental fiscal transfers</u> <b>Indicators</b></p> <ul style="list-style-type: none"> <li>Regulations promulgated to facilitate collection of OSRs.</li> <li>Revised sub-decree establishing C/SF allocations for 2008-10 issued by late 2007.</li> </ul>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015 Rural Investment and Local Governance Project (P071146) and Additional Financing (P105715). IEG: Satisfactory</u> Contributing to Good Local Governance – Substantial.</p>	
	<p><u>Improving local revenue systems</u> <b>Indicators</b></p> <ul style="list-style-type: none"> <li>Communes receive cash transfers equal to C/SF allocations</li> <li>Enhanced reporting and disclosure procedures adopted at commune level by mid-2007.</li> <li>Revised gender strategy to be mainstreamed into post-Seila institutions during RILGP process during mid 2007</li> <li>Improved financial management and accounting practices adopted and consistently applied for C/SF from 2006.</li> </ul>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015 Rural Investment and Local Governance Project (P071146) and Additional Financing (P105715). IEG: Satisfactory</u> Contributing to Good Local Governance – Substantial.</p>	<p>Source: CLR</p> <p><b>FINANCING</b> Rural Investment and Local Governance Project (P071146) and Additional Financing (P105715)</p>
	<p><u>Strengthening participation, transparency, accountability</u> <b>Indicators</b></p> <ul style="list-style-type: none"> <li>Annual audits by NAA of C/SF are undertaken, publicly available, and appropriate actions are taken to redress deficiencies found from 2006 onward</li> <li>One window service and Ombudsman offices set up to deliver certain</li> </ul>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015 Rural Investment and Local Governance Project (P071146) and Additional Financing (P105715). IEG: Satisfactory</u> Contributing to Good Local Governance – Substantial.</p>	



	CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
	<p>decentralized services under the Organic Law on D&amp;D</p> <p><u>Protecting citizens' rights and improving access to justice and information</u></p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>• Government agrees on role of commune councils and other dispute resolution councils</li> <li>• Increased assistance to communities to help them access formal or alternative justice or dispute resolution systems (led by UNDP).</li> <li>• Mechanisms in place to increase the information for dissemination of laws and policies to citizens</li> <li>• Increased level of awareness among citizens on use of demand side approaches to improve their access to information, service delivery and justice</li> <li>• Greater use of media to disseminate and discuss information on government programs</li> </ul>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015</u></p> <p>Role of commune councils agreed. Mechanisms in place to increase availability of information on laws and policies. Greater use of media to disseminate and discuss government programs. Role of the media to disseminate and discuss government programs is still very limited and the Freedom of Information law is still not approved.</p> <p><u>Demand for Good Governance (P101156). IEG: Satisfactory</u></p> <p>In the priority reform area of Decentralization and Citizen Partnerships, the project also saw some outcomes arising from the work of the OWSO/DO. The ICR reports that citizen awareness of services provided by One Window Service Offices rose from 24% (baseline in 2011) to 77% at the end of the project (ICR, Annex 4, page 58, indicator 1.2), and that awareness and understanding among citizens of non-state actors' facilitation of social accountability were both at 79% at the end of the project, compared with 70% target</p>	<p><u>FINANCING</u></p> <p>Demand for Good Governance (P101156)</p> <p><u>AAA/OTHER</u></p> <p>Civil Society Assessment Program to Enhance Capacity in Social Accountability (PECSA) (P106040)</p>





	CPS FY05-15 – Focus Area 1: Removing Governance Constraints in Attaining the Cambodia MDGs	Actual Results (as of current month/year)	IEG Comments
	<p><u>Improving involvement of citizens' inputs into public policies and development debate</u></p> <ul style="list-style-type: none"> <li>Scorecards piloted to measure quality of service delivery in schools.</li> <li>Grievance mechanisms in place for abuses in donor funded projects.</li> <li>Community monitoring tools developed and piloted with extensive civil society participation in selected communes.</li> </ul>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015</u> The CLR reports that mechanisms in place to address grievances related to donor-funded projects. Community monitoring tools developed and piloted with civil society participation. Increased donor coordination on social accountability.</p> <p><u>Demand for Good Governance (P101156). IEG: Satisfactory</u> Monitoring to inform Demand for Good Governance (DFGG) in priority reform areas -- rated Substantial. An important element was the involvement of community scorecards and citizen reporting within the Non-State Actors component, in monitoring the quality, timeliness, and other elements of public services provided. Monitoring capacity varied and methods and consistency were not necessarily ideal, and for this reason this outcome rating is "substantial" rather than "high".</p>	<p>Source: CLR and ICRR P101156</p> <p><u>FINANCING</u> Demand for Good Governance (P101156).</p> <p><u>AAA</u> Civil Society Assessment Program to Enhance Capacity in Social Accountability (PECSA) (P106040)</p> <p><u>OTHER</u> Voice and Action TF; Voice, Choice and Decision.</p>



	CPS FY05-15 – Focus Area 2: Support strategy and investment to attain Cambodia's MDGs	Actual Results (as of current month/year)	IEG Comments
5. CPS Objective: Help formulate and implement the National strategic Development Plan (NSDP) 2006 - 2010			
<p><b>Indicator:</b> National Strategic Development Plan (NSDP) 2006-2010 produced and contributes to accelerated implementation of priority policy and institutional reforms</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Status as of December 31, 2011</u></p> <p>The NSDP 2006-2010 was finalized in January 2006 and approved by the National Assembly in May 2006. It was updated to the NSDP 2009-2013. NSDP represented significant progress in terms of government ownership of diagnosis and policy prioritization.</p> <p><u>Progress during 2012-2015</u></p> <p>In 2015, the Royal Government of Cambodia (RGC) launched the NSDP 2014-2018, which builds on the 2006-2010 development plan but provides a more detailed set of priorities, target indicators and action, and introduces a monitoring and evaluation framework.</p>	<p>Source: CLR</p> <p><u>FINANCING</u> Enhancement of Poverty Analysis Capacity TF</p> <p><u>AAA/OTHER</u> Support to production of 2007 poverty profile; Strengthening capacity for NSDP M&amp;E Poverty Assessment 2010 (based on 2009 household survey); Support to formulation of NSDP-II (2014-2018); Poverty Analytical Capacity Building; Cambodia Poverty Assessment III; Cambodia 5-year Development Strategy; Cambodia Vision 2030.</p>	
<p><b>Indicator:</b> Accurate, comparable poverty estimates produced regularly and in time for use in NSDP formulation and monitoring</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Status as of December 31, 2011</u></p> <p>Technical disagreements with government delayed the completion of poverty assessment to 2012. In 2012 the government produced official poverty estimates, so the target of obtaining a poverty profile by March 2010 was only accomplished in 2012.</p> <p><u>Progress during 2012-2015</u></p> <p>Poverty measurement methodology agreed in 2012, and data for 2013 and 2014 is readily available. Government and WB have not produced official poverty estimates using the shared methodology since 2012. This has delayed a poverty update note containing poverty estimates and profiles using the 2013 data.</p>		
<p><b>Indicator:</b> Strengthened Royal Government of Cambodia (RGC) capacity for evidence-based policy- making</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Status as of December 31, 2011</u></p> <p>The NSDP 2006-2010 provided the basis to implement evidence based policy in Cambodia. Nonetheless, ownership, knowledge and actual implementation of the NSDP varied across ministries and across units within ministries. Similarly, in some cases, the data required for the follow up was not available. The MoP and NIS acquired some ownership of the CSES data collection.</p> <p><u>Progress during 2012-2015</u></p>		

	CPS FY05-15 – Focus Area 2: Support strategy and investment to attain Cambodia's MDGs	Actual Results (as of current month/year)	IEG Comments
		The NSDP update 2009-2013, and the subsequent NSDP 2014-2018 have allowed to government to have a consistent plan and policy guide.	
	<p><u>Progress (total ODA and Bank program) against Paris Declaration indicators of harmonization and alignment</u></p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Action Plan for Harmonization and Alignment (2004-2008) and ODA Management Policy prepared and agreed with donors.</li> <li>Single ODA coordinating body (the CDC), with senior government leadership, established and supplied by donors with information needed to provide coordination role.</li> <li>Completed assessment of capacity development needs of government.</li> <li>Donor capacity development practices streamlined and harmonized.</li> <li>Agreement reached on principles for donor support to allowances &amp; salary supplements.</li> <li>More joint missions and joint country planning – at TWG level.</li> </ul>	<p><u>Status as of December 31, 2011</u> Action Plan for Harmonization and Alignment and ODA Management Policy agreed. ODA coordinating body with senior government leadership established. Increased percentage of ODA reported on budget and delivered through via sector-wide approaches.</p> <p><u>Progress during 2012-2015</u> Bottom-up strategic budget plan and top-down medium term expenditure framework (METF) are being further improved and refined so that budget and policy are linked</p>	<p>Source: CLR</p> <p><u>AAA/OTHER</u> JCPR; Technical Working Groups; Cambodia Development Cooperation Forum</p>
	<p><b>Indicator:</b> Support Technical Working Group on Gender (TWG G) Action Plan – WB supporting Cambodia Gender Assessments (CGA) and gender and aid effectiveness agenda.</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Status as of December 31, 2011</u> Regular involvement in TWG G led by Ministry of Women's Affairs (MOWA) continued by WB – WB supported CGA 2008 preparation and publication;</p> <p><u>Progress during 2012-2015</u> Neary Rattanak IV (gender strategy) under preparation. Pool of (Gender Responsive Budgeting) GRB experts in MoWA and Ministry of Economy and Finance (MEF) established.</p>	<p>Source: CLR</p>



	<b>CPS FY05-15 – Focus Area 2: Support strategy and investment to attain Cambodia's MDGs</b>	<b>Actual Results (as of current month/year)</b>	<b>IEG Comments</b>
	<p><b>Indicator:</b> (i) Priority programs for promoting gender equality identified and budgeted; (ii) Implementation of programs addressing gender inequality supported through donor programs and coordinated through TWG; (iii) Regular monitoring of progress against the indicators developed.</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Status as of December 31, 2011</u> MoWA and Ministry of Economy and Finance officers trained on Gender Responsive Budgeting (GRB) aiming at integrating gender aspects in the government budget cycle and public financial management reforms. Priority programs for promoting gender equality not yet adequately budgeted for.</p> <p><u>Progress during 2012-2015</u> MoWA developed Program Based Approach (PBA) on Gender Equality (including establishment of PBA Working Group) with main objective to harmonize donor support. Regular monitoring of progress against the gender indicators developed and carried out.</p>	
	<p><b>Indicator:</b> Policy recommendations in the Cambodia Gender Assessments (CGA) 2008 operationalized, in particular through Bank projects.</p>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015</u> Gender targeted activities introduced in in all new AF operations (in absence of no new projects); AAA products.</p>	
	<p><b>Indicator:</b> Inclusion of gender analysis and specific gender policy outlines in NSDP II (2010)</p>	<p><u>Status as of December 31, 2011</u> Not achieved</p> <p><u>Progress during 2012-2015</u> Input note on Gender for NSDP 2014-2018</p>	
<b>6. CPS Objective: Support for achieving Cambodia's MDGs in human development and infrastructure</b>			
	<p><u>Education and Health</u> <b>Indicator:</b> Improvements in the coverage of basic education and health services</p>	<p><u>Status as of December 31, 2011</u> Education: The CLR reports notable increases in Early Childhood, primary and lower secondary education enrolment rates. Indicators on number of formal preschool classrooms, number of incomplete schools and number of lower secondary schools also improved. Scholarships provided for lower secondary school students from poor families. Absolute amount of public budget for basic education has been increased.</p> <p>Health: The CLR reports an increase in proportion of fully immunized children and percentage of births delivered in a health facility. Health Equity Funds (HEF) reached 2.6 million poor. Increased number of people with access to a basic package of health services.</p>	<p><b>FINANCING</b> Education Sector Support; Education Sector Support Scale Up Action Program (FTI CF); JSDF Mainstreaming Inclusive Education, HSSP 1 and 2; DFAT RETF for implementation of a cash transfer pilot on maternal and child health Higher Education and Skills, Second Chances for Youth; Higher Education</p>



	CPS FY05-15 – Focus Area 2: Support strategy and investment to attain Cambodia's MDGs	Actual Results (as of current month/year)	IEG Comments
		<p><u>Progress during 2012-2015</u> Education: Continued improvements in education coverage, in particular in Early Childhood and lower secondary education. Scope of scholarships for the poor expanded. Budgetary allocations to education has increased rapidly.</p> <p>Health: Continued improvement in percentage of births delivered in a health facility. The percentage of the poor population covered by HEF had risen further to 93 percent.</p> <p><u>Health Sector Support Project (P070542). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>• Objective (1): To improve the health status of the population, particularly the poor and rural population – Substantial</li> <li>• Objective (2): To improve the accessibility of health services in selected provinces – Substantial</li> <li>• Objective (3): To improve the quality of health services in selected provinces – Modest</li> <li>• Objective (4): To improve affordability of health services in selected provinces – Substantial</li> <li>• Objective (5): To strengthen the capacity to carry out health sector reform and manage health sector</li> <li>• resources efficiently – Modest</li> </ul> <p><u>Cambodia Second Health Sector Support Program (P102284). Latest Management Assessment: MS</u> PDO: To support the implementation of the Government's Health Strategic Plan 2008-2015 in order to improve health outcomes through strengthening institutional capacity and mechanisms by which the Government and Program Partners can achieve more effective and efficient sector performance.</p> <p><u>Cambodia Education Sector Support (P070668). IEG: Satisfactory</u> Attainments related to demand:</p>	<p>Quality and Capacity Improvement; Health Sector Support TF; GPE Education Support TF; GMS Power Trade; Road Asset Management;</p> <p><b>AAA/OTHER</b> Scholarships for the Poor: A Conditional Cash Transfer Impact Evaluation in Lower Secondary Schools; Teaching in Cambodia; Evaluation of Pre-school Construction and Upgrading Program; Higher Education and Labor Market Strategy; Improving Teacher Quality in Cambodia; Health Sector Note; IE of Preventing Mother to Child Transmission of HIV; WBG-DFID Health Sector Support; Power Regulation TA; Water and Sanitation Review; Expanded Water Treatment Technology; Water Operators and Rural Water and Sanitation TAs</p>



	CPS FY05-15 – Focus Area 2: Support strategy and investment to attain Cambodia's MDGs	Actual Results (as of current month/year)	IEG Comments
	Education and Health	<ul style="list-style-type: none"> <li>• There was a 10% increase in Grade 7 enrollment at scholarship schools compared with the same cohort at other schools in comparable areas of Cambodia with no scholarships (ICR, p. 29).</li> <li>• The impact evaluation of the scholarship program found that scholarships raised the school participation of recipients by about 20% as compared with those schools/students without the program. Thus, the ICR estimated that 12, 574 students would have been unable to finish Grade 9 without this program (i.e. 20% of 62,869 students funded by this project and the Ministry budget in 2009 and 2010) (ICR, p. 51).</li> <li>• There was increased spending on girls ' schooling by approximately US\$7/year to US\$9/year for scholarship recipients and US\$3/year to US\$4/year for their sisters. The study concluded that the Scholarship Program appeared to have removed about one -half of the difference in expenditures between boys and girls among applicants, and about one-fifth of this difference among siblings (ICR, p. 29).</li> <li>• The percentage of six year -olds entering first grade increased from 79% in 2004 to 92% in 2012. No target established. ICR (p. iii) indicates that this is not attributable to the project, since it did not include activities to impact this indicator.</li> <li>• The total primary enrollment rate increased from 90% _ in 2004 to 95% in 2012, just missing the target (96%).</li> <li>• The female primary enrollment rate increased from 88% in 2004 to 95% in 2012, just missing the target (96%).</li> <li>• The total lower secondary enrollment rate modestly increased from 30% in 2004 to 33% in 2012, which did not meet the target of 50%.</li> <li>• The female lower secondary enrollment rate increased from 28% in 2004 to 35% in 2012, which did not meet the target (50%).</li> <li>• The attendance rate among students in lower secondary school increased among the poorest quintile from 20.7% in 2004 to 38.0% in 2009, as reported by the project team.</li> </ul>	
		Status as of December 31, 2011	



	CPS FY05-15 – Focus Area 2: Support strategy and investment to attain Cambodia's MDGs	Actual Results (as of current month/year)	IEG Comments
	<p><b>Indicator:</b> Improvements in the quality and efficiency of basic education and health service delivery</p>	<p>Education: Increased average academic performance in mathematics and language in Grade 3. 650 primary schools received school improvement grants (through ESSSUAP). PETS completion and annual expenditure tracking target not achieved.</p> <p>Health: Increased coverage of antenatal care ANC2 by trained personnel. Health PETS completed as part of IFAPER. Percentage of essential drugs that experienced stock out periods had fallen to 4.7% in 2011. Annual tracking and MBPI targets not achieved.</p> <p><u>Progress during 2012-2015</u> School report card included in monitoring system. Education PETS will be conducted in CY2016. Results Based Planning and Monitoring completely developed for early childhood, primary, secondary and non-formal education sub-sectors. Inspection system for general education schools is being piloted.</p> <p><u>Cambodia Education Sector Support (P070668). IEG: Satisfactory</u> Attainments related to quality:</p> <ul style="list-style-type: none"> <li>• While the scholarship program increased access, it had little or no impact at all on learning (ICR, p. 29).</li> <li>• However, the scholarship program was an intervention that improved access by reducing the constraints and opportunity costs to enrollment, which would not have been expected to lead to improvements in quality.</li> <li>• In 2007 the Ministry of Education, Youth, and Sports formally recognized the Basic Education Teacher</li> <li>• Training Program. Teachers who successfully passed the 2 year program were renamed Basic Education</li> <li>• Teachers, which provided an increase in status, salary and pensionable rights (ICR, p. 31).</li> <li>• The total transition rate from primary to lower -secondary decreased from 90% in 2004 to 80% in 2012, which did not meet the target (97%).</li> <li>• The female transition rate from primary to lower -secondary decreased from 88% in 2004 to 81% in 2012, which did not meet the target (95%).</li> </ul>	



	CPS FY05-15 – Focus Area 2: Support strategy and investment to attain Cambodia's MDGs	Actual Results (as of current month/year)	IEG Comments
		<ul style="list-style-type: none"> <li>• The dropout rate in Grade 9 decreased from 26.2% in 2003-04 to 19.8% in 2009-10.</li> <li>• The student-teacher ratio decreased from 52:1 in primary in 2004 to 50:1 in 2012, which met the target.</li> <li>• The primary completion rate increased from 59% in 2004 to 85% in 2012. No target established. The ICR did not discuss the role promotion policies had in increasing the completion rate.</li> <li>• There was improved learning in Khmer and Mathematics with grade three students, while the results remained constant for grade 9 students in Khmer and slight improvement in Mathematics.</li> </ul> <p>Attainments related to efficiency:</p> <ul style="list-style-type: none"> <li>• No change in student-teacher ratio at lower-secondary from 23:1 in 2004 to 23:1 in 2012, which did not meet the target of increasing student - teacher ratio (45). Since the project did not have activities to impact the student-teacher ratio, results (or lack of results) are not attributable to the project.</li> <li>• The repetition rate in lower secondary decreased from 4.2% in 2003-04 to 2.4% in 2009-10. The ICR (p. 42) reported that while the project did not support all lower secondary schools, it increased 27.5% of lower secondary school buildings and trained 31.1% of lower secondary teachers and 98.5% of school directors.</li> </ul>	
	<p><u>Developing infrastructure sector strategies</u> <b>Indicator:</b> Clear government-owned strategies formulated, adopted and agreed with donors through the Infrastructure and Regional Integration Technical Working Group (IRITWG)</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Status as of December 31, 2011 Progress during 2012-2015</u> Infrastructure and Regional Integration Technical Working Group established and convenes twice a year to coordinate sector development plans and investment by relevant stakeholders.</p>	
	<p><u>Improving access to infrastructure</u></p>	<p><u>Status as of December 31, 2011</u> Achieved</p>	





	CPS FY05-15 – Focus Area 2: Support strategy and investment to attain Cambodia's MDGs	Actual Results (as of current month/year)	IEG Comments
	<p><b>Indicator:</b> Improving access to infrastructure (roads)</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Road Asset Management Project (P106603). Latest Management Assessment: Moderately Satisfactory</u></p>	
	<p><u>Road program</u></p> <p><b>Indicator:</b> A sustainable road maintenance program established and functional</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Status as of December 31, 2011 Progress during 2012-2015</u></p> <p>3-year rolling plan for road maintenance program is prepared by Ministry of Public Works and Transport (MPWT). Plan serves as basis for budget allocation for road maintenance by Ministry of Finance (MEF), which increased substantially from 2008 to 2015.</p>	
	<p><u>Electricity</u></p> <p><b>Indicator:</b> Additional 135,000 rural households provided with access to electricity, of which 53,000 households by grid extension, 66,000 households by off-grid systems and 16,000 households by solar home systems by 2009.</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015</u></p> <p>118,000 new rural household connections made (against a target of 135, 000), including 50,000 new rural connections provided by Rural Energy Enterprises, through sub-grants from REF, 12,093 Solar Home Systems installed, and 40 Electricity Enterprises supported by Rural Electrification Fund.</p> <p><u>Rural Electrification and Transmission Project (P064844). IEG: Moderately Satisfactory</u></p> <ul style="list-style-type: none"> <li>• Improve standards of living and foster economic growth in rural areas by expanding rural electricity supplies - Substantial.             <ul style="list-style-type: none"> <li>- The project expanded rural electricity coverage to 565,733 people (117,861 households), nearly meeting the target of 567,000 people through the expansion of distribution networks.</li> </ul> </li> </ul>	
	<p><u>Electricity</u></p> <p><b>Indicator:</b> Approximately 86% of power demand in Kampong Cham and Stung Treng met with imported electricity from Vietnam and Lao PDR (2011)</p> <p><b>Baseline:</b> No</p>	<p>Not Achieved</p>	



	CPS FY05-15 – Focus Area 2: Support strategy and investment to attain Cambodia's MDGs	Actual Results (as of current month/year)	IEG Comments
	<p><b>Target:</b> Yes (2011)</p> <p><u>Water</u> <b>Indicator:</b> Water supply systems in 11 towns built and functional</p> <p><b>Baseline:</b> No</p> <p><b>Target:</b> Yes (2011)</p>	<p><u>Status as of December 31, 2011 and Progress during 2012-2015</u> Approximately 15,000 families (about 75,000 people) benefited from services managed through OBA. In addition to the support to the 11 towns, technical assistance under taken jointly with UNICEF and WHO has supported the government in the development of the National Strategic Plan for rural water supply and sanitation 2014-25.</p> <p><u>Provincial and Peri-Urban Water and Sanitation Project (P073311). IEG Moderately Unsatisfactory</u> The degree of achievement of the project's development objective - "to assist the Kingdom of Cambodia move forward in fulfilling the Millennium Development Goals in water supply and sanitation by 2015" – is rated modest. The achievement of eleven small -scale water supply systems in the provinces fell short of the original target of seventeen (PAD, page 30). Eighteen systems were procured, but mis-procurement was declared in seven of them. The total number of households benefiting from improved water supply in the provinces is estimated at 15,000 (or some 75,000 people).</p>	
	<p><u>Water</u> <b>Indicator:</b> Integration of Cambodia into Mekong regional water resource plans as measured by (i) basin models developed; (ii) national assessments completed; (iii) sound implementation of approved water utilization rules/procedures; strengthened country sectoral capacity; progress towards sustainable poverty reduction and income generation from better water resource management (2011)</p>	<p><u>Status as of December 31, 2011</u> First two targets achieved only partially, while last target was not achieved. Delivery of MIWRM 3 project was postponed to FY16.</p> <p><u>Progress during 2012-2015</u> Enhanced transboundary water management with Laos, Vietnam and Thailand through the Mekong Integrated Water Resources Management Project. Additional support to be provided under upcoming reengagement.</p> <p><u>Mekong Integrated Water Resources Management (P104806). Latest Management Assessment: Moderately Satisfactory</u></p>	<p>Source: CLR</p> <p><u>FINANCING</u> Regional Mekong Integrated Water Resources Management Project Component (P104806).</p>



**Annex Table 2: Cambodia Planned and Actual Lending, FY05-FY15**

Project ID	Project name	Proposed FY	Approval FY	Closing FY	Proposed Amount	Approved IDA Amount	Outcome Rating
<b>Project Planned Under CAS/CASPR 2011-15</b>							
P070668	KH-Cambodia Education Sector Support		2005	2012		28	
P089196	KH- Trade Facilitation & Competitiveness		2005	2013		10	
P087945	Cambodia - Public Fin. Mgmt. & Acct.		2006	2014		14	
P105329	KH - GMS Power Trade Project		2007	2012		18.5	
P071103	KH-Poverty Reduction and Growth-1 (DPL)		2008	2008		15	
P084787	KH-Land Allocation for Soc.and Eco. Dev.		2008	2015		11.5	
P100084	KH-Avian Influenza Emergency Project		2008	2014		6	
P102284	KH-Second Health Sector Support Program		2008	2016		30	
P105715	KHRural Invest & Local Gov Add Financing		2008			36.3	
P106603	KH - Road Asset Mgmt (ADB/AusAID)		2008	2015		30	
P101156	KH-Demand for Good Governance		2009	2015		20	
P117203	KHSmallholder Ag & Social Protection Sup		2010	2010		5	
P106605	KH-HE Quality and Capacity Improve Proj		2011	2018		23	
P121075	KH-Typhoon Ketsana Emergency Operation		2011	2015		40	
P121809	KH Agribusiness Access to Finance		2011	2014		5	
	<b>Total Planned</b>				<b>0</b>	<b>292.3</b>	
<b>Unplanned Projects during the CAS Period</b>							
<b>On-going Projects during the CAS/CASPR Period</b>							
			<b>Approval FY</b>	<b>Closing FY</b>		<b>Approved Amount</b>	
P060003	KH-Forest Concession Mgt & Control Pilot		2000	2006		5	
P065798	KH-BIO & PROTEC AREAS M		2000	2008		2	
P073394	KH-Flood Emergency Rehabilitation Proj		2001	2005		35	
P070875	KH-Land Management and Administration		2002	2010		24	
P071247	KH - Eco. & PS Capacity Building Project		2002	2008		6	
P071445	KH - Demobilization and Reintegration		2002	2005		18	
P070542	KH-Health Sector Support Project		2003	2012		27	
P071146	KH- RURAL INVESTMENT & LOCAL GOVERNANCE		2003	2011		22	
P073311	KH-PROV & PERI-URB WATER		2003	2011		20	
P064844	KH-Rural Electrif. & Transmn		2004	2012		40	
P071207	KH-PROVL & RURAL INFRA		2004	2012		20	
	<b>Total On-going</b>					<b>219</b>	

Source: Cambodia CAS, CASPR, WB Business Intelligence Table 2a.1, 2a.4 and 2a.7 as of 03/30/16

\*LIR: Latest internal rating. MU: Moderately Unsatisfactory. MS: Moderately Satisfactory. S: Satisfactory. HS: Highly Satisfactory



**Annex Table 3: Analytical and Advisory Work for Cambodia, FY05-FY15**

<b>Proj ID</b>	<b>Economic and Sector Work</b>	<b>Fiscal year</b>	<b>Output Type</b>
P075345	KH-Cambodia Rural Sector Strategy Note	FY05	Rural Development Assessment
P085015	KH-Cambodia Expenditure Tracking (PETS)	FY05	Not assigned
P085437	KH-Basic Education for All	FY05	Education Sector Review
P085583	KH-SP POLICY NOTE	FY05	Not assigned
P089460	KH-Least Cost Options Study for Siem Re	FY05	Not assigned
P096378	CG Report-Cambodia at the Crossroads	FY05	Other Public Sector Study
P085013	Cambodia Poverty Assessment	FY06	Poverty Assessment (PA)
P086001	KH-Urban Water and Sanitation Strategy	FY06	Other Infrastructure Study
P087806	KH-Child Labor Study	FY06	Risk and Vulnerability Assessment
P086054	KH-EXPENDITURE TRACKING (PETS/HNP)	FY07	Other Health Study
P091735	KH-Teaching in Cambodia AAA	FY07	Other Education Study
P100117	Cambodia ROSC A&A	FY07	Accounting and Auditing Assessment (ROSC)
P100326	KH - Oil and Gas Sector Policy	FY07	Not assigned
P100963	CG Report -- Equity and Poverty	FY07	Other Poverty Study
P105318	AML/CFT Assessment Cambodia	FY07	AML/CFT Assessment
P085705	KH-Environment Monitor 2008	FY08	Other Environmental Study
P086072	KH-HEALTH SECTOR STRATEGY	FY08	Health Sector Review
P091918	KH Justice for the Poor	FY08	Other Poverty Study
P096558	Cambodia Agrarian Structure	FY08	Other Rural Study
P103859	KH Cambodia Civil Society	FY08	Social Analysis
P110960	KH - Oil and Gas Sector Policy	FY08	Not assigned
P101751	Cambodia ICA Round 2	FY09	Investment Climate Assessment (ICA)
P108780	KH SOG, Diversification, Oil Economy	FY09	Development Policy Review (DPR)
P111954	Cambodia - 2007 Poverty Profile	FY09	Not assigned
P106617	KH-Higher Education and Labor Market Str	FY10	Other Social Protection Study
P110835	Impact Evaluation of PMTCT in Cambodia	FY10	Other Health Study
P112586	KH: Rev of Govt ICT Policies and Invest	FY10	Not assigned
P116764	Cambodia Rapid Firm Survey	FY10	Not assigned
P117441	PMTCT Cambodia	FY10	Other Health Study
P119695	DeMPA Assessment - Cambodia	FY10	General Economy, Macroeconomics, and Growth Study
P113311	KH-IFAPER	FY11	Public Expenditure Review (PER)
P116280	Cambodia Governance Monitor	FY11	Not assigned
P118763	KH-Cambodia Beyond the Crisis	FY11	Not assigned
P119034	FSAP Cambodia	FY11	Financial Sector Assessment Program (FSAP)
P113310	KH-Options for Public Admin. Reform	FY12	Not assigned
P125721	5/-Trade Logistics	FY12	Not assigned
P125722	KH-Trade in Services	FY13	PSD, Privatization and Industrial Policy
P129405	KH-Enhancing Voice through CDD Lessons	FY13	Sector or Thematic Study/Note
P129462	Voice Choice Decision 2: Basic Services	FY13	Sector or Thematic Study/Note
P124508	Cambodia Water and Sanitation Review.	FY14	Sector or Thematic Study/Note
P126040	Cambodia Agriculture Finance Study	FY14	Sector or Thematic Study/Note
P130481	Cambodia Poverty Assessment (CAPA III)	FY14	Poverty Assessment (PA)
P131389	Improving Teacher Quality in Cambodia	FY14	Sector or Thematic Study/Note
P143414	Cambodia Vision 2030	FY14	Country Economic Memorandum (CEM)
P143415	Cambodia 5-year Development Strty.	FY14	Country Economic Memorandum (CEM)
P126672	KH-Investment Climate Assessment (ICA) 3	FY15	Investment Climate Assessment (ICA)
P145838	Cambodia Agriculture in Transition	FY15	Sector or Thematic Study/Note
<b>Proj ID</b>	<b>Technical Assistance</b>	<b>Fiscal year</b>	<b>Output Type</b>
P080435	IFAPER Follow Up	FY05	Not assigned
P085896	KH - GOVERNANCE/LOCAL INST. STRENGTHENING	FY05	Not assigned
P096380	Cambodia- Fiduciary Review	FY05	Not assigned
P096420	KH-Global Opportunity Policy Conf	FY05	Not assigned



Proj ID	Technical Assistance	Fiscal year	Output Type
P097105	KH Civil Society Engagement & Small Gran	FY06	Not assigned
P097790	KH - Capacity Building for Monitor	FY06	Not assigned
P082414	224060mbodia- Improving Tenure Security	FY07	Not assigned
P096387	Cambodia Statistical Master Plan	FY07	Not assigned
P096626	KH Forestry Policy and Strategy	FY07	Not assigned
P096627	KH Agricultural Policy and Strategy	FY07	Not assigned
P102526	KH - Gender Mainstreaming	FY07	Not assigned
P102804	KH- Capacity Building for Monitor (07)	FY07	Not assigned
P103864	KH - NRM Framework	FY08	Not assigned
P107585	KH Capacity Building for Monitor (FY08)	FY08	Not assigned
P107589	KH-Education Fast Track Initiative	FY08	Not assigned
P108487	KH - NRM and Forestry	FY08	Not assigned
P111219	KH: Gender Assessment	FY08	Not assigned
P078135	CDM TA for Cambodia	FY09	Not assigned
P095219	ESMAP:Decentralized Energy Services	FY09	Not assigned
P112380	KH Capacity Building for Monitor (FY09)	FY09	Not assigned
P113090	ASTAE Improved Cookstoves Project	FY09	Not assigned
P113545	Biodigester Private Sector Development	FY09	Not assigned
P113973	KH- Gender Mainstreaming	FY09	Not assigned
P114005	KH-Civil Society Engagement	FY09	Not assigned
P114007	Cambodia - National AML/CFT Strategy	FY09	Not assigned
P114607	Cambodia-AML/CFT Capacity Bldg Program	FY09	Not assigned
P115960	KH - TA for Social Protection	FY09	Not assigned
P114368	Cambodia: Rural Energy Strategy	FY10	Not assigned
P115903	Cambodia-Oil & Gas Sector Dialogue	FY10	Not assigned
P118596	KH-Gender Manstreaming	FY10	Not assigned
P121070	GFDRR: Cambodia PDNA	FY10	Not assigned
P106040	KH-LICUS Prog to Enhance Capacity (PECSA	FY11	Not assigned
P119065	Cambodia FSAP Preparation and Follow-Up	FY11	Not assigned
P120989	Cambodia Regulatory Management	FY11	Not assigned
P121634	Scaling Up Alternate Energy As W/men Enp	FY11	Not assigned
P124431	KH Gender Mainstreaming Framework	FY11	Not assigned
P115578	Stegic Approach for Pillar 1 of SWAP	FY12	Not assigned
P116436	GPF - DFGG Monitoring and Evaluation	FY12	Not assigned
P122150	Wrkshp on Role of PS in promot better CG	FY12	Not assigned
P125531	ICT UA & Svc Policy Framework	FY12	Not assigned
P122598	Strengthening Research and Policy Advice	FY13	Not assigned
P128659	Cambodia Rice Sector Monitoring	FY13	Not assigned
P124750	Cambodia Health Programmatic AAA	FY14	Not assigned
P125058	Poverty KH: Capacity Building/Analytical	FY14	Not assigned
P129014	KH-ASEAN work	FY14	Not assigned
P130562	Poverty KH: Policy advice and support	FY14	Not assigned
P115576	KH-Technical Assistance to TRAC	FY15	Not assigned
P115921	KH - Support to PFM Reform Prog. Implent	FY15	Not assigned
P117411	KH - TA for Social Protection	FY15	Not assigned
P127153	Cambodia #10114 Account & Audit Practice	FY15	Not assigned
P127290	Cambodia # 10113 Crisis Preparedness	FY15	Not assigned
P127730	Cambodia: 10138 Legal Framework of FS	FY15	Not assigned
P132201	TA - Cambodia Sanitation Marketing	FY15	Not assigned
P133628	Rice Monitoring	FY15	Not assigned
P144862	Gender in Agriculture Assessment	FY15	Sector or Thematic Study/Note
P150489	Revising the Minimum Wage in Cambodia	FY15	Not assigned

Source: WB Business Intelligence 3/30/16



**Annex Table 4: Cambodia Grants and Trust Funds Active in FY05-15**

Project ID	Project name	TF ID	Approval FY	Closing FY	Approved Amount
P132751	Cambodia Cash Transfer Pilot Focused on Maternal and Child Health and Nutrition Project	TF 18017	2015	2016	850,000
P144715	Cambodia Global Partnership for Education Second Education Support Project	TF 17490	2014	2018	38,500,000
P143774	Cambodia PFM Modernization Project	TF 15434	2014	2016	13,503,013
P123325	AFSF - Asia - Cambodia - AMRET	TF 14207	2013	2015	730,000
P121963	Cambodia Business Incubation (ASP 8 & 9)	TF 99090	2011	2013	921,225
P122975	KH Strategic Program for Climate Resilience-Phase 1	TF 97459	2011	2013	1,500,000
P125222	NPFE Cambodia	TF 98496	2011	2013	29,700
P117203	Smallholder Agriculture and Social Protection Support Operation	TF 94876	2010	2010	8,000,000
P106603	Road Asset Management Project	TF 94862	2010	2011	240,000
P124942	Mekong Integrated Water Resources Management Project-Phase II	TF 92899	2009	2012	340,000
P102475	Cambodia Telecoms	TF 92630	2009	2012	2,500,957
P115459	Agricultural Cooperatives for Biodiversity Conservation	TF 93749	2009	2012	100,000
P109648	Cambodia Trade Development Support Program (RETF093573)	TF 93573	2009	2017	15,450,000
P102284	Cambodia Second Health Sector Support Program	TF 93574	2009	2016	124,370,725
P111075	Improving Corporate Financial Reporting	TF 93377	2009	2012	249,918
P113529	KH PECSA - The Asia Foundation	TF 92718	2009	2010	578,659
P084787	Land Allocation for Social and Economic Development	TF 91836	2008	2013	415,267
P084787	Land Allocation for Social and Economic Development	TF 91839	2008	2013	1,483,603
P084787	Land Allocation for Social and Economic Development	TF 91833	2008	2013	469,218
P100084	Avian and Human Influenza Control and Preparedness Emergency Project	TF 58146	2008	2014	2,000,000
P100084	Avian and Human Influenza Control and Preparedness Emergency Project	TF 56832	2008	2014	3,000,000
P109925	KH-EDUCATION FOR ALL FAST TRACK INITIATIVE CATALYTIC TRUST FUND	TF 92097	2008	2013	57,400,000
P105397	Cambodia Environment and Protected Areas Management Project	TF 90637	2008	2010	410,000
P071207	Provincial and Rural Infrastructure Project	TF 56974	2008	2011	450,300
P084787	Land Allocation for Social and Economic Development	TF 55390	2007	2011	1,756,900
P097082	Livelihood Enhancement & Asso. of the Poor (LEAP) Project in Siem Reap	TF 58014	2007	2010	990,000
P102184	Cambodia IDF for Civil Society	TF 57126	2007	2010	280,000
P084787	Land Allocation for Social and Economic Development	TF 55139	2006	2009	510,000
P087945	Cambodia Public Financial Management and Accountability	TF 54627	2006	2006	492,700
P087945	Cambodia Public Financial Management and Accountability	TF 54547	2006	2012	12,835,000
P099488	KH: Strengthening Natl Audit Authority	TF 56233	2006	2009	211,000
P099111	IDF Grant for Strengthening Environment Management Capacity at Local Level in Cambodia	TF 55949	2006	2009	235,000
P096785	Cambodia Statistical Development	TF 55438	2006	2008	168,500
P070668	KH-Cambodia Education Sector Support	TF 54868	2006	2010	1,800,291
P095659	Cambodia-Institutionalization of Project & Program Management Functions	TF 55281	2006	2009	200,000
P094314	Cambodia Land Administration Management Distribution Program	TF 55076	2006	2008	700,000
P093114	Cambodia NIS Capacity Building	TF 54331	2005	2008	310,000
P071591	KH-GEF Rural Electrification & Transmiss	TF 53036	2005	2012	5,750,000
P092190	Cambodia - Improvement of Efficiency of Public Procurement	TF 54190	2005	2008	100,000
P070668	KH-Cambodia Education Sector Support	TF 52059	2004	2006	1,827,424
P088298	Improving Financial Accountability in the Private Sector in Cambodia	TF 53520	2004	2007	256,000



Project ID	Project name	TF ID	Approval FY	Closing FY	Approved Amount
P084066	Cambodia IDF Grant for Gender Sensitive Monitoring, Planning, and Budgeting for Implementation of the Poverty Reduction Strategy	TF 53255	2004	2007	300,000
P085657	Cambodia Poverty Reduction Strategy Paper Follow up	TF 53037	2004	2007	499,980
P082356	Strengthening the Civil Service through Improved Human Resource Expenditure Management	TF 52143	2004	2007	310,000
P070875	Land Management and Administration Project	TF 53043	2004	2010	2,354,807
P071103	First Poverty Reduction and Growth Operation	TF 51892	2003	2007	496,000
P070668	KH-Cambodia Education Sector Support	TF 51642	2003	2005	386,600
P073311	Provincial and Peri-Urban Water and Sanitation Project	TF 50943	2003	2007	773,900
P070542	KH-Health Sector Support Project	TF 51053	2003	2009	2,099,020
P076242	KH-Project Management Capacity Building	TF 50448	2002	2005	374,000
P071103	First Poverty Reduction and Growth Operation	TF 26617	2001	2005	480,000
P052006	KH BIO & PROT AREA M	TF 23524	2000	2008	2,750,000
	<b>Total</b>				<b>312,739,707</b>

Source: Client Connection as of 3/30/16



**Annex Table 5 IEG Project Ratings for Cambodia, FY05-15**

Exit FY	Proj ID	Project name	Total Evaluated (\$M)	IEG Outcome	IEG Risk to DO
2005	P050601	KH-SOCIAL FUND II	33.8	MODERATELY SATISFACTORY	#
2005	P071445	KH - Demobilization and Reintegration	0.7	UNSATISFACTORY	#
2005	P073394	KH-Flood Emergency Rehabilitation Proj	36.4	SATISFACTORY	MODERATE
2006	P004033	KH-AGRICULTURAL PRODUCTIVITY IMPROVEMENT	19.5	MODERATELY UNSATISFACTORY	SIGNIFICANT
2006	P060003	KH-Forest Concession Mgt & Control Pilot	4.7	UNSATISFACTORY	SIGNIFICANT
2007	P004030	KH-ROAD REHAB	44.5	MODERATELY SATISFACTORY	SIGNIFICANT
2007	P065798	KH-BIO & PROTEC AREAS M	2.0	UNSATISFACTORY	HIGH
2008	P071103	KH-Poverty Reduction and Growth-1 (DPL)	15.5	MODERATELY SATISFACTORY	SIGNIFICANT
2008	P071247	KH - Eco. & PS Capacity Building Project	1.6	UNSATISFACTORY	HIGH
2010	P070875	KH-Land Management and Administration	19.2	UNSATISFACTORY	SIGNIFICANT
2010	P117203	KHSmallholder Ag & Social Protection Sup	5.3	MODERATELY SATISFACTORY	SIGNIFICANT
2011	P071146	KH- RURAL INVESTMENT & LOCAL GOVERNANCE	60.3	SATISFACTORY	SIGNIFICANT
2011	P073311	KH-PROV & PERI-URB WATER	17.6	MODERATELY UNSATISFACTORY	SIGNIFICANT
2012	P064844	KH-Rural Electrif. & Transmn	35.6	MODERATELY SATISFACTORY	SIGNIFICANT
2012	P070542	KH-Health Sector Support Project	30.2	MODERATELY SATISFACTORY	MODERATE
2012	P070668	KH-Cambodia Education Sector Support	27.0	SATISFACTORY	MODERATE
2012	P071207	KH-PROVL & RURAL INFRA	17.3	MODERATELY UNSATISFACTORY	HIGH
2012	P105329	KH - GMS Power Trade Project	0.2	NOT RATED	NON-EVALUABLE
2013	P089196	KH- Trade Facilitation & Competitiveness	9.9	MODERATELY SATISFACTORY	SIGNIFICANT
2013	P109925	KH-EFA-FTI Catalytic Trust Fund	0.0	MODERATELY SATISFACTORY	SIGNIFICANT
2014	P087945	Cambodia - Public Fin. Mgmt. & Accnt.	15.1	MODERATELY UNSATISFACTORY	MODERATE
2014	P100084	KH-Avian Influenza Emergency Project	5.8	MODERATELY SATISFACTORY	SIGNIFICANT
2015	P101156	KH-Demand for Good Governance	19.5	SATISFACTORY	SIGNIFICANT
2015	P121075	KH-Typhoon Ketsana Emergency Operation	39.8	SATISFACTORY	MODERATE
		<b>Total</b>	<b>461.6</b>		

Source: AO Key IEG Ratings as of 3/30/16





**Annex Table 6: IEG Project Ratings for Cambodia, FY05-15**

Region	Total Evaluated (\$M)	Total Evaluated (No)	Outcome % Sat (\$)	Outcome % Sat (No)	RDO % Moderate or Lower Sat (\$)	RDO % Moderate or Lower Sat (No)
Cambodia	461.6	24	78.8	60.9	34.8	23.8
EAP	41,354.7	442	82.6	76.4	81.4	66.9
World	229,571.9	2,842	82.7	73.5	64.7	53.9

Source: WB Business Warehouse as of 3/30/16

\* With IEG new methodology for evaluating projects, institutional development impact and sustainability are no longer rated separately.

**Annex Table 7 Portfolio Status for Cambodia and Comparators, FY05-15**

Fiscal year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
<b>Cambodia</b>												
# Proj	13	12	11	16	21	18	20	15	12	9	6	153
# Proj At Risk	2	3	5	3	4	11	10	7	7	1	1	54
% Proj At Risk	15.4	25.0	45.5	18.8	19.0	61.1	50.0	46.7	58.3	11.1	16.7	35.3
Net Comm Amt	279.1	264.8	234.9	396.3	433.9	409.2	400.2	263.4	194.1	187.6	109.7	3,173.2
Comm At Risk	26.6	62.6	79.7	86.4	121.9	221.1	194.6	165.8	123.4	30.0	0.9	1,112.7
% Commit at Risk	9.5	23.6	33.9	21.8	28.1	54.0	48.6	62.9	63.6	16.0	0.8	35.1
<b>EAP</b>												
# Proj	230	229	223	283	308	319	335	357	351	354	344	3,333
# Proj At Risk	14	14	24	34	46	55	59	58	66	65	70	505
% Proj At Risk	6.1	6.1	10.8	12.0	14.9	17.2	17.6	16.2	18.8	18.4	20.3	15.2
Net Comm Amt	20,218.0	19,453.4	18,926.8	20,558.6	25,727.0	28,448.6	30,018.4	30,381.1	30,542.3	31,852.5	32,386.0	288,512.5
Comm At Risk	842.2	803.8	1,625.9	1,767.4	2,385.9	2,785.4	3,482.7	3,339.1	5,089.2	5,270.3	6,412.3	33,804.2
% Commit at Risk	4.2	4.1	8.6	8.6	9.3	9.8	11.6	11.0	16.7	16.5	19.8	11.7
<b>World</b>												
# Proj	1,463	1,468	1,485	1,832	1,925	1,990	2,059	2,029	1,964	2,048	2,022	20,285
# Proj At Risk	235	199	243	312	386	410	382	387	414	412	444	3,824
% Proj At Risk	16.1	13.6	16.4	17.0	20.1	20.6	18.6	19.1	21.1	20.1	22.0	18.9
Net Comm Amt	96,084.0	95,193.6	100,357.1	110,835.9	135,706.0	162,975.3	171,755.3	173,706.1	176,202.6	192,610.1	201,045.2	1,616,471.3
Comm At Risk	12,757.7	11,000.1	15,354.3	18,967.7	20,857.8	28,963.1	23,850.0	24,465.0	40,805.6	40,933.5	45,987.7	283,942.4
% Commit at Risk	13.3	11.6	15.3	17.1	15.4	17.8	13.9	14.1	23.2	21.3	22.9	17.6

Source: WB BI as of 03/30/16

**Annex Table 8: Disbursement Ratio for the Cambodia, FY05-15**

Fiscal Year	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Overall Result
<b>Cambodia</b>												
Disbursement Ratio (%)	16.85	18.47	13.50	16.14	16.02	16.68	27.92	31.98	35.81	56.51	46.84	23.29
Inv Disb in FY	34.85	36.06	23.80	29.22	48.33	47.14	65.19	72.76	44.47	47.45	38.54	487.81
Inv Tot Undisb Begin FY	206.75	195.25	176.29	181.03	301.61	282.59	233.50	227.52	124.17	83.97	82.27	2,094.93
<b>EAP</b>												
Disbursement Ratio (%)	19.80	19.34	19.62	21.25	25.66	26.33	22.88	22.82	19.64	19.85	20.48	21.64
Inv Disb in FY	2,173.73	2,120.14	2,303.72	2,680.48	3,396.18	3,768.00	3,601.80	3,975.06	3,232.76	3,539.60	3,670.26	34,461.73
Inv Tot Undisb Begin FY	10,979.83	10,961.73	11,739.68	12,616.62	13,233.08	14,312.21	15,739.46	17,421.63	16,461.68	17,830.82	17,923.58	159,220.33
<b>World</b>												
Disbursement Ratio (%)	23.40	23.97	22.80	22.18	26.51	26.91	22.38	20.79	20.60	20.79	21.78	22.64
Inv Disb in FY	12,592.06	13,087.51	13,143.69	14,561.67	18,062.48	20,928.83	20,933.36	21,048.24	20,510.39	20,756.98	21,852.73	197,477.93
Inv Tot Undisb Begin FY	53,822.92	54,609.47	57,653.48	65,651.93	68,133.54	77,760.85	93,516.54	101,234.29	99,588.04	99,852.72	100,343.74	872,167.53

\* Calculated as IBRD/IDA Disbursements in FY / Opening Undisbursed Amount at FY. Restricted to Lending Instrument Type = Investment.

AO disbursement ratio table as of 3/30/16



**Annex Table 9: Net Disbursement and Charges for Cambodia, FY05-15**

Period	Disb. Amt.	Repay Amt.	Net Amt.	Charges	Fees	Net Transfer
FY05	34,387,248.5	1,519,875.0	32,867,373.6	3,314,657.9	721,217.4	28,831,498.3
FY06	34,923,470.4	3,142,532.3	31,780,938.0	3,396,194.9	435,908.6	27,948,834.6
FY07	23,303,041.1	4,170,380.1	19,132,661.0	3,720,629.6	288,513.8	15,123,517.5
FY08	42,804,103.4	5,319,468.3	37,484,635.1	1,931,570.8	2,198,685.6	33,354,378.7
FY09	46,670,813.2	5,427,786.5	41,243,026.7	-	4,030,525.1	37,212,501.7
FY10	44,234,186.2	7,647,537.0	36,586,649.2	-	4,211,925.8	32,374,723.5
FY11	46,406,734.5	8,597,792.0	37,808,942.5	-	4,170,456.6	33,638,485.9
FY12	43,479,711.1	9,207,416.5	34,272,294.6	-	4,465,125.6	29,807,169.1
FY13	35,228,810.2	9,652,423.9	25,576,386.4	-	4,362,039.5	21,214,346.9
FY14	43,815,232.4	12,123,800.9	31,691,431.5	-	4,429,507.7	27,261,923.8
FY15	18,458,310.1	12,589,771.8	5,868,538.3	-	4,290,819.8	1,577,718.5
<b>Report Total</b>	<b>413,711,661.1</b>	<b>79,398,784.2</b>	<b>334,312,876.9</b>	<b>12,363,053.2</b>	<b>33,604,725.2</b>	<b>288,345,098.5</b>

World Bank Client Connection 3/30/16

**Annex Table 10: Total Net Disbursements of Official Development Assistance and Official Aid for Cambodia**

Development Partners	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
France	..	0.5	3.79	5.56	3.59	2.79	2.6	8.96	1.27	41.89
Germany	..	..	..	..	..	..	-39.13	..	-2.46	10.44
Japan	4.06	9.5	11.36	4.82	19.95	13.53	18.56	43.35	20.99	20.51
Korea	11.16	6.48	24.64	21.25	9.08	18.24	39.09	20.68	27.9	32.68
Norway	..	..	0.93	6.59	-1.47	0.07	2.94	-3.93	18.17	..
Spain	..	..	..	..	13.44	15.36	14.6	16.71	3.32	..
Switzerland	..	..	..	..	..	..	2.17	..	..	..
United Kingdom	..	0.07	..	1.74	-0.32	..	0.06	0.23	..	..
United States	-1.69	-1.69	-1.69	-1.69	-1.69	-1.69	-1.69	-0.85	..	..
<b>DAC Countries, Total</b>	<b>13.53</b>	<b>14.86</b>	<b>39.03</b>	<b>38.27</b>	<b>42.58</b>	<b>48.3</b>	<b>39.2</b>	<b>85.15</b>	<b>69.19</b>	<b>105.52</b>
AsDB Special Funds	81.91	50.93	51.97	97.24	47.17	35.08	50.51	26.65	93.87	36.58
Climate Investment Funds [CIF]	..	..	..	..	..	..	..	..	0.4	..
International Bank for Reconstruction and Development [IBRD]	..	..	..	..	..	..	..	..	..	..
International Development Association [IDA]	30.4	15.07	13.65	14.09	16.38	8.96	12.22	13.62	1.98	21.17
IFAD	4.45	4.24	4.23	2.61	2.36	0.82	-0.21	-0.14	0.94	5.05
International Finance Corporation [IFC]	..	..	..	..	..	..	..	..	..	..
IMF (Concessional Trust Funds)	-8.67	-83.6	..	..	..	..	..	..	..	..
Nordic Development Fund [NDF]	..	..	0.6	4.81	2.4	3.45	1.38	..	..	-0.25
OPEC Fund for International Development [OFID]	2.54	0.86	-0.68	4.88	0.37	1.18	1.67	1.28	-1.5	2.23



Development Partners	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
<b>Multilateral, Total</b>	<b>110.63</b>	<b>-12.5</b>	<b>69.77</b>	<b>123.63</b>	<b>68.68</b>	<b>49.49</b>	<b>65.57</b>	<b>41.41</b>	<b>95.69</b>	<b>64.78</b>
Thailand	..	13.81	17.85	0.64	1.46	..	..	..	..	..
<b>Non-DAC Countries, Total</b>	<b>0</b>	<b>13.81</b>	<b>17.85</b>	<b>0.64</b>	<b>1.46</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Development Partners Total</b>	<b>124.16</b>	<b>16.17</b>	<b>126.65</b>	<b>162.54</b>	<b>112.72</b>	<b>97.79</b>	<b>104.77</b>	<b>126.56</b>	<b>164.88</b>	<b>170.3</b>

Source: OECD Stat, [DAC2a] as of March 30, 2016

Annex Table 11: Economic and Social Indicators for Cambodia, 2005 - 2015

Series Name	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	CAM	EAP	World
												Average 2005-2015		
<b>Growth and Inflation</b>														
GDP growth (annual %)	13.3	10.8	10.2	6.7	0.1	6.0	7.1	7.3	7.5	7.1	..	7.6	4.3	2.5
GDP per capita growth (annual %)	11.5	9.1	8.6	5.1	(1.4)	4.3	5.4	5.5	5.7	5.3	..	5.9	3.5	1.3
GNI per capita, PPP (current international \$)	1,670.0	1,880.0	2,110.0	2,250.0	2,230.0	2,350.0	2,520.0	2,700.0	2,880.0	3,080.0	..	2,367.0	11,342.2	12,594.2
GNI per capita, Atlas method (current US\$) (Millions)	460.0	520.0	590.0	670.0	690.0	750.0	810.0	880.0	960.0	1,020.0	..	735.0	7,160.3	9,223.7
Inflation, consumer prices (annual %)	6.3	6.1	7.7	25.0	(0.7)	4.0	5.5	2.9	2.9	3.9	..	6.4	3.8	4.2
<b>Composition of GDP (%)</b>														
Agriculture, value added (% of GDP)	32.4	31.7	31.9	34.9	35.7	36.0	36.7	35.6	33.5	30.4	..	33.9	4.2	3.1
Industry, value added (% of GDP)	26.4	27.6	26.8	23.8	23.1	23.3	23.5	24.3	25.6	27.0	..	25.1	33.0	27.4
Services, etc., value added (% of GDP)	41.2	40.8	41.3	41.3	41.3	40.7	39.8	40.1	40.8	42.6	..	41.0	62.7	69.5
Gross fixed capital formation (% of GDP)	18.9	19.3	19.8	17.3	20.1	16.2	16.0	17.4	18.7	20.9	..	18.5	27.8	22.5
Gross domestic savings (% of GDP)	9.8	15.1	13.6	16.4	14.7	11.9	11.7	13.7	14.5	17.6	..	13.9	30.6	23.2
<b>External Accounts</b>														
Exports of goods and services (% of GDP)	64.1	68.6	65.3	65.5	49.2	54.1	54.1	58.0	61.5	62.3	..	60.3	32.2	28.5
Imports of goods and services (% of GDP)	72.7	76.0	72.9	67.8	55.9	59.5	59.5	62.8	66.7	66.7	..	66.1	30.1	28.4
Current account balance (% of GDP)	(5.1)	(3.3)	(4.9)	(7.9)	(3.8)	(3.6)	(3.7)	(7.4)	(10.4)	..	..	-5.6		
External debt stocks (% of GNI)	58.7	50.6	33.4	32.0	34.5	35.0	35.4	42.7	44.7	42.9	..	41.0		
Total debt service (% of GNI)	0.5	0.5	0.4	0.5	0.5	0.6	0.7	0.9	1.1	1.0	..	0.7		
Total reserves in months of imports	2.8	2.8	4.4	4.8	6.6	6.5	5.5	5.7	5.0	..	..	4.9	14.9	12.6
<b>Fiscal Accounts <sup>1/</sup></b>														
General government revenue (% of GDP)	11.948	12.78	13.733	15.886	15.808	17.053	15.583	16.919	18.381	19.843	19.402	16.1		
General government total expenditure (% of GDP)	12.332	12.952	14.271	15.383	19.859	19.902	19.659	20.712	20.504	21.19	21.39	18.0		

Series Name	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	CAM	EAP	World
												Average 2005-2015		
<b>Growth and Inflation</b>														
General government net lending/borrowing (% of GDP)	-0.384	-0.172	-0.538	0.503	-4.05	-2.849	-4.076	-3.794	-2.123	-1.347	1.987	-1.9		
General government gross debt (% of GDP)	37.42	32.85	30.52	27.76	29.14	29.36	30.29	32.05	33.00	33.87	34.25	31.9		
<b>Social Indicators</b>														
<b>Health</b>														
Life expectancy at birth, total (years)	63.0	63.8	64.6	65.2	65.8	66.4	66.9	67.3	67.8	..	..	65.6	74.0	70.2
Immunization, DPT (% of children ages 12-23 months)	82.0	80.0	82.0	91.0	94.0	92.0	94.0	95.0	92.0	97.0	..	89.9	91.6	83.1
Improved sanitation facilities (% of population with access)	24.9	26.6	28.4	30.1	31.9	33.6	35.4	37.2	39.0	40.8	42.4	33.7	72.6	64.8
Improved water source (% of population with access)	48.4	50.5	52.6	54.6	56.7	58.8	60.9	62.9	65.0	67.1	69.1	58.8	84.2	80.3
Mortality rate, infant (per 1,000 live births)	53.3	49.8	46.5	43.3	40.0	36.7	33.6	30.7	28.3	26.3	24.6	37.6	18.6	37.6
<b>Education</b>														
School enrollment, preprimary (% gross)	11.3	12.1	13.0	13.6	..	12.7	12.7	14.9	15.3	..	..	13.2	57.1	47.8
School enrollment, primary (% gross)	133.5	133.5	134.5	131.2	130.5	129.9	126.4	124.2	124.5	..	..	129.8	115.6	107.5
School enrollment, secondary (% gross)	..	39.4	42.4	45.0	..	..	..	..	..	..	..	42.3	77.0	69.5
<b>Population</b>														
Population, total	13320058	13525360	13728700	13933660	14144337	14363586	14593099	14832255	15078564	15328136	..	14284776	2197364520	6884338511
Population growth (annual %)	1.6	1.5	1.5	1.5	1.5	1.5	1.6	1.6	1.6	1.6	..	1.6	0.7	1.2
Urban population (% of total)	19.2	19.3	19.4	19.5	19.7	19.8	20.0	20.1	20.3	20.5	..	19.8	51.2	51.2

Source: DDP as of 3/31/16

\*International Monetary Fund, World Economic Outlook Database, October 2015



**Annex Table 12: List of IFC Investments in Cambodia**

Project ID	Cmt FY	Project Status	Primary Sector Name	Grnflid Code	Project Size	Net Loan	Net Equity	Net Comm
34422	2015	Active	Finance & Insurance	E	10,000	10,000	-	10,000
34748	2015	Active	Finance & Insurance	E	27,500		17,500	17,500
35963	2015	Active	Finance & Insurance	E	110,000	40,000	-	40,000
36242	2015	Active	Finance & Insurance	G	10,000	10,000	-	10,000
36280	2015	Active	Finance & Insurance	E	115,313	10,000	-	10,000
36768	2015	Active	Finance & Insurance	E	2,500	2,500	-	2,500
33124	2014	Active	Finance & Insurance	G	600	600	-	600
34386	2014	Active	Finance & Insurance	G	50,000	50,000	-	50,000
34993	2014	Active	Finance & Insurance	G	10,000	10,000	-	10,000
33206	2013	Active	Finance & Insurance	G	10,000	10,000	-	10,000
33697	2013	Closed	Finance & Insurance	E	4,900		4,900	4,900
31728	2012	Closed	Finance & Insurance	E	1,225		1,225	1,225
32141	2012	Active	Finance & Insurance	G	5,000	5,000	-	5,000
32207	2012	Active	Finance & Insurance	E	10,000	10,000	-	10,000
28471	2011	Closed	Finance & Insurance	G	-	15,000	-	15,000
30607	2011	Active	Finance & Insurance	E	6,000	6,000	-	6,000
26365	2009	Closed	Information	E	251,621	16,000	-	16,000
27882	2009	Closed	Finance & Insurance	E	1,250		1,225	1,225
25712	2008	Active	Finance & Insurance	E	5,000	5,000	-	5,000
26596	2008	Closed	Finance & Insurance	E	2,450		2,450	2,450
25332	2007	Active	Transportation and Warehousing	G	43,100	7,500	-	7,500
25501	2007	Closed	Finance & Insurance	E	2,083		2,083	2,083
24590	2006	Closed	Finance & Insurance	G	5,000	3,000	-	3,000
22597	2005	Closed	Finance & Insurance	G	5,000	2,500	-	2,500
			<b>Sub-Total</b>		<b>688,542</b>	<b>213,100</b>	<b>29,383</b>	<b>242,483</b>
21363	2004	Closed	Transportation and Warehousing	E	72,000	10,000	-	10,000
21489	2004	Closed	Finance & Insurance	E	1,103		1,103	1,103
22320	2004	Closed	Finance & Insurance	G	6,000	6,000	-	6,000
11596	2003	Closed	Accommodation & Tourism Services	G	3,700	1,200	-	1,200
11649	2003	Closed	Food & Beverages	G	1,320		450	450
			<b>Sub-Total</b>		<b>84,123</b>	<b>17,200</b>	<b>1,553</b>	<b>18,753</b>
			<b>TOTAL</b>		<b>772,664</b>	<b>230,300</b>	<b>30,935</b>	<b>261,235</b>

Source: IFC-MIS Extract as of end June 30, 2015



**Annex Table 13: List of IFC Advisory Services for Cambodia**

Advisory Services Approved in FY05-15 (US\$)						
Project ID	Project Name	Impl Start FY	Impl End FY	Project Status	Primary Business Line	Total Funds, US\$
583247	Cambodia Secured Transactions (Moveable Financing)	2014	2017	ACTIVE	FAM	1,122,046
599902	A2F-CB Credit Bureau Phase II	2014	2017	ACTIVE	FAM	1,185,845
575367	CB Inspections and Licensing Reform for Agro-Processing	2013	2015	CLOSED	TAC	1,027,735
584347	Cambodia Rice Sector Support	2013	2015	CLOSED	MAS	4,373,909
2187	ATF-CB Micro Insurance	2011	2013	TERMINATED	A2F	32,135
583667	ATF-Cambodia MFIs Advisory Project	2010	2012	CLOSED	A2F	35,085
554006	ATF-Cambodia Bank Advisory Project	2010	2011	CLOSED	A2F	807,870
564607	Cambodia Support the Development of Commercial Arbitration	2009	2014	CLOSED	TAC	1,271,736
559385	ATF-Cambodia Microfinance Institution	2009	2010	CLOSED	A2F	177,785
564187	Cambodia Credit Bureau	2009	2014	CLOSED	A2F	894,701
567107	Cambodia Agri Sector Support	2009	2014	CLOSED	SBA	2,135,969
544084	Cambodia CIB Strategy Implementation & Capacity Building	2008	2010	CLOSED	IC	55,588
556686	Cambodia SEZ Legal and Institutional Framework	2008	2014	CLOSED	IC	173,258
569387	Cambodia Mobile phone banking	2008	2014	CLOSED	A2F	482,988
547386	BEE-CB Alternative Dispute Resolution	2007	2008	CLOSED	IC	169,623
531522	ATF-Cambodia CMA Advocacy	2006	2009	CLOSED	A2F	299,023
535664	ACLEDA Facility	2006	2008	CLOSED	SBA	53,553
539246	DDD Strengthening	2006	2008	CLOSED	SBA	561,439
539503	BEE-CB Advocacy Support to Business Associations	2006	2008	CLOSED	IC	147,393
539783	Cambodia Tourism: A Value and Supply Chain Study	2006	2008	CLOSED	IC	219,780
541523	BEE-Cambodia Provincial Business Environment Scorecard	2006	2010	CLOSED	IC	475,050
544484	ESS-Cambodia Garment Sector Assistance Program	2006	2011	CLOSED	SBA	1,138,015
530380	Hagar Catering and NGO	2005	2007	CLOSED	SBA	69,545
531941	Cambodia Corporate Citizenship Awards	2005	2008	CLOSED	SBA	69,330
534336	SRsp Cambodia Corporate Citizenship Award	2005	2007	CLOSED	SBA	94,351
535390	Hagar Soya1	2005	2007	CLOSED	SBA	96,387
537325	Hagar Design - CBF and GBI	2005	2009	CLOSED	SBA	168,761
538777	Cambodia Duty Suspension Scheme	2005	2007	CLOSED	IC	154,769
	<b>Sub-Total</b>					<b>17,493,669</b>

**Advisory Services Approved pre-FY05 but active during FY05-15 (US\$)**

Project ID	Project Name	Impl Start FY	Impl End FY	Project Status	Primary Business Line	Total Funds, US\$
523052	BEE- Cambodia Private Sector Forum Secretariat	2004	2012	CLOSED	IC	2,334,611
538646	TOU-CB Tourism Program Delivery	2004	2008	CLOSED	SBA	917,732
	<b>Sub-Total</b>					<b>3,252,343</b>
	<b>TOTAL</b>					<b>20,746,012</b>

Source: IFC AS Data as of June 30, 201

**Annex Table 14: IFC Net Commitment Activity for Cambodia**

Investment (US\$, 000)	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	Total
Financial Markets	2,500	3,000	2,083	2,450	1,225		21,000	16,225	14,900	60,600	90,000	213,983
Trade Finance (TF)				5,000								5,000
Agribusiness & Forestry												0
Manufacturing												0
Transportation and Warehousing			7,500									7,500
Infrastructure												0
Telecom, Media, and Technology					16,000							16,000
Accommodation and Tourism												0
<b>Total</b>	<b>2,500</b>	<b>3,000</b>	<b>9,583</b>	<b>7,450</b>	<b>17,225</b>	<b>-</b>	<b>21,000</b>	<b>16,225</b>	<b>14,900</b>	<b>60,600</b>	<b>90,000</b>	<b>242,483</b>

Source: IFC MIS as of 3/28/16