



# **Northeast Cambodia Community Development Program (NCCDP)**

## **Detailed Program Description**



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**AICF/USA Home Office  
1511 K Street, NW Suite 1025  
Washington, DC 20005  
Internet: aicfusa@clark.net  
Tel.: 202-783-5947  
Fax: 202-783-5247**

**AICF/USA Cambodia  
No. 35, Street 294, B.P. 551  
Phnom Penh, Kingdom of Cambodia  
Internet: 85500015@uni.fi  
Tel./Fax: 855-23-362-120**



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## Acronyms

AICF	Action Internationale Contre la Faim
CAA	Community Aid Abroad
CAPE	Cambodia Assistance to Primary Education project (USAID)
CARD	Committee for Agriculture and Rural Development
CASD	Community Action for Social Development
CDD	Control of Diarrheal Disease
CHE	Community Health Education
CMR	Child Mortality Rate
CIDSE	Coopération Internat. pour le Développement et la Solidarité
CO	Community Organization
CRC	Cambodia Red Cross
EIA	Environmental Impact Assessment
FAO	Food and Agricultural Organization
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HKI	Helen Keller International
IDD	Iodine Deficiency Disorder
IDE	International Development Enterprise
IDRC	International Development Research Centre
JRS	Jesuit Relief Services
KAFDOC	Khmer Association for the Development of the Country-side
KR	Khmer Rouge
KWWA	Khmer Womens Welfare Association
MAF	Missionary Aviation Fellowship
MDM	Medecins du Monde
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOEnv	Ministry of Environment
MOH	Ministry of Health
MWA	Ministry of Womens Affairs
MMR	Maternal Mortality Rate
MRD	Ministry of Rural Development
MSF/HBS	Medecins Sans Frontieres/Holland-Belgium-Switzerland
PACT	Private Agencies Collaborating Together
PSI	Population Services International
PDRD	Provincial Directorate of Rural Development
RCG	Royal Cambodian Government
SCF	Save the Children Fund
SFKC	Social Fund of the Kingdom of Cambodia
TBA	Traditional Birth Attendant
TTC	Teacher Training College
UNDP	United Nations Development Programme
UNDP/CARERE	Cambodia Resettlement and Reintegration program
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Childrens Fund
USAID	United States Agency for International Development
UNTAC	United Nations Transitional Authority in Cambodia
VDC	Village Development Committee
WE	World Education
WFP	World Food Programme
YWAM	Youth With A Mission





**E. Other Community Development Initiatives:** Respond to other locally expressed development priorities through facilitating linkages between local community groups (in particular, VDCs) and other development agencies, and implementing small-scale activities (i.e. school construction and rehabilitation, programs addressing animal health needs, etc.).

## II. Institutional-Level:

**A. Decentralization of Service Delivery:** Improve service delivery to rural areas through assisting in the decentralization of services: at the provincial level through the establishment of district-level programs and offices by collaborating local agencies; and at the national level through the development of a regional strategy and program for service provision in northeastern provinces.

**B. Human Resources Development:** Improve the technical capabilities of local agencies at the national, regional and district levels through the training of program personnel in NCCDP areas of involvement; and the development of regional training, exchange and study tour programs.

**C. Program Planning and Management:** Improve the managerial capacity of governmental and non-governmental organizations at the local level through: assisting in the development of terms of reference for field personnel; the provision of training in program management and supervision; collaborative program planning and management; and the establishment of comprehensive and transparent program reporting, monitoring and evaluation systems.

**D. Private Sector Development:** Promote private sector involvement in the above through: assisting local contractors in developing water supply (i.e. well drilling) capabilities; assisting local contractors in developing environmental sanitation (i.e. latrine construction) capabilities; the establishment of retail outlets for hand-pump spare parts distribution; and assisting other agencies, as appropriate, in the development of systems for the community-based commercial distribution of key health commodities.

**E. Monitoring and Evaluation:** Ensure the development of comprehensive systems for on-going monitoring of program impact and performance, and the periodic evaluation of program activities to measure progress against objectives and work plans, and to provide a sound basis for adjustments in program implementation.

**Program Beneficiaries:** The NCCDP's beneficiaries include those that will benefit from improved rural infrastructure, and those that will benefit from training and other institutional development initiatives. As concerns infrastructural improvements, customers will include: 54,000 community members from improved rural water supplies; 10,000 primary school students and approximately 2,000 family members from improved sanitation; 3,750 students from rehabilitated school buildings; village families from the development of rice banks and family-operated gardens; and populations throughout the region from the other community development initiatives.

Those that will benefit from the NCCDP's training and other institutional development initiatives, include: 700 members of 100 Village Development Committees (VDCs) which will be established and trained in community organization, needs identification, project planning, monitoring and evaluation; 18,000 community members who will receive training in water use and hygiene; 1,440 members of hand-pump maintenance and repair teams,



300 primary school teachers and 10,500 students from health education training; and approximately 100 governmental, local NGO and private sector personnel who will receive training and exposure to a variety of areas related to the design, planning, management, monitoring and evaluation of rural development interventions.

**Sources of Support:** Institutional support for the NCCDP includes a wide array of community, governmental, non-governmental and international organizations. Prominent national and local organizations include the Ministries of Rural Development (MRD), Interior (MOI), Health (MOH), Womens Affairs (MWA) and Education (MOE), and most importantly, VDCs and their respective communities. International agencies include USAID, UNICEF, the LeBrun Foundation, UNDP, World Food Program (WFP), Japanese Grassroots Assistance Program, the Social Fund of the Kingdom of Cambodia (SFKC), and other foundations and donor agencies. The NCCDP's relationships with these and other organizations are fully detailed in Section IV of this document.

**Additional Information:** Though the purpose of this document is to share information on the NCCDP and engender support for its activities, it is largely a summary of the program's many aspects, and may not provide all of the information which one may consider to be of importance. As such, should any party be interested in learning more about any related feature, please do not hesitate to contact the offices of AICF/USA at the addresses listed on the cover page. More importantly, and realizing that the NCCDP's development may be deficient in certain areas, AICF/USA would be most appreciative of any comments, suggestions or criticisms which may lead to the program's improved performance.



## Section I. Introduction

*Developing Cambodia's rural areas is thus at the heart of the Government's socio-economic thrust... the ends we seek are those of developing social cohesion, of improving security and of providing wider access to basic health and education facilities. While this might apply to the entire country, it applies particularly to its rural areas and, among these, even more particularly to its isolated and remote regions.*

*Royal Government of Cambodia (RCG) <sup>1</sup>*

### I.A. Overview:

This is a description of a three-year program to stabilize and revitalize rural areas throughout northeastern Cambodia through the implementation of an integrated program of community development which will not only provide for immediate impact, but also lead to long-term improvements in local and national capabilities to plan, implement, monitor and evaluate community development initiatives. Entitled the Northeast Cambodia Community Development Program (NCCDP), the program was developed by AICF/USA in close coordination with governmental agencies at the national, provincial, district and commune levels; key international organizations involved in similar programs; and most importantly, the rural communities which the program targets. This document describes the NCCDP in detail, and is intended for distribution to cooperating national agencies, concerned international organizations, and potential donors.

As designed, the NCCDP program begins on October 01, 1996, and runs through September 30, 1999—initially focusing its activities on the provinces of Kratie and Steung Treng where AICF/USA has had a presence for more than three years, and where a major portion of required funding has been secured. Additional resources for work in Kratie and Steung Treng, as well as for the program's expansion to the provinces of Ratanakiri and Mondulakiri, are now being identified.

The NCCDP recognizes that the goal of stabilizing and revitalizing rural areas in the northeast is not achievable through the implementation of any single activity, but is rather a result of improving the condition of the area's overall socio-economic environment through a combination of well-targeted initiatives, including:

***At the community level:*** developing appropriate community organization structures; improving rural water supply and environmental sanitation; developing systems for community- and school-based health education; facilitating the linkages of local communities to agencies and programs which will assist them in undertaking other projects of identified importance to community development; and promoting private sector development in related areas.

***At the institutional level:*** upgrading technical knowledge of personnel from local governmental, non-governmental and private sector agencies; improving their community outreach and training capabilities; strengthening managerial and

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<sup>1</sup> Implementing the National Programme to Rehabilitate and Develop Cambodia, Royal Government of Cambodia, Phnom Penh, February 1995.



supervisory systems; assisting cooperating institutions in the decentralization of program management and service delivery; promoting private sector development; and serving as a demonstration site for the application of programmatic approaches to other areas.

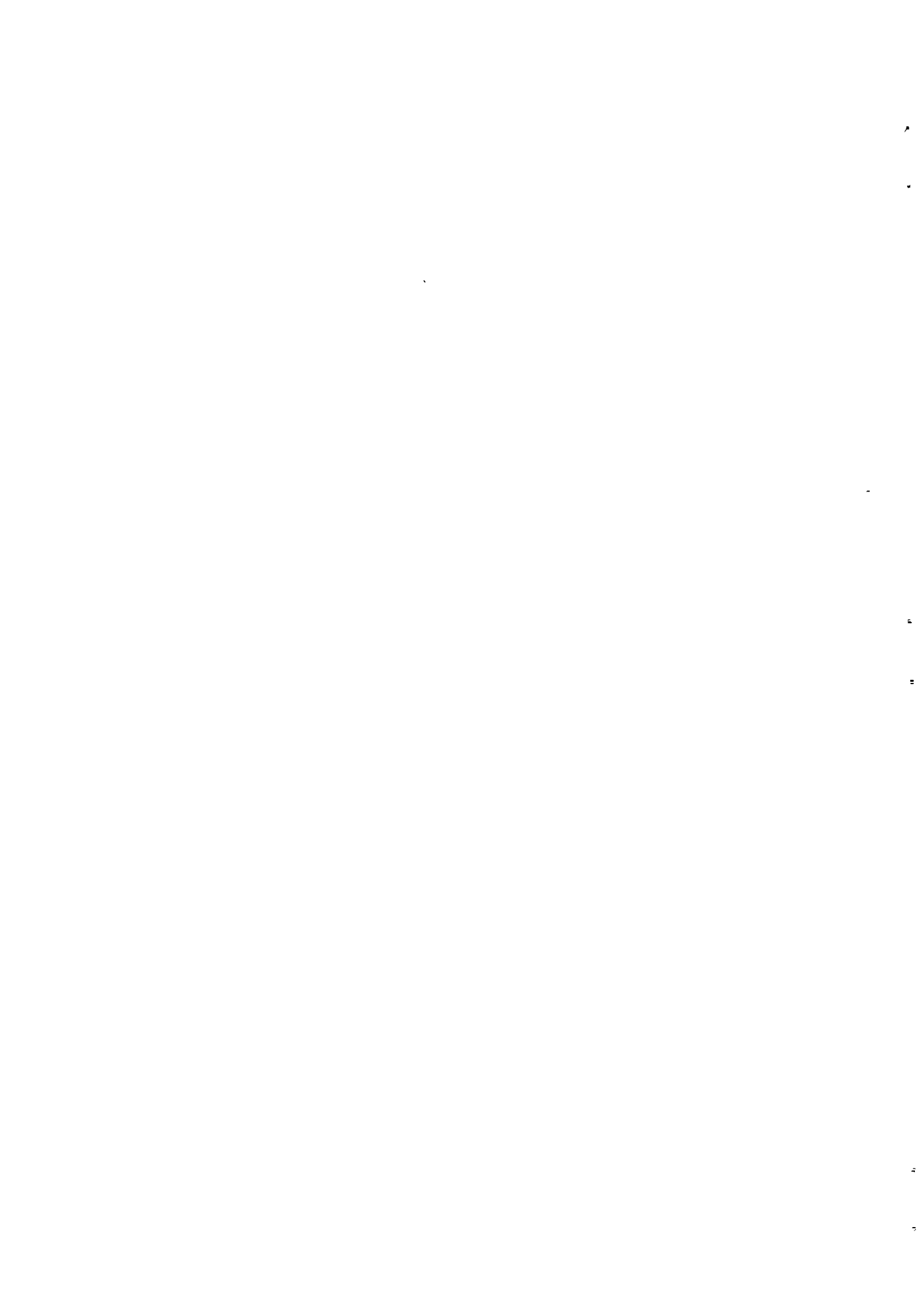
Importantly, the NCCDP also recognizes that the above cannot be undertaken by any one agency, but rather requires a cooperative effort of concerned agencies at all levels. With this in mind, and following much discussion and exchange with national and other international agencies, an overwhelming base of support was developed for a program such as the NCCDP (see Annex 4, Letters of Support). National agencies include the Ministries of Rural Development (MRD), Interior (MOI), Health (MOH) and Education (MOE), and international agencies include USAID, UNICEF and World Food Program (WFP). Such support from the onset ensures greater programmatic complementarity among the above; provides for more effective information sharing and exchange; better serves as a management tool for national-level program managers and policy makers; and makes it possible to leverage additional support at all levels. Most importantly, and given the obvious role that local agencies play in Cambodia's long-term development, their early knowledge of and commitment to the NCCDP's goals, objectives and activities further ensures sustainability of program activities well beyond its date of completion.

Though on the surface the above may appear ambitious, in many respects it is only a logical and consistent progression of work already undertaken under a previous three-year program implemented by AICF/USA and entitled the Northeast Cambodia Community Water and Health Education Program (hereinafter referred to as Phase-I). Under this program, and by almost all accounts, a highly effective foundation for a truly integrated approach to rural development in the northeast has been established. Much of this foundation relates to the establishment and training of local Villages Development Committees (VDCs)— local organizational bodies charged with overseeing a wide range of general community development activities in their respective communities. Under Phase-I and as is discussed in Section IV, the VDCs have shown themselves to be not only quite capable of successfully organizing immediate program activities, but have also proven themselves and, by implication, their respective communities, to be better prepared to undertake new programs; assume responsibilities towards project design, planning and implementation; and accept their responsibilities towards the long-term sustainability of program interventions. In many cases these committees, in effect, represent the first truly democratic structures in rural areas, and provide communities and individual community members with an important forum for expressing and exchanging views and ideas. Within the span of just one year from their establishment, such committees have not only successfully undertaken and maintained numerous Phase-I activities, but have also developed proposals for other projects; dealt with local officials in resolving cases of theft and corruption; and served other development organizations in the management of school construction, vaccination and Vitamin A distribution programs.

Similar in scope to Phase-I, the NCCDP uses many of the same systems and networks established, carefully targeting its assistance to key technical and geographic areas— resulting in not only significant and immediate impact on the customers it serves, but also providing a solid foundation for the long-term sustainability of its activities.

#### **I.B. Organization of this Document:**

*Community development in Cambodia, and in northeastern Cambodia in particular, represents a wide array of subjects and issues. This document attempts to adequately address all that are of concern, and is divided into the following sections:*





**Section II. Profile of the Northeast:** This section presents a fairly detailed background on the northeast— its history; the demographic, health and educational characteristics of its population; the region's economy and infrastructure; its natural resource environment; and issues related to security and rural instability.

**Section III. Detailed Program Description:** This section sets forth in detail the NCCDP's goal, objectives, activities and outputs, as well as a summary of its anticipated outputs and required inputs.

**Section IV. Institutional Framework:** As described above, from the community to national levels, a wide array of institutions will be involved in the NCCDP. This section describes in detail these institutions, sets forth how they will contribute to the NCCDP, and describes the various mechanisms which will be employed to ensure their cooperation.

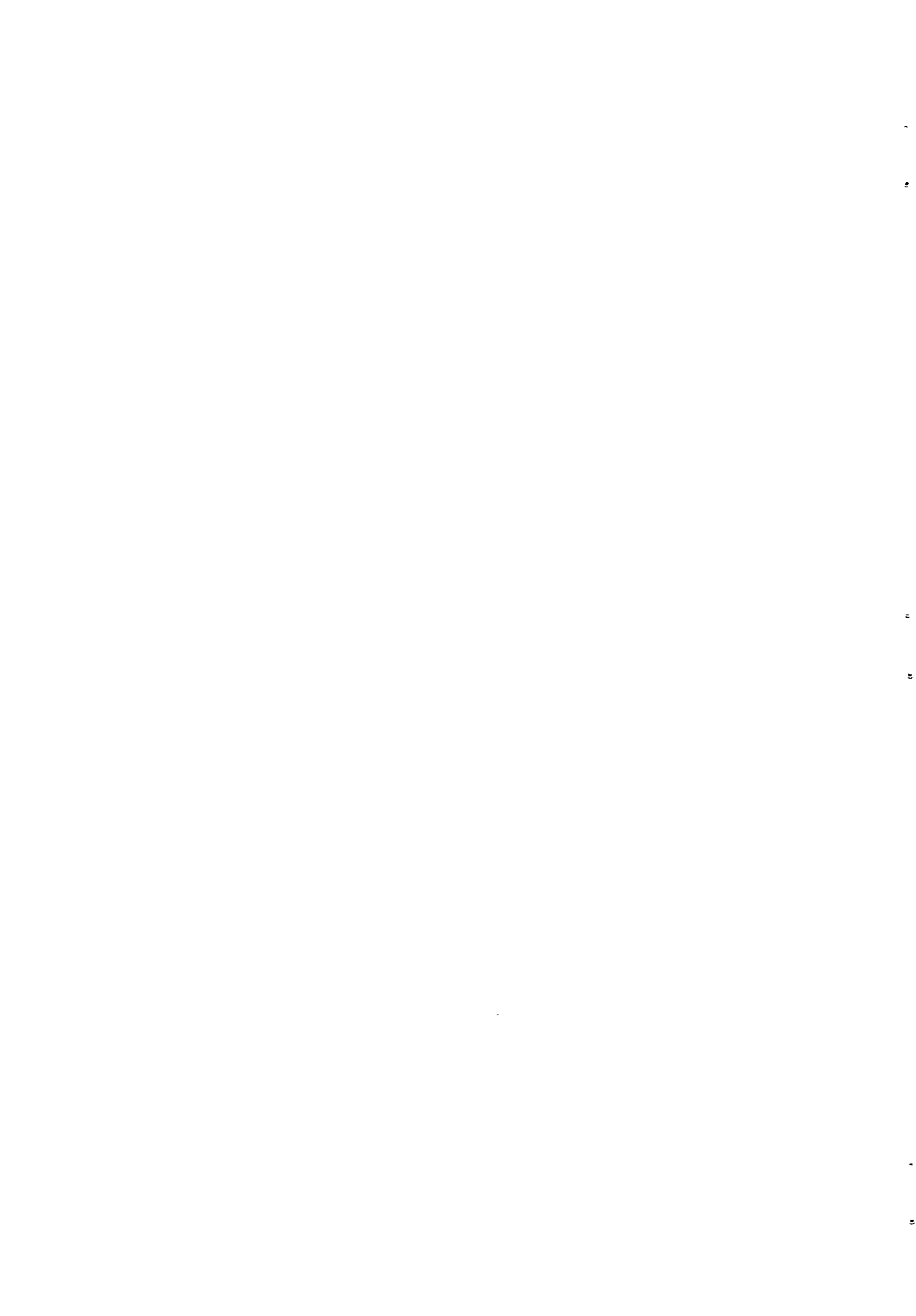
**Section V. Management and Sustainability Plans:** This section deals with a variety of areas which are fundamental to not only the program's general administration and management, but other areas such as: security and communications, the transfer of management responsibility, and how its ultimate sustainability will be ensured.

**Section VI. Monitoring and Evaluation Plans:** Given the importance of monitoring and evaluation to both immediate program success and long-term sustainability, this section covers issues related to baseline data collection, monitoring systems, geographic information systems (GIS), and formal mid-term and final evaluations.

**Section VII. Institutional Capability:** Though AICF/USA is already well-known and well-regarded within Cambodia's development community, this section provides an overview of AICF/USA's organizational history and goals; worldwide activities; its ability to leverage assistance; its capabilities in financial management, reporting and program logistics; and the institutional relationships it maintains globally.

**Section VIII. Personnel:** Central to the success of any effort of scale are the personnel who contribute to that effort, and this section provides detail on the national, expatriate and home office staff members who will oversee NCCDP's implementation.

As so often in the past, Cambodia has reached another critical juncture. While much of the country struggles to make the transition from relief to development, a very uneven and largely unchecked economic development proceeds apace, favoring rich over poor, and urban over rural. The RCG has made notable strides on a variety of fronts, but in addition to it being a very nascent and somewhat fragile construct, significant tests of its democratic foundations remain. Against this backdrop, rural areas which dominate the northeast remain largely unassisted when compared to those of other regions— though they themselves remain no less cognizant of their needs. The spectrum of development needs shared by northeastern communities warrants a coordinated and thoughtful strategy of action. The NCCDP provides for such a strategy, and a valuable framework for serving these vulnerable populations— in accordance with the priorities which they have set out for themselves, and in collaboration with all concerned parties who have pledged their cooperation and assistance.



## Section II. Profile of Northeastern Cambodia

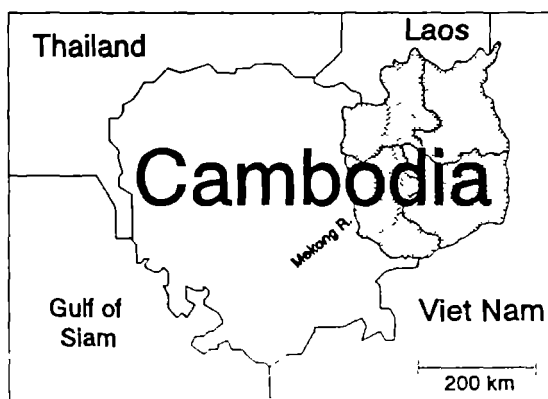
For many, northeastern Cambodia is one of the most unique regions in the world, and though it is an area fraught with obstacles to development, it is equally an area with tremendous potential. It is rich in natural resources (forests, wildlife, land and aquatic systems), one of the most culturally diverse and, as may be the case in certain areas of Cambodia, uninfluenced by what may be an over-concentration of development assistance programs. Though the NCCDP will initially be focused on Kratie and Steung Treng, the program will maintain a perspective inclusive of the other northeastern provinces of Ratanakiri and Mondulakiri, and identify resources for eventual program implementation in these areas. As such, this section provides a general introduction to and overview of the entire northeastern region of Cambodia, and specifically addresses the following areas:

- A. History
- B. General demographics
- C. Minority populations
- D. Health
- E. Education
- F. Rural economy and infrastructure
- G. Natural environment
- H. Security and rural instability

### II.A. History:

In order to best understand northeastern Cambodia today, one must examine its past. Largely through the fate of geography, the northeastern quadrant has had one of the more unique experiences of the country, and though some maintain that its mystic as a "dark and foreboding" region has prevailed since antiquity<sup>2</sup>, it has always had an important role in Cambodian identity. The township of Sambor has traditionally been regarded as one of the four principal "gates" to Cambodia<sup>3</sup>, and Kratie served as an important commercial outpost throughout the Angkorean period. Siem Pang, an ancient slave trading center, was a particularly coveted area and, at various times, fell under the hegemonies of Khmer, Thai, Laotian, and French empires.<sup>4</sup>

The French colonial period brought little to the northeast other than a system of "rice taxes" which effectively drained much of the region's food supply, as well as the development of several major plantations. Following independence, however, and during the 1950s and 60s, there was somewhat of a revival of the northeast's



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<sup>2</sup> Martin, Marie Alexandrine, *Cambodia, A Shattered Society*, translated by Mark W. McLeod, University of California Press, Los Angeles, 1994, page 293

<sup>3</sup> David P. Chandler, *A History of Cambodia*, second edition, Westview Press, 1993, page 99.

<sup>4</sup> Martin, Marie Alexandrine, 1993, page 293.



importance to Cambodia as a whole. Under the Sihanouk-inspired Sangkum Reastr Niyum, the northeast was accorded a more prominent role in national policies, and many areas were targeted for resettlement by people from populous regions— and "Sangkum" communities comprised of such settlers (especially southerners) continue to exist throughout the northeast. Minority populations were also accorded a more distinguished role insofar as they became officially referred to as Khmer Leu or "Upper Khmer"— a title which they hold in high regard, and which bestows upon them a more noble role in Cambodian culture than other terms previously applied<sup>5</sup>

During more recent times, and though the northeast remained removed from much of the Viet Nameese conflict during the 1950s and early 1960s, its successful use as supply corridor for North Viet Nameese forces after that time (a complex web of routes referred to as the Ho Chi Minh Trail) not only subjected local populations to what amounted to an occupation force, but also assisted in incurring the wrath of forces supporting South Viet Nam— leading to a mass bombing campaign which ultimately unleashed 350,000 tons of munitions throughout the area, and where unexploded ordinance (UXO) from that period remains a problem to this day. Though the bombings were exhaustive, the ultimate inability of Cambodian military to deter use of the area by communist forces, led to its takeover by the Viet Nameese-backed Khmer Rouge in 1970— five years before the fall of Cambodia's capitol city of Phnom Penh in 1975.

Despite the northeast's early takeover by the KR, and the absence of large urban areas which perhaps helped to spare it from that regime's most brutal undertakings, it was equally witness to mass killings; the destruction of religious institutions; the conversion of schools and hospitals into prisons; the break-up of entire communities with their inhabitants forcibly resettled; the banning of written materials and any form of money; the scattering of families to work on different forced-labor projects; the enlistment of children as enforcers of party doctrine; and in sum, the wholesale restructuring of society and culture. As elsewhere in Cambodia, killing fields are present throughout much of the region— and some are reportedly dominated by minority groups members who strongly resisted the KR's policies of forced labor and the suppression of traditional cultural practices.<sup>6</sup> Many northeastern communities also suffered in 1977 when fighting between the KR and Viet Nam broke-out in the south and east.<sup>7</sup> In sum, the sometimes espoused belief that the northeast escaped civil war and the destructive policies and programs of the KR is clearly a myth.

As elsewhere in Cambodia, the KR's presence in the northeast offered no viable social or economic systems to replace the old ones they destroyed. Agricultural production plunged to its lowest levels, and thousands died through malnutrition or its consequences. With few "outsiders" left to blame for mistakes, internal paranoia within the Khmer Rouge nationally led to accusations of treason amongst their own ranks, and eventually manifested itself in what is often termed as an auto-genocide. Concurrently, the Khmer Rouge leadership began siding with China, a historic foe of both the Viet Nameese, as well as Viet Nam's benefactor at the time, the Soviet Union. Viewing the existence of the Khmer Rouge regime now as a threat, and seeing its leadership in disarray, Viet Nam swiftly invaded Cambodia in January 1979— bringing an end to nine years of Khmer

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<sup>5</sup> Patrick M. Hughes, Report on the Highlanders of Ratanakiri for the Year of Indigenous Peoples, UNTAC Human Rights Component, April 5, 1993, page 2

<sup>6</sup> Patrick Hughes, Report on the Highlanders of Ratanakiri for the Year of Indigenous Peoples, UNTAC Human Rights Component, April 1993.

<sup>7</sup> David P. Chandler, A History of Cambodia, 1993, page 212



Rouge rule in the northeast.

Though the Viet Nameese liberated Cambodia from the Khmer Rouge, reducing the latter to a simple yet effective guerilla force, they did little to address the many needs Cambodia faced. Confronting economic problems in their own country, a potential military threat from China on their northern border, and stiff opposition from resistance forces within Cambodia (ranging from the Khmer Rouge to royalist forces), Viet Nam was ill-prepared for dealing with Cambodia's problems. Many Cambodians, though pleased to be rid of the Khmer Rouge's direct hold on their lives, also resented the continued presence of the Viet Nameese— a sentiment which was only aggravated by the occupation government's policy of forced conscription, their strict enforcement of internal security, their inability to give much attention to social and economic needs, and dismal agricultural output.

With the fall of the Soviet Union, Viet Nam facing internal problems, as well as increasing international opposition to its presence in Cambodia, a UN-sponsored peace agreement was brokered in 1991. The repatriation of more than 350,000 refugees began within the year, and the first free elections in twenty-five years were held May 1993— putting into place the framework for rebuilding Cambodia. Donor assistance began in earnest shortly thereafter, but the vast majority was targeted for densely populated provinces in the south and northwest. Given their relatively smaller populations, the logistical difficulties of providing support to the area, as well as a focus by development agencies on northwest and southern regions, the provinces of northeastern Cambodia were very much underserved and have largely remained so. Even today, it is by no means uncommon to enter a northeastern village as the first development agency to arrive in more than 30 years. In one such case in Siem Pang, when villagers were queried about their ability to contribute rocks and gravel to a water supply improvement project, they simply pointed to overgrown piles of sand and gravel which they had collected in the early 1960s in anticipation of a new school promised under the Sihanouk regime.

## **II.B. General Demographics:**

The northeastern region covers 47,256 km<sup>2</sup>, accounting for 26% of the country's total land, and is bordered by Laos on the north, Viet Nam to the east and south, and other Cambodian provinces to the west. As roads are either non-existent or in very poor condition (see Section II.F.), the Mekong River and its tributaries provide the principal means of access.

The region's population by province and district is provided in Table II.A., and though its total of approximately 400,000 is small relative to Cambodia's total, this population of the northeast is very unevenly dispersed. Some areas are very densely populated (such as in Kratie province where people live mainly along the banks of the Mekong); some areas have scattered, but evenly dispersed communities (as in northern Steung Treng); and much of the area is simply uninhabited and covered by forest.

The varied settlement patterns of the northeast, coupled with poor security (see Section II.G.) and access, has led to the creation of "pockets" of population throughout the region which have remained largely unserved by development assistance for close to 30 years. The accompanying map more clearly illustrates how the population of the northeast is dispersed, and is useful in identifying these many "pockets" of population. AICF/USA has successfully worked in many such areas (i.e. in-land Thalabariwatt, Siem Pang, Chhlong, Prek Prasop, northern Sambor, Ven Sei and Kon Mum), and though subject to security considerations, has targeted many others for assistance under the proposed NCCDP. Such new areas would include: the largely Kuay villages in western Thalabariwatt; the largely









Region/District	Approx. Translation <sup>1</sup>	Total Pop. <sup>2</sup>	No. Communes	No. Villages
<b>Ratanakiri Province</b>	<b>"Diamond Mountains" (khmer)</b>	<b>73,764</b>	<b>50</b>	<b>243</b>
Banlung (capitol)	"Uncle's Village" (lao)	10,319	3	16
Andong Meas	"Gold well" (khmer)	6,166	4	21
Bar Keo	"Glass Well" (khmer)	7,785	6	34
Kon Mum	"Child in the Corner" (khmer)	7,114	6	23
Lum Phat	"Blowing Wind" (lao)	8,707	6	27
O Chum	"Streams Together" (khmer)	10,072	7	37
O Ya Dao	"Water Flowing on Rock" (VN)	9,330	7	30
Ta Veng	"Lanky Old Man" (khmer)	4,138	2	21
Ven Sei	"Clear Water Rapids" (lao)	10,133	9	34
<b>Northeast Region (pronounced "phum piet aye-san"):</b>		<b>399,358</b>	<b>150</b>	<b>679</b>

- Notes: 1. English translations of local names are approximations, and in some cases, the origin and meaning of the local name may be in dispute. For instance, "Kratie" is believed by some to be of Krol origin and meaning "boat port", and "Kon Mum" has been translated by others as referring to an unwed child.
2. Population figure are based on UNTAC census figures collected in 1992, and adjusted to account for recent population increases.

In reviewing the above, it is important to note that, with the exception of certain hill tribes in Ratanakiri, very little data exists with regard to the proportion or status of women in the northeast. Women are clearly in the majority as revealed by UNTAC statistics, and general research on women in Cambodia strongly suggests that their situation, especially for female headed households and widows, offers very limited choices with respect to education and economic improvement.<sup>8</sup> Much work obviously remains to be done in this important area and, as discussed in Section VI, related research and data collection will figure prominently under the NCCDP.

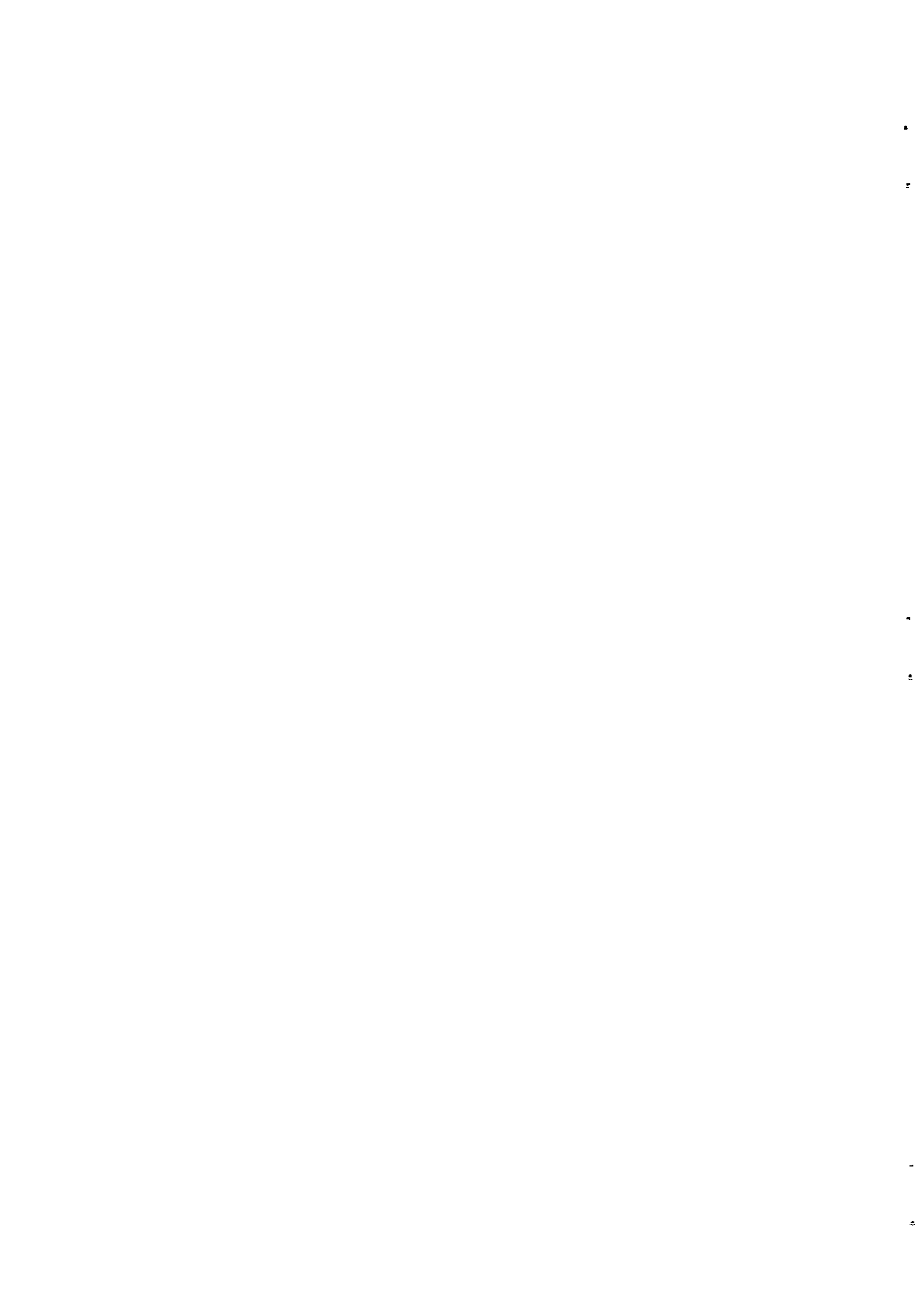
### II.C. Minority Populations:

The population of the northeast is distinguished as being the most ethnically and linguistically diverse of the country. Though Khmer accounts for 60% of the total, there are numerous other groups which also figure prominently in the region's make-up, especially in light of their concentration within certain of the "pockets" of population mentioned above. Though a breakdown of their numbers is not available, such groups include:

- |           |           |                 |
|-----------|-----------|-----------------|
| ▶ Khmer   | ▶ Lao     | ▶ Viet Nameese  |
| ▶ Cham    | ▶ Chinese | ▶ Lun           |
| ▶ Thmon   | ▶ Proeu   | ▶ Kavet         |
| ▶ Kroueng | ▶ Brao    | ▶ Stieng        |
| ▶ Krol    | ▶ Mel     | ▶ Kuay          |
| ▶ Jarai   | ▶ Tempuan | ▶ Phnong (Mong) |

In viewing these different groups, a distinction is generally made between high-land and

<sup>8</sup> Judy Ledgerwood, *Analysis of the Situation of Women in Cambodia. Research on Women in Khmer Society*, UNICEF/Cambodia, 1994



low-land groups. High-lands populations (also referred to as Khmer Leu or Upper Khmer) tend to adhere to more unique and traditional cultural, medical, and religious practices, and employ swidden (slash and burn) agricultural techniques with a wider range of agricultural products other than rice. Low-land populations (most of the Khmer and Lao, as well as other groups which fall within the category of Khmer Leu) tend to practice low-land, mono-crop rice cultivation. Some of the Khmer are also relatively recent arrivals to the northeast— having been resettled there during the Sangkum period of the 50s and 60s, or having arrived in the past few years in search of opportunity. Some refugees were also repatriated to the area in 1992-93 (approximately 10,000), but the absence of systems for monitoring their progress makes estimates of their current numbers difficult.



The special problems and constraints facing minority populations are numerous. Surveys conducted in minority villages consistently indicate that they have the highest rates of morbidity and mortality and the lowest rates of literacy in the region. Security concerns and poor access provide the most visible barriers to their development, but language and traditional cultural biases further reinforce their marginalization within the national community. Of perhaps greatest concern is the increasingly dominant presence of international business interests which are either focused on extracting the region's natural resources (in particular, timber) or on other areas of modern development (i.e. eco-tourism, plantation development, etc.). Such interests risk not only severely altering the natural environment, but risk destroying the economic base and cultural integrity of many minority groups which

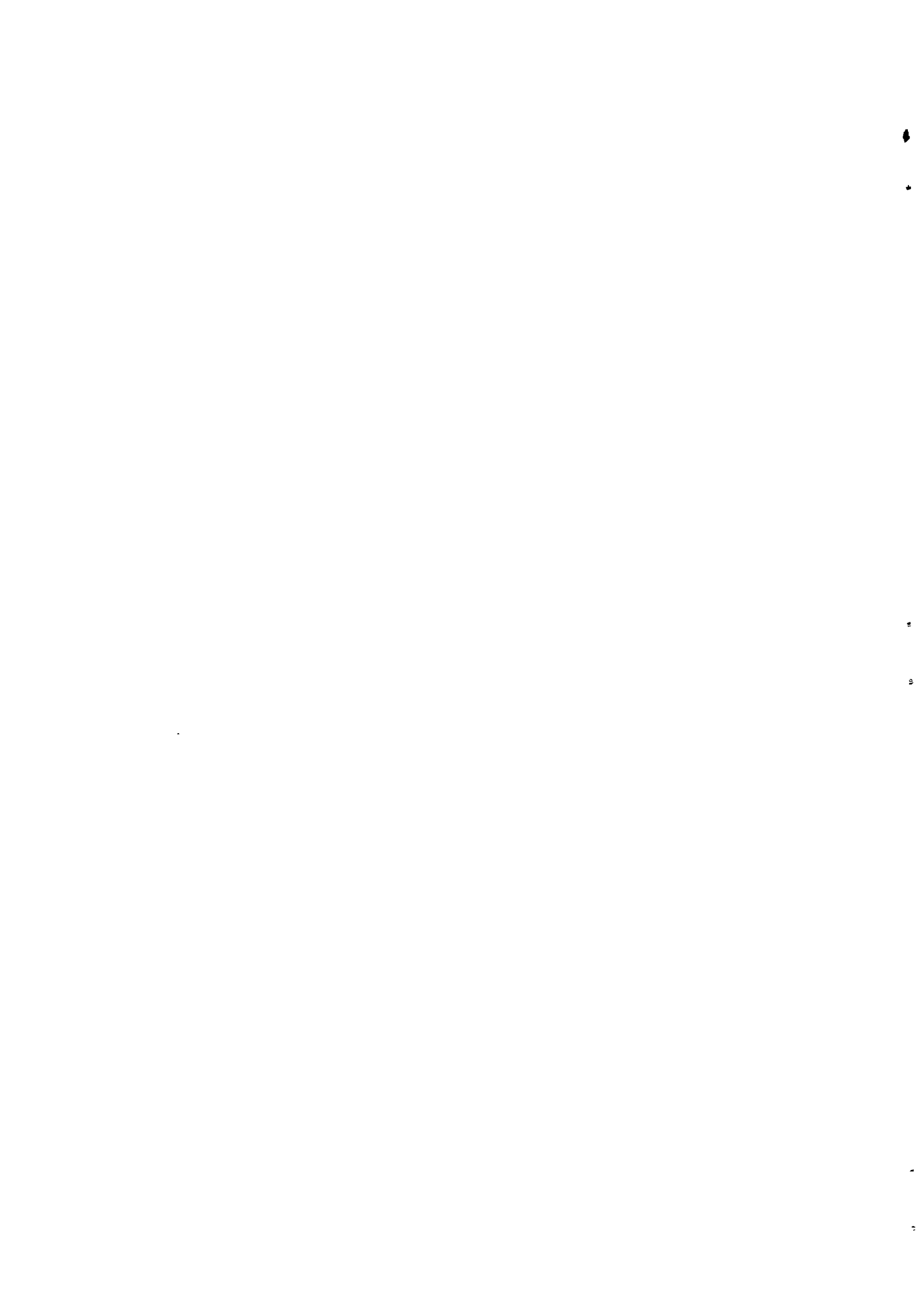
view such resources not in simple economic terms, but rather regard them as integral parts of their social, cultural and spiritual value systems.

In recognition of the above, several organizations are conducting research into how to best develop programs appropriate to minority communities. Such organizations include: the regional UNDP/Highlands Development Programme, IDRC, UNDP/CAREERE, AICF/USA, CIDSE, Oxfam/UK, Chiang Mai University, and the Cambodian Center for Advanced Studies (formerly the Preah Sihanouk Raj Academy). The following sections, in addition to addressing broader issues, provide further detail on the status of minority communities.

#### II.D. Health:

As concerns the health status of the population, the absence of an adequate health information system makes accurate estimates difficult, though it may be generally assumed that life expectancy is less than 50, under five mortality is in excess of 200 per 1,000 live births, and the maternal mortality rate (MMR) for the region likely equals or exceeds Cambodia's average of 500 per 100,000 births. Such rates, however, are highly variable among communities— as exemplified by the village of Katoth in Steung Treng) which registered five deaths among the seven infants born in 1995; or the village of Sangkum in Kratie which reportedly witnessed a case fatality rate of 25% during a recent cholera outbreak.

Major causes of illness relate to malaria and dengue fever, diarrhoea and cholera, nutritional



deficiencies, and respiratory infections; and premature birth, delivery complications and neo-natal tetanus are also major contributors to the region's high IMR.<sup>9</sup> Diseases more specific to the area include schistosomiasis (the *mekongi* strain which is unique to Cambodia and Laos), exceptionally high rates of iodine deficiency (as high as 80% in some communities), as well as less commonly recognized illnesses such as high rates of gall stones among certain hill tribe communities. Access to adequate sanitation is almost wholly inexistent (i.e. less than 5%), and access to safe water is equally lacking (with the exception of areas already covered under water supply development programs).

#### Health Infrastructure and Personnel<sup>10</sup>

Province	Infrastructure				Personnel			
	Prov. Hosp.	Dist. Hosp.	Commune Infirm.	Pop./ H.Bed	Med Doctor	Med. Assist.	Second. Nurses	Second. Midwives
Krate	1	5	22	751	18	27	59	35
Steung Treng	1	4	0	842	11	18	54	29
Monduliri	1	0	1	n/a	3	6	16	8
Ratanakiri	1	8	1	491	6	8	36	13
<b>TOTAL</b>	<b>4</b>	<b>17</b>	<b>24</b>	<b>n.a.</b>	<b>38</b>	<b>59</b>	<b>165</b>	<b>85</b>

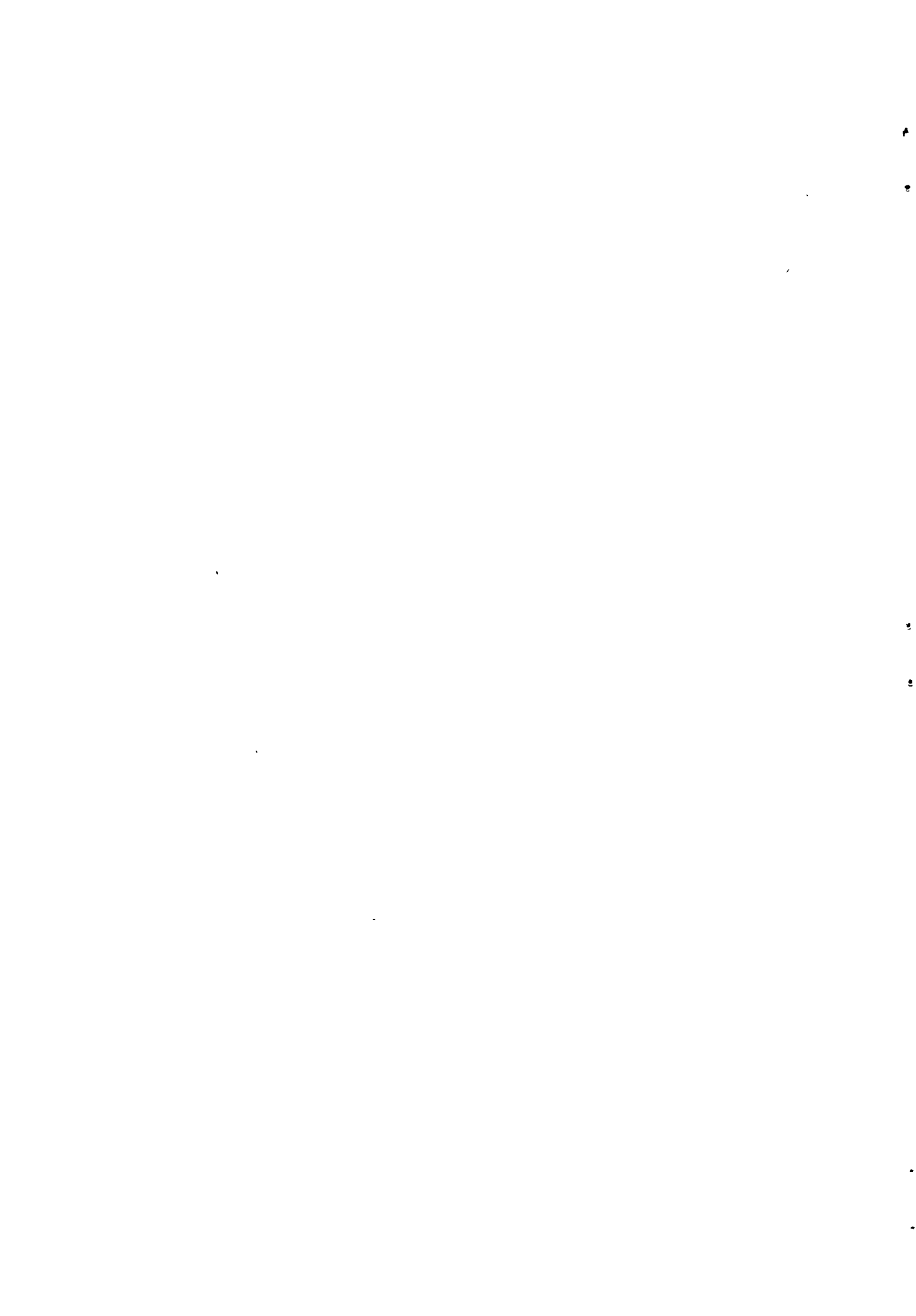
As concern the infrastructure for public health services, the table above provides a general reference. The physical infrastructure that does exist, however, tends to be in very poor condition and lacking in basic supplies and materials. Many of the personnel listed also lack sufficient training (either pre-service or in-service). The poor state of this infrastructure, together with problems of access common throughout the northeast (which is universally mentioned as a major constraint to health care in community surveys), generally leads to public health services being considered as a last resort for health care—with preference given to the services of traditional healers, the self-administration of unprescribed drugs available in local markets, etc.

In examining the particular case of minority populations, their generally strong beliefs in the influence of spirits, adherence to traditional medical practices, problems of access to health facilities, and the important cultural and language differences they encounter with the largely Khmer health personnel also leads to their consideration of public health services as only last resort. Even in cases in which treatment from the formal health sector is sought, and the patient is cured, the improvement is generally attributed to other steps taken (i.e. traditional medicine or spiritual healing).<sup>11</sup> In any event, effectively improving health care among many minority communities will require improvements not only in access to and the quality of care in the formal health sector, but also an increased appreciation for and sensitivity to local traditions, practices and beliefs. As concerns the latter, it is also important to note that though some traditional healing methods are clearly inappropriate (i.e. burning the stomachs of schistosomiasis patients with hot metal), other

<sup>9</sup> F. Bourdier, "Health, Women and Environment in a Marginal Region of Northeastern Cambodia", *Environment, Society and Development*, July 31 - August 5, 1995.

<sup>10</sup> National Health Statistics, 1994 and National Health Development Plan, 1994-1996, Ministry of Health.

<sup>11</sup> Joanna White, "Of Spirits and Services. Health and Healing Amongst the Hill Tribes of Ratanakiri", Health Unlimited, July 1995.





traditional therapies which are practised by Khmer and minority populations alike should not be so readily dismissed— and there are many which, though unknown and unstudied by modern practitioners, may be equally if not more effective than many modern therapies.

Much of the current work in the health sector is focused on improving provincial and district-level hospitals and the capabilities of their staff. Major assistance in these areas is being provided by MSF/HBS in Kratie and Steung Treng, YWAM in Steung Treng, COERR and Health Unlimited in Ratanakiri, and though very limited in scope, MDM in Monduliri. As concerns community outreach, principle organizations involved include: AICF/USA in Kratie and Steung Treng, Health Unlimited in Ratanakiri, and YWAM in Steung Treng. AICF/USA has also been engaged in a program to introduce health education in primary schools (see below). On a national level, trends which will eventually impact the health sector in the northeast include: the institution of cost recovery mechanisms; the expansion of family planning services; a policy environment which is supportive of Traditional Birth Attendants (TBAs); and many other needed areas.

## II.E. Education:

With regard to education, and as with health, few reliable statistics exist to measure the educational status of the population, and though data collection is improving, the validity of statistics collected prior to the 1994-95 academic year can generally be considered as highly questionable. In addition to an estimated literacy of only 25% (though is as low as 5% in many communities), current basic education data for northeastern Cambodia includes the following:

**Table II.B. Basic Education Data<sup>12</sup>**

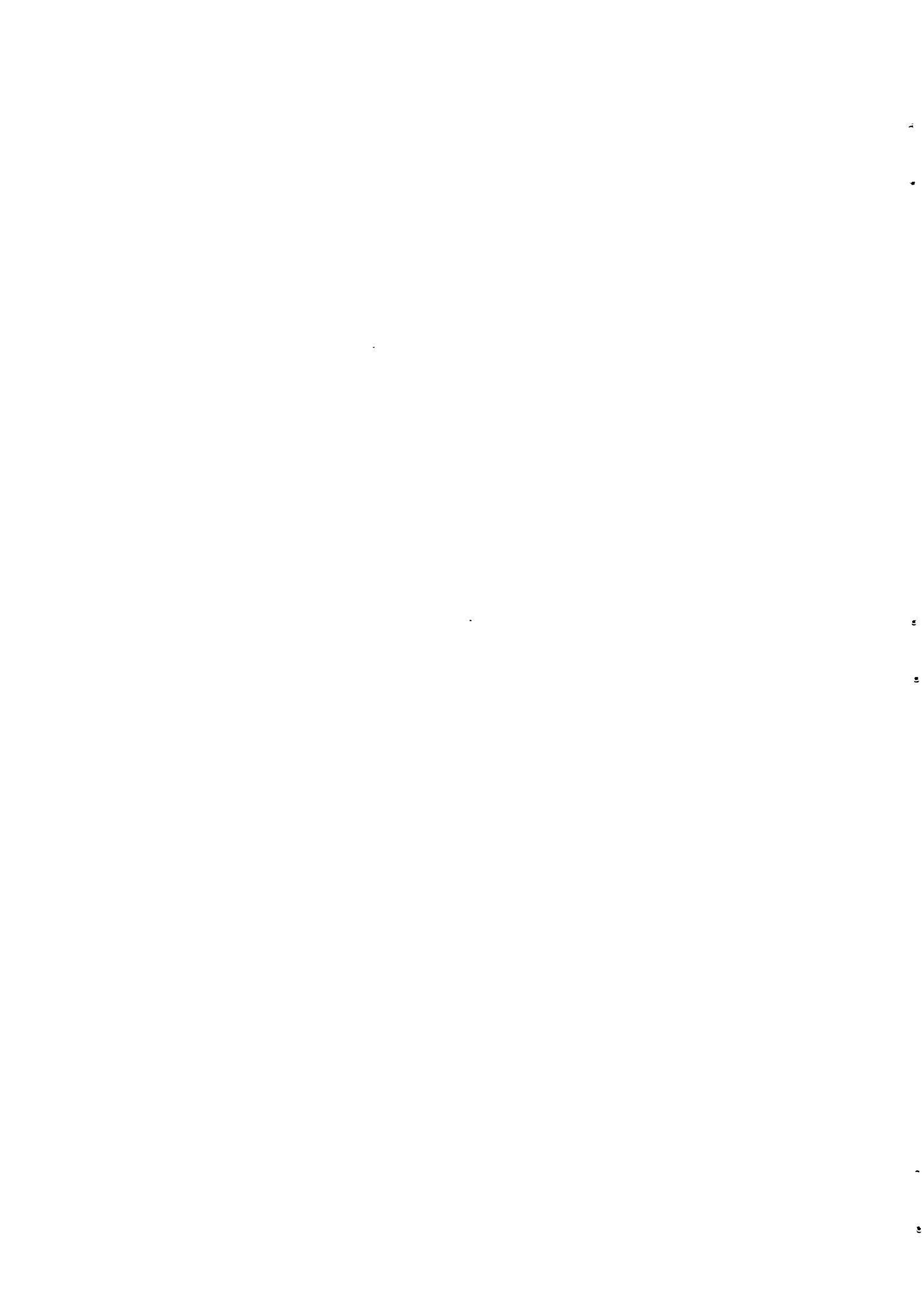
Province	Primary Schools				Jr. High/High Schools		
	Schools	Teachers	Students	Drop-out rate/Yr.	School	Teachers	Students
Kratie	190	1,055	41,337	10.66%	13	460	5,601
Steung Treng	82	329	10,722	22.77%	3	63	1,127
Monduliri	24	79	2,763	33.31%	1	10	160
Ratanakiri	74	191	6,190	50.62%	1	23	314
<b>TOTAL</b>	<b>370</b>	<b>1,654</b>	<b>61,012</b>	<b>117%</b>	<b>18</b>	<b>556</b>	<b>7,202</b>

Note: Student enrolment figures are likely quite accurate, but given high rates of non-attendance, most probably represents less than 50% of the eligible student population<sup>13</sup>

Though the above may indicate a somewhat adequate physical infrastructure for education, this is hardly the case, and the majority of school buildings are badly in need of repair or too small to accommodate current student populations (necessitating split shifts of students— one in the morning and another in the afternoon). Much of the current state of infrastructure can be traced to the Khmer Rouge regime, as exemplified by the following commentary on the Kratie high school:

<sup>12</sup> Education and Training Statistics, Academic Year 1995-96, Ministry of Education, Kingdom of Cambodia.

<sup>13</sup> Extrapolated from data provided in Education Sector Review, 1994, Volume 2B: Education Statistical Digest, Ministry of Education/Asian Development Bank, 1994.



*During the Pol Pot regime, the main building of the school was used as a munitions depot and a prison. When the Khmer Rouge retreated, the munitions were exploded and the building was totally destroyed. Restoring the building was an extremely dangerous exercise as many unexploded munitions were found inside and around the building. The building had to be completely cleared by the military before [the area] was considered safe...<sup>14</sup>*

In many ways more important than the physical infrastructure, the human resource base in the northeast's educational sector was equally devastated. Many current teachers lack basic skills technical or pedagogic training (some are not even graduates of grade school), in-service training is rare; and supervisory services and support materials are virtually non-existent. Recruiting teachers to serve in rural northeastern communities also poses major problems. In part, this is due to the policy of allowing teachers themselves to select the community where they will work based on their final exam scores. This practice tends to work strongly against many communities in the northeast which are often the last locations teachers want to work, and those that do tend to be less academically achieved.

As concerns female representation in schooling, they are clearly disadvantaged. The female percentage of total primary school students in the northeast is roughly 43%— and drops off to as low as 32% for junior high and high school enrolment. Women also constitute only 24% of primary school teachers, and roughly the same percentage at junior high and high school levels (though the data is incomplete). These disparities in education contribute to high illiteracy rates, as well as restrict their admission into professional fields such as teaching.<sup>15</sup>

In addition to the above, the lack of access due simply to the distance many students must commute to school is a key constraint (as in the extreme case of Mondulkiri which has only one secondary school to serve communities spread-out over 14,288km<sup>2</sup>)<sup>16</sup>, and within the northeast in particular, the lack of bridges prevents thousands of students from attending classes for several months during the rainy season months of the academic year. One should also take into consideration the important role that children in rural northeastern areas play in agriculture, and the difficulties that arise when trying to accommodate both the academic and agricultural calendars. Conflicts between the two most often result in children being pulled away from school during key agricultural periods, including: field preparation (February to April); rice and corn planting (May-June) and harvesting (October to December).<sup>17</sup>

Finally, it is important to note the special constraints which minority students face. Firstly, language and culture present major barriers<sup>18</sup>, and teacher recruitment is equally made difficult due to such communities' lack of access, infrastructure, food, and possibilities for independent tutoring. Moreover, much of the educational system is designed not so much

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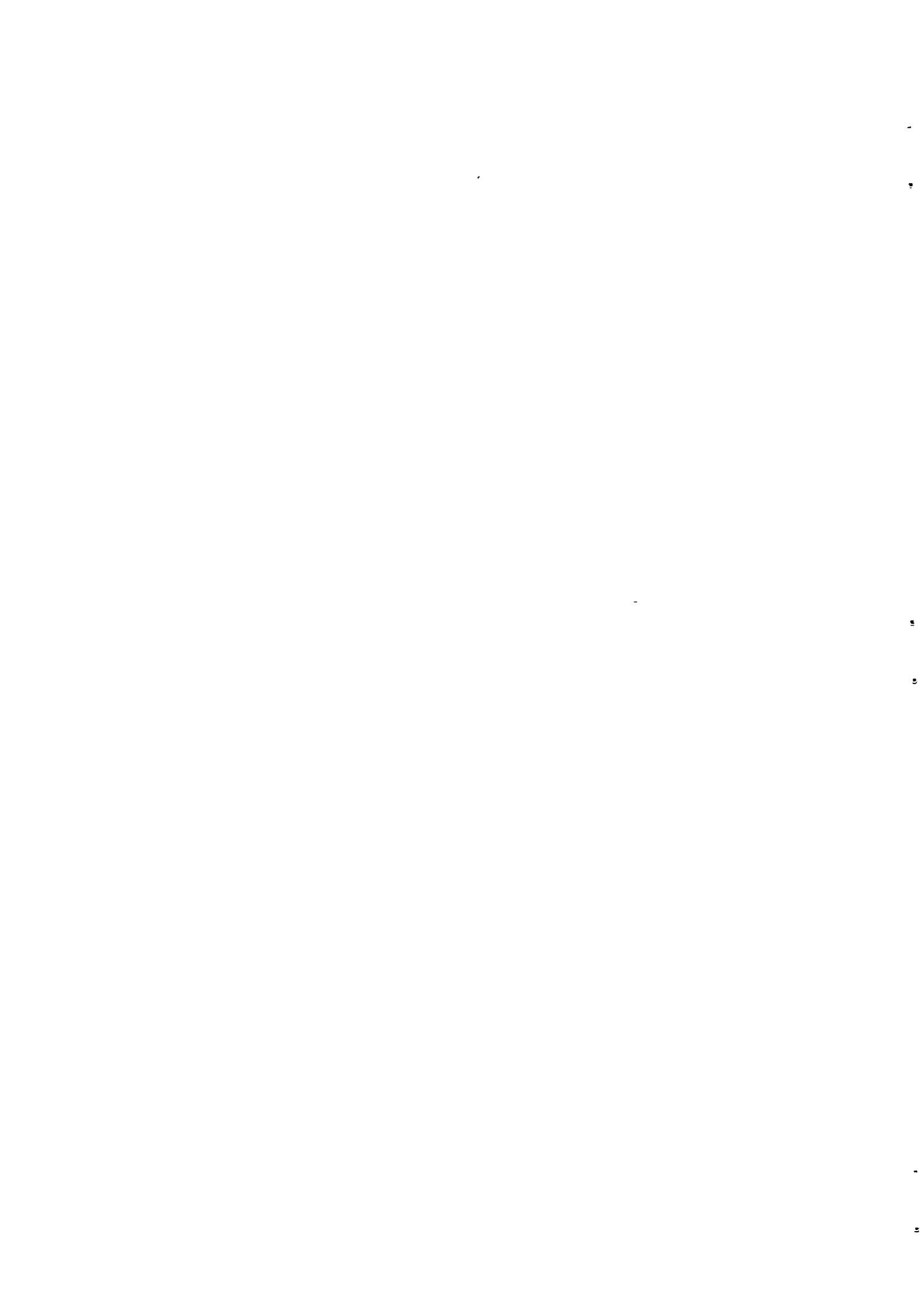
<sup>14</sup> Preliminary Research into the Educational Needs of Kratie Province, Cambodia, with Special Regard to the Educational Needs of Ethnic Minorities, Redd Barna, Simone Alcorso, December 1991

<sup>15</sup> Education Sector Review, 1994, Volume 2A: Education Sector Strategy Analysis, Ministry of Education/Asian Development Bank, 1994.

<sup>16</sup> Education Sector Review, 1994, Volume 2A: Education Sector Strategy Analysis, Ministry of Education/Asian Development Bank, 1994

<sup>17</sup> Participatory Rural Appraisal (PRA) Training Workshop Field Report, UNDP Highland People's Programme, Social Research Institute, Chiang Mai University, October 1995.

<sup>18</sup> *Ibid*



to truly educate minority students, but rather as a primary means for integrating minority groups into the social and economic mainstream. Nearly all such efforts view minorities as an undifferentiated mass, with little or no attention paid to their special social, cultural and linguistic characteristics and, it can be argued, may serve more to further marginalize rather than assist them. All of these factors further contribute to a lack of appreciation by minority community members for the educational services provided. As a result, minority student enrolment is low, drop-out rates are the highest in the nation (see table), and the scores of minority students on math and language competency exams are generally one-third the scores obtained by their Khmer counterparts.<sup>19</sup>

In spite of the above, education remains a highly regarded commodity throughout the northeast, and among Khmer and minority populations alike. Communities consistently express improving educational opportunities as a major priority, as is exemplified by average community contributions towards school construction projects which often exceed 50% of total project cost. Moreover, many international organizations have begun to target more assistance to education in the northeast:

- ▶ Close to 100 schools have been rehabilitated through the efforts of organizations such as AICF/USA, Save the Children Fund/UK, Community Aid Abroad (CAA), UNICEF, and more recently, the Social Fund of the Kingdom of Cambodia (SFKC);
- ▶ AICF/USA has provided pedagogic and health education training, as well as related materials to more than 300 primary school teachers— who in turn are regularly providing a series of health education lessons to more than 6,000 students;
- ▶ UNICEF has invested much in the initiation of a cluster school program in Steung Treng; and
- ▶ USAID has targeted Steung Treng for a concerted teacher training effort under the Consortium-led CAPE project.

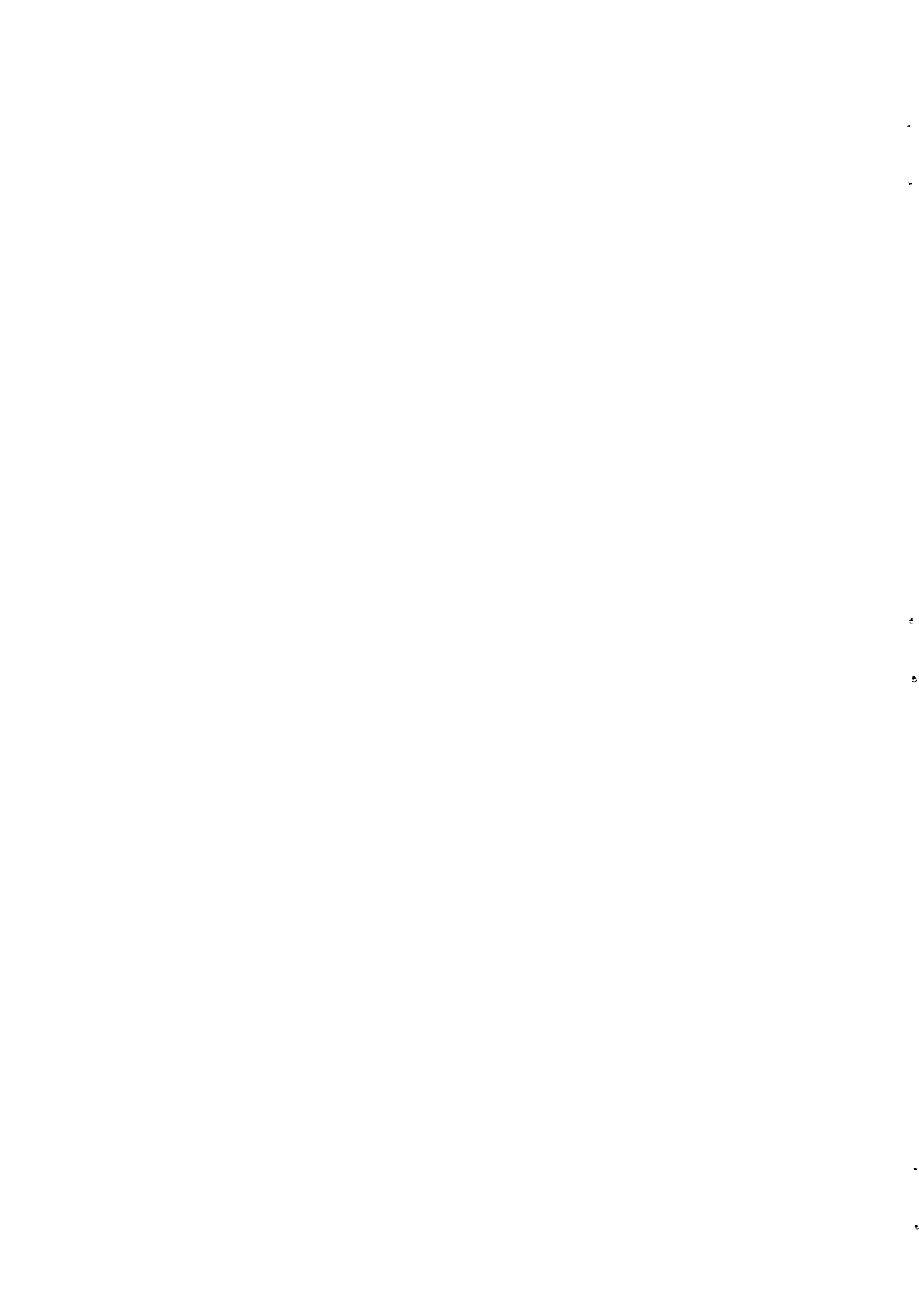
## II.F. Rural Economy and Infrastructure:

In terms of economic status of the population, and though one may reasonably cite figures of GNP per capita of less than \$200, their utility for economic analysis or planning is limited. In all respects, agriculture is the dominant economic sector throughout the region, directly involving as much as 90% of the population. Principal activities include: rice cultivation (low-land paddy rice and upland dry rice); rubber and some coffee production; fishing; cattle, pig and poultry raising; and hunting. There are, however, many important problems affecting production, including: drought and erratic rainfall; localized flooding; frequent outbreaks of animal diseases; shortages of farm tools and implements; threatened wildlife and fish populations; lack of agricultural extension services; undeveloped or inoperable irrigation schemes; and labor shortages due to out migration of young men, as well as the periodic outbreaks of animal disease. For women, and during such times of hardship, they are often left with the double burden of assuming more of the agricultural chores— while still being tasked with water and wood collection, child rearing, food preparation, and a host of other family-related responsibilities.

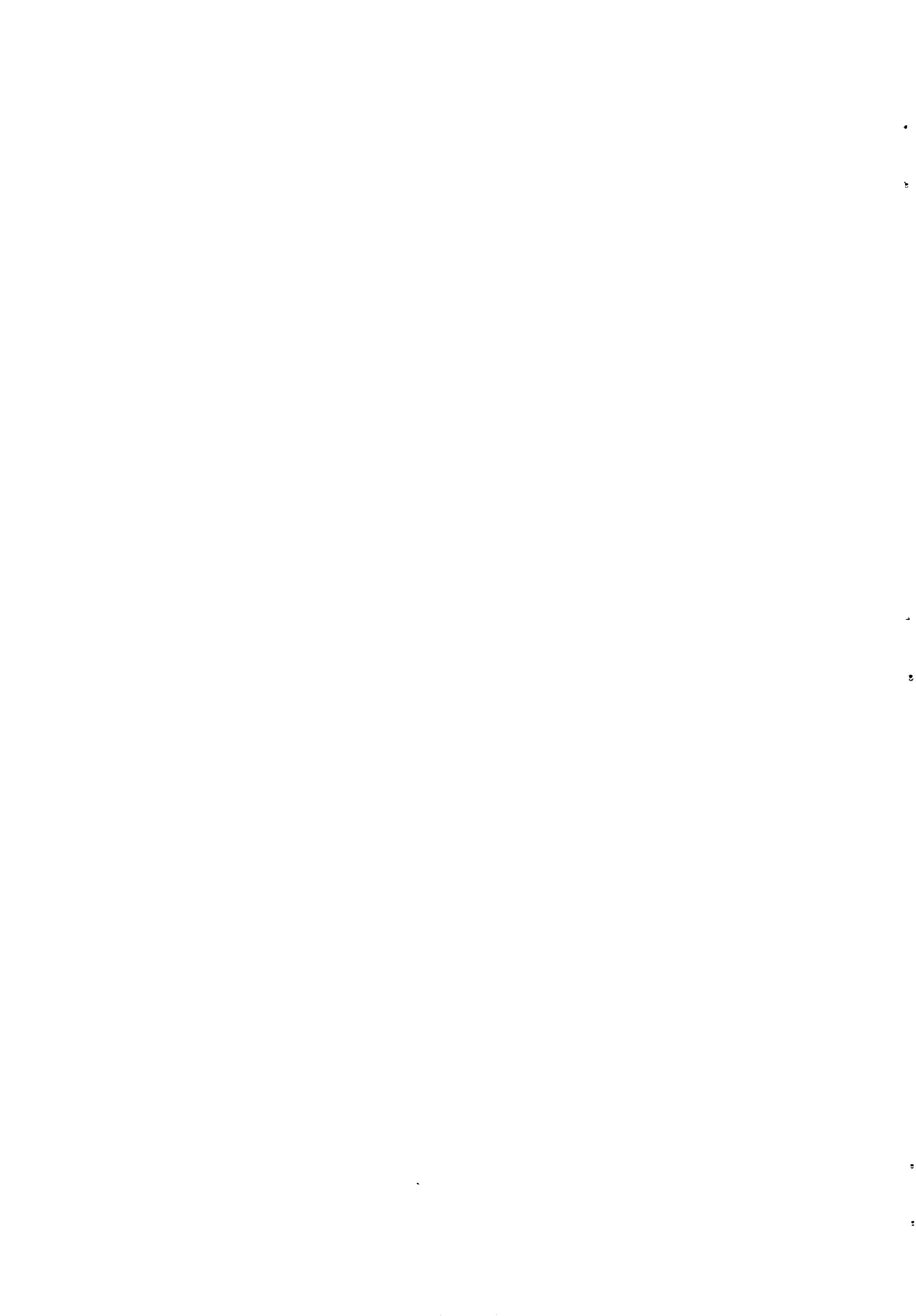
As a result of the region's dependence on agriculture, and the difficulties encountered in

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<sup>19</sup> Education and Training Statistics, Academic Year 1995-96, Ministry of Education, 1996









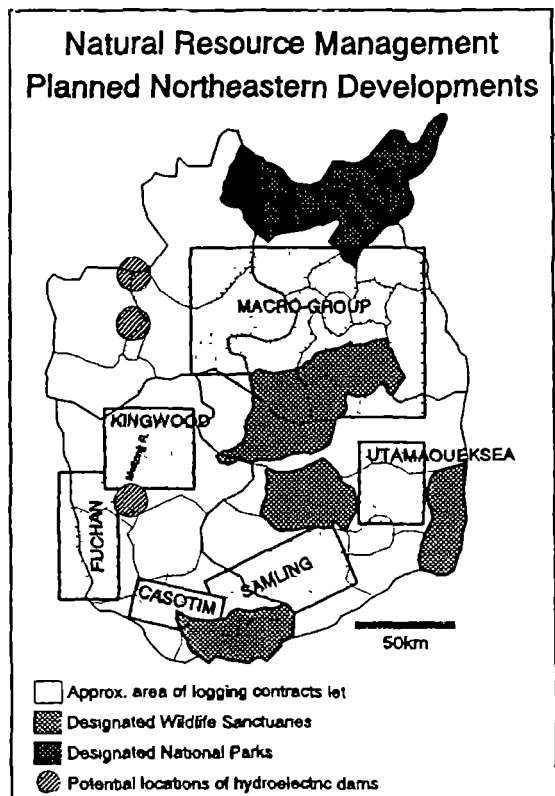
international agencies has provided needed improvements to many locations in terms of social, health and educational service delivery, but much clearly remains to be done.

**II.G. The Natural Environment:**

The geography of the region is varied— dominated in the east by the western slope of the Annamite mountain chain, in the west by the Mekong River, and forested plains throughout much of the rest. The geology of the area is marked by intrusive igneous rock (in particular, basalt and gabbro), fine grained alluvial deposits along some riverine areas, and well-cemented sandstone to siltstone in other zones (likely deposited in a nonmarine setting and part of the Indosinias Formation<sup>23</sup>). As concerns flora and fauna, and though data is very outdated, the region’s biodiversity is certainly not disputed. The following provides further detail on the northeast’s natural resource base.

**Forest Resources:** Forests dominate the natural environment throughout the northeast, accounting for more than 80% of the region’s total land area, and include evergreen, open deciduous and mixed deciduous forests.<sup>24</sup> Aerial surveys of Prek Prasop and Sambor district in Kratie also suggest the presence of what may be some of the most pristine lowland rain forests in southeast Asia. The extent of forest degradation in the northeast is low because, unlike many other areas, large-scale development has simply not yet occurred. Nonetheless, as shown in the accompanying map, the increasing presence of international logging concerns makes the future of northeastern forests appear quite bleak. In reviewing this map, it is important to note that the areas for which logging contracts have been let are very much approximations, and that more accurate delineations of these areas are not available. Moreover, one should factor in that: on the one hand, several of the six logging companies to receive contracts have yet to begin operations and; on the other hand, there are many other logging operations (illicit or undertaken by the military) which are currently underway. Once full logging operations do begin, the construction of roads and availability of land is expected to engender a rapid influx of population— and one which practices rice farming and shifting cultivation, and which will ultimately lead to the permanent destruction of forested areas.

**Wildlife:** Wildlife species in the northeast are varied and include: tiger,



<sup>23</sup> Rasmussen, W.C. and G M. Bradford, Ground-Water Resources of Cambodia, Geological Survey Water Supply Paper 1608-P, United States Geological Survey, Washington, D.C , 1977.

<sup>24</sup> Extrapolated from 1992 data provided in the National Environmental Action Plan, Draft Thematic Working Paper No. 1, Protected Areas Management, Ministry of Environment, April 1996.



elephant, asiatic black bear, sambar deer, the sarus crane, green peafowl, pigmy loris, kouprey and banteng wild buffalo, and possibly douc langur (and endangered primate) and Cambodian Rhino (believed extinct).<sup>25</sup> In addition to a diminishing habitat brought about through deforestation and resettlement, illegal trade and export of wildlife (especially to China and Thailand) pose major threats. The RCG has a very limited capacity to control this trade, and its inability to fully participate in CITES<sup>26</sup> has further hindered its effectiveness.

**Rivers and Wetlands:** In addition to the Mekong, important rivers in the northeast include: the Kong in northern Steung Treng; the Sesan which runs from Viet Nam, through Ratanakiri and Steung Treng, eventually joining the Kong and Mekong rivers; and the Sre Pok which flows from Viet Nam through northern Monduliri, Ratanakiri and Steung Treng where it joins the Sesan. Other rivers of note include the Chhlong, Prek Te, Prek Krieng and Prek Preah rivers. Important wetlands include an area known as Mekong Leour, an area in northern Kratie and Steung Treng which has flood forests, sand and rocky islands, and unique flora, and which serves as an important habitat for several globally rare or endangered fauna such as the fresh water irrawaddy dolphin.<sup>27</sup> Threats to rivers and wetlands are many and include:

- ▶ silting brought about through deforestation and consequent erosion;
- ▶ drainage of wetlands for agriculture;
- ▶ overfishing;
- ▶ over-exploitation of inundated forests for fuelwood; and importantly,
- ▶ proposed hydro-electric dam construction.

As concerns the latter, three potential hydroelectric dam sites on the Mekong (see map) are now being considered— at Kaoun Falls on the Laotian border in Steung Treng province, at Steung Treng town itself, and at the village of Kampi in Sambor district of Kratie). Potential negative impacts of such developments include: changes in hydrology, limnology and sedimentation patterns; the loss of fish populations and entire species through the inundation of spawning areas; the silting of littoral (shallow areas); the disruption of migratory patterns (i.e. of the Passeyee fish which thrives in the Sesan River and migrates yearly to Steung Treng); and most certainly, changes in most every facet of human settlement and economy.

**Mineral Resources:** As evidenced by the local names of many areas, the northeast has a rich mineral resource base. Ratanakiri is well known for its gemstone and gold deposits; Steung Treng has reportedly large coal, lignite and limestone deposits, as well as craftstones; Monduliri is believed to house large bauxite reserves, as well as some gold; and Kratie is known to have some base metals (i.e. copper and zinc)<sup>28</sup>. Though to date, much of the area's related mining activity has been limited to small, artisanal concerns, its long-term potential has attracted the attention of several international mining companies, and should large-scale

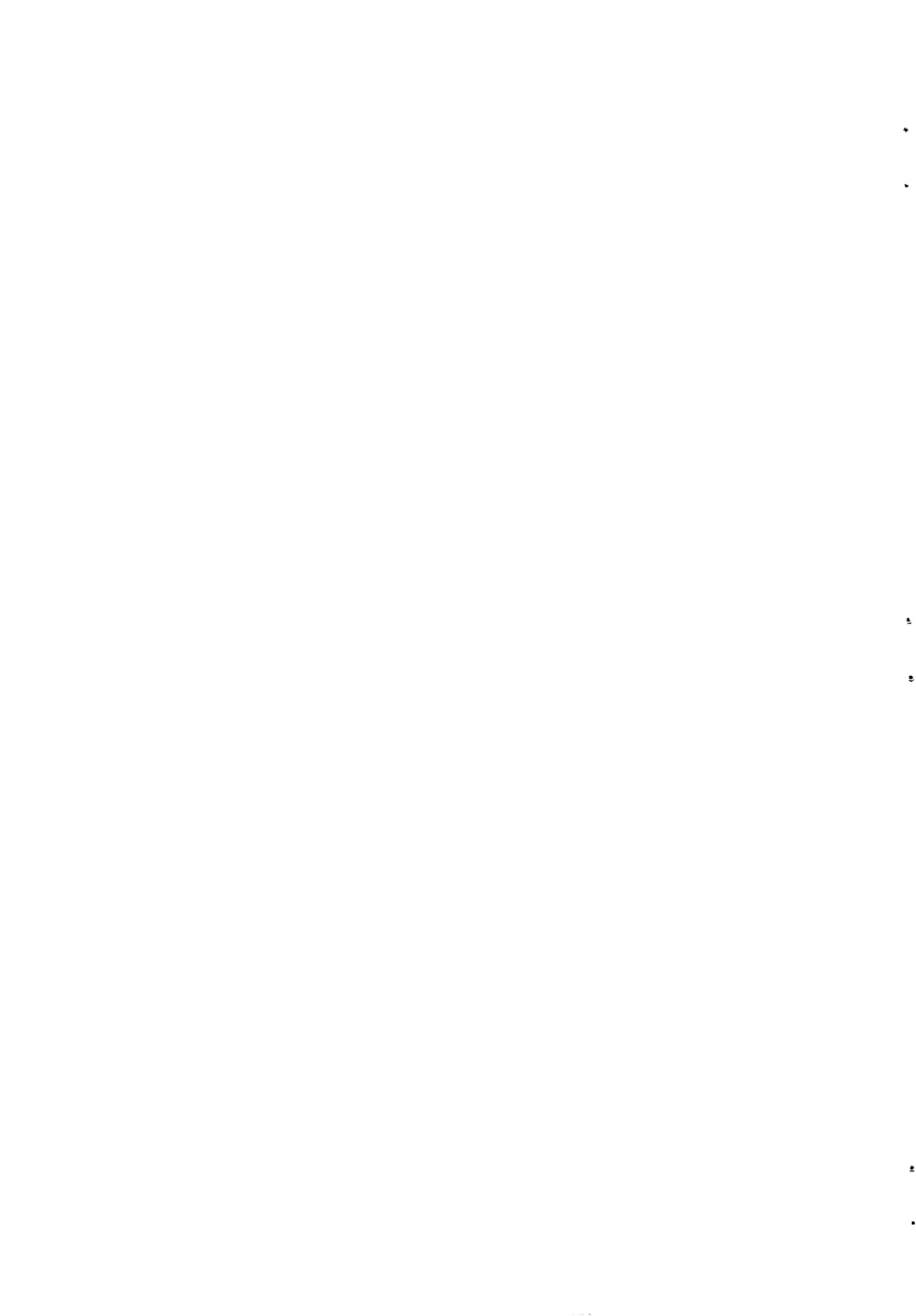
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<sup>25</sup> Concepts on Protected Areas Management in Northeast Cambodia, Ministry of Environment, August 1995

<sup>26</sup> Convention on International Trade in Endangered Species of Wild Fauna and Flora.

<sup>27</sup> National Environmental Action Plan, Draft Thematic Working Paper No. 1, Protected Areas Management, Ministry of Environment, April 1996

<sup>28</sup> Atlas of Mineral Resources of the ESCAP Region, Volume 10 Cambodia, Economic and Social Commission for Asia and the Pacific, United Nations, New York, 1993



operations appear profitable, there is concern that such operations will further degrade the natural resource base— promoting erosion; changing sedimentation patterns; and contributing to water pollution and the destruction of local fish populations.

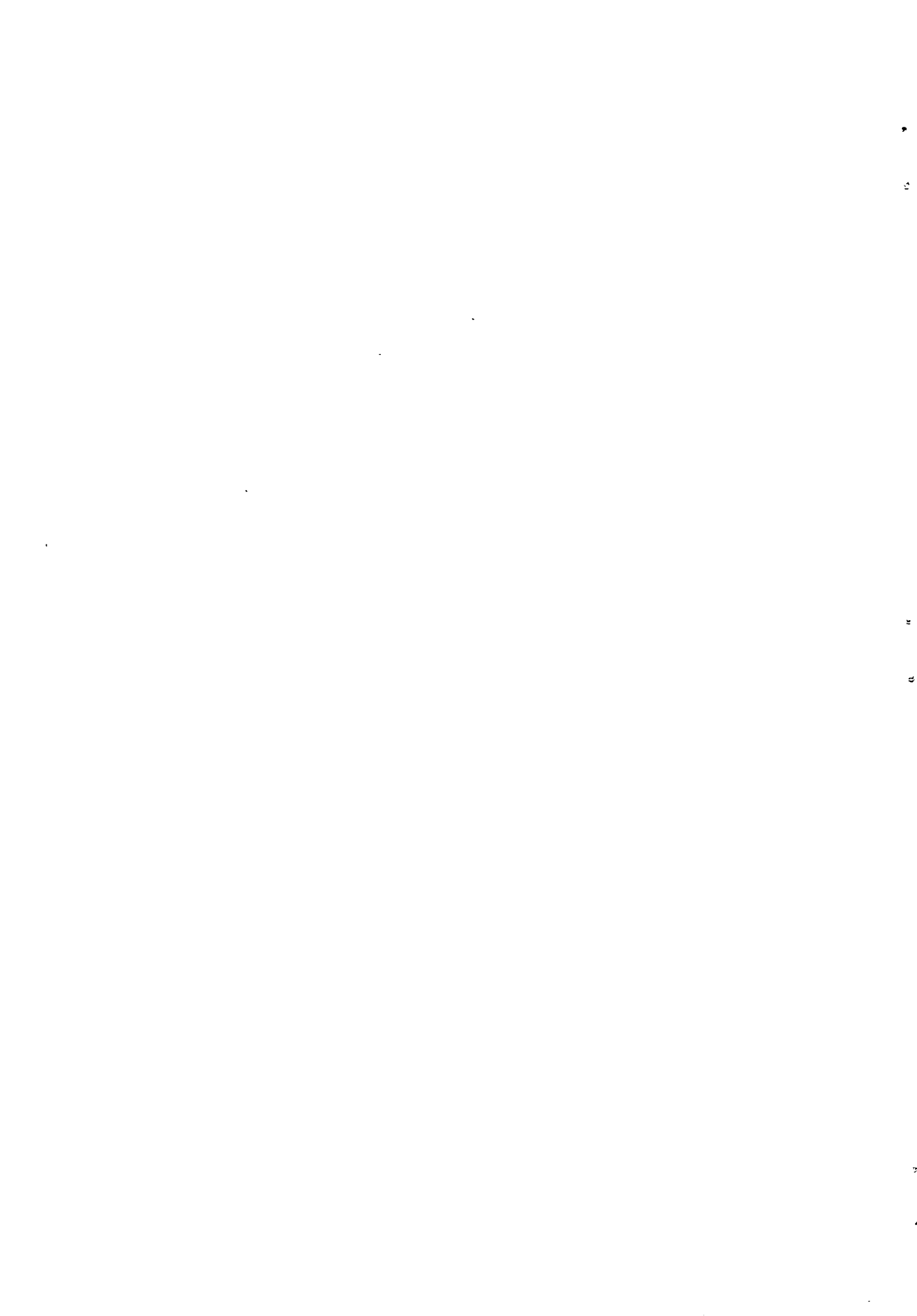
**Protected Areas:** Though the forces of development are and will continue to place extreme burdens on the natural resource base of the northeast, the RCG has taken steps towards conservation through the re-establishment of a protected areas system in 1993. Of the 23 designated areas, four are in the northeast (see map). These include the Virachey National Park in the northeastern corner, and which could eventually provide for the creation of a trans-frontier reserve with the proposed Nam Kong national park in Laos and the Mon Ray national park in Viet Nam. In addition, several other areas in the northeast have been recommended for priority consideration for any future expansion of protected areas. These include the lowland rainforests in Prek Prasop and Sambor districts, and the Mekong Leour wetland area. Given very limited resources being provided to properly manage and protect these areas, their ultimate fate remains questionable, but at least a legal framework is being put into place in support of conservation.

**Eco-tourism:** In light of its currently rich and largely unspoiled natural resource base, the potential for eco-tourism in the northeast is vast. The capital of Ratanakiri, Banlung, now has several guesthouses to accommodate travellers, as well as several eco-tourist sites to which visits are easily arranged. The towns of Kratie and Steung Treng also have sites which, although not yet attracting international tourists, are very strong attractions for local "eco-tourists" wanting to escape the confines of their urban environment. The areas of Kampi (about 20km north of Kratie) and O'Pong Mwan (about 18km south of Steung Treng) are such examples, and many more will undoubtedly be developed over time and throughout the region— and far more targeted to the international tourist. Given the RCG's interest in developing the eco-tourist industry, several plans for large-scale eco-tourism development are being given serious consideration. Though perhaps economically beneficial, there is increasing concern among all involved as to the impact that such developments will have not only on the natural environment, but also on nearby communities— many of which are composed of minority populations.

Finally, in reviewing any natural resource management issue in the northeast, it is necessary to take into account the very important absence of a clear land tenure system. Many local populations have a fairly harmonious relationship with their natural environment and, as in the case of many minority communities, regard it not as a commodity, but as an integral part of their social, economic and spiritual value systems. The absence of clear titling effectively subjects them and, in effect, their way of life to forces far beyond their control. As land is becoming increasingly subject to high speculation (for cash crops, plantation development and timber), village territories are already decreasing significantly in areas such as around Banlung— and there is speculation that what few land titles have been given to rural populations have only allowed business interests to legally purchase the same land at very low prices.<sup>29</sup> Though much interest has been expressed in addressing this very difficult issue, the dialogue has yet to become serious. Concepts of community and joint forest management remain notably absent from negotiations with logging companies, and no one involved in the promotion of the proposed hydro-electric dams on the Mekong has even informed local populations of this possibility. Local government

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<sup>29</sup> F Bourdier, "Health, Women and Environment in a Marginal Region of Northeastern Cambodia", Environment, Society and Development, July 31 - August 5, 1995.



officials as well are often not informed of the nature or terms of such contracts and projects, and are hence at an obvious disadvantage for reconciling the very divergent views of local and outside development interests.

## **II.H. Security and Rural Stability:**

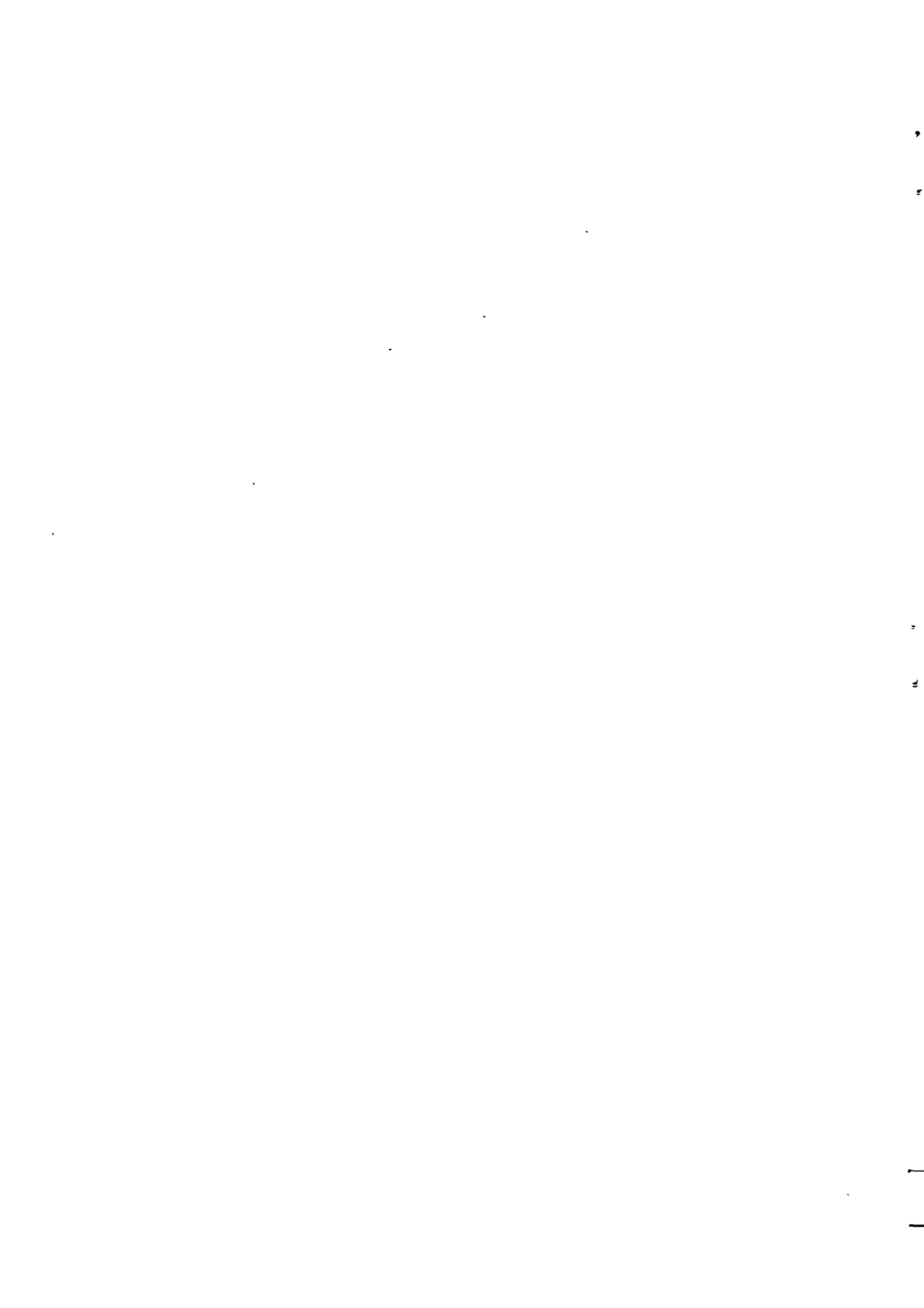
There are many misconceptions regarding security in Northeastern Cambodia, and though the area tends have less dramatic and far fewer publicized incidents relative to other areas, it would be inappropriate and certainly dangerous to assume that the area is safe. Attacks on civilians and military outposts, the mining of roads, and periodic displacement of village populations, though perhaps not on the scale of the northwest, are nonetheless common occurrences. Moreover, although it may exist in relative isolation from much of the rest of Cambodia, it is often this isolation which attracts and benefits those elements which are of a danger to northeastern civil society, especially in rural areas. As concerns those responsible for security problems, these individuals include:

- ▶ The Khmer Rouge (KR) whose numbers in the northeast are currently estimated at 500, and who have often had the capacity to overtake large areas for at least brief periods;
- ▶ Bandits and rogue soldiers (KR or RCG) who are outside of any authority's control and tend to prey on taxis, supply trucks and boats which are far from populations centers; and
- ▶ In some cases, RCG soldiers who are posted in remote areas, and who harass villagers and travellers for the purpose of either extracting whatever wealth they can, or simply to demonstrate their superior force. Soldiers posted along roads at "security check points" and those that are inebriated are of special concern.

### **II.H.2. The Impact of Security on Development Work in the Northeast:**

As elsewhere in Cambodia, development work in the northeast has often been restricted in certain areas due to specific incidents or mounting security concerns. Though extremely unfortunate, it would also be inaccurate to portray the security situation as stagnant, and there have been several improvements over the past year and a half in particular. Contributing factors include: decreased solidarity among KR factions (as exemplified by recent negotiations between the RCG and some KR factions in the northwest); a generally improving economic climate; the development of a stronger intra- and inter-provincial communication and transport systems; strong support from provincial governments and local village militias; and importantly, an apparently declining interest on the part of the KR to prevent rural development initiatives. This last point mentioned is important and is believed due, not to an improved understanding on the part of the KR as to the validity of rural development, but rather on their reluctance to deny isolated communities what little development assistance may be offered— and potentially incur the wrath of local militias. In essence, with a diminishing base of ideological support nationally, they cannot afford to further alienate the poor rural communities they purport to protect.

Though the situation remains ever fluid, and aside from periodically preventing work in certain areas, the ultimate impact of security on development activities has been largely controlled and, to date, no programs have been seriously affected, and no major commodities or community improvements have been stolen or damaged. More importantly, with increased experience, there has also been an increased ability on the part of organizations to work in more remote and isolated areas.





## Section III. Detailed Program Description

In response to the particular needs of the northeast, and building on experience gained under Phase-I, over a three-year period AICF/USA will work with key national and international agencies in the implementation of an integrated community development program. Activities will initially be focused on the provinces of Kratie and Steung Treng, and other support will be sought for coverage in Ratanakiri and Mondulakiri. Termed the Northeast Cambodia Community Development Program (NCCDP), the following sections describe in detail the major aspects of the NCCDP, including:

- A. Program goal
- B. Overview of program activities
- C. Program objectives, rationale, activities and outputs
- D. Schedule of outputs and customers
- E. Required inputs

### III.A. NCCDP Goal:

The goal of the NCCDP is to stabilize and revitalize rural communities throughout Northeastern Cambodia through the implementation of an integrated program of assistance which will not only provide for immediate impact, but will also lead to long-term improvements in local and national capabilities to plan, implement, monitor and evaluate rural development initiatives.

### III.B. Overview of Program Activities:

The NCCDP recognizes that the goal of stabilizing and revitalizing development in the northeast is not achievable through the implementation of any single activity, but is rather a result of improving the condition of the area's overall socio-economic environment through a combination of well-targeted initiatives. In most cases and to varying degrees, these initiatives have already been addressed under Phase-I and include:

***At the community level:*** developing appropriate community organization structures; improving rural water supply and environmental sanitation; developing systems for community- and school-based health education; facilitating the linkages of local communities to agencies and programs which will assist them in undertaking other projects of identified importance to community development; and promoting private sector development in related areas.

***At the institutional level:*** upgrading technical knowledge of personnel from local governmental, non-governmental and private sector agencies; improving their community outreach and training capabilities; strengthening managerial and supervisory systems; assisting cooperating institutions in the decentralization of program management and service delivery; promoting private sector development; and serving as a demonstration site for the application of programmatic approaches to other areas.

Importantly, the NCCDP also recognizes that it is neither possible nor desirable for any one agency to presume that it should single-handedly undertake the above. As opposed to an independent activity, therefore, the NCCDP is much more a cooperative effort among a range of local and international organizations. These cooperating institutions and the



mechanisms by which their coordination will be assured are further detailed in Section IV.

The following graphic more succinctly sets forth the above activities and their anticipated areas of direct and indirect impact. Though one may debate the extent to which a particular activity will provide for an appreciable impact in a given area, the graphic does provide a reference point for examining the cross-cutting nature of many rural development

## Anticipated Areas of Impact under the NCCDP

AREA OF ACTIVITY	AREA OF IMPACT											
	Impr. Access/Communic	Improved Health	Improved Education	Time Savings	Revenue Savings	Revenue Generation	Impr. Local Governance	Impr. Prog. Management	Improved Food Security	Improved Service Deliv	Improved Rural Security	Impr. Rural Stability
Community Organization		○	○			●	●		●	○	○	
Water Supply	●		●	●			○		○		○	
Environmental Sanitation	●			○			○				○	
Family Gardening	○			●	●		○	●			○	
School/Dispensary Rehabil.		●				○	○		●		○	
Animal Health			●	●	●		○	●			○	
Other Community Infrastruct	○	○	○	○	○		○	○	○		○	
Rice Bank Development				●	○		○	●			○	
School/Comm. Health Ed.	●	○	○	○			○				○	
Regional Planning						○	●		●		○	
District Office Estab.						○	●		●		○	
Personnel Training & Dev't	○	○	○			○	●	○	●		○	
Monitoring/Supervision Sys.						○	●		●		○	
Private Sector Dev't				●	●		●		●		○	

○ Area of indirect impact    ● Area of direct impact

interventions, as well as underscores their contributions to achievement of the NCCDP's overall goal. In reviewing the graphic, it is also important to note that while the NCCDP will be directly involved in some key areas (i.e. community organization and water supply development), in other areas it will primarily seek to facilitate linkages between targeted communities and the network of other organizations which figure prominently within rural development efforts nationally (refer to Section III.C.1.D., as well as Section IV). Finally, and as more fully addressed in Section V on program management, the NCCDP is designed to gradually transfer key functions to cooperating national agencies— fully "pulling-out" of certain areas of intervention well-before the project's end, and allowing for a smoother turn-over of responsibilities for program implementation.

### III.C. Program Objectives, Activities and Outputs:

The following provides detail on each principal area of intervention under the NCCDP, setting forth the objectives, rationale, activities and outputs for each. A complete summary of program beneficiaries and outputs is later provided in Section III.D., and indicators, the means of verification and important assumptions are further detailed in the NCCDP Logical Framework Analysis presented in Annex 1. To provide further clarity in the presentation of the NCCDP's activities, these are further divided into the following sections:



***Community-level objectives:***

- ▶ Community organization
- ▶ Rural water supply
- ▶ Environmental sanitation
- ▶ Health education
- ▶ General community development

***Institutional objectives:***

- ▶ Decentralization of service delivery
- ▶ Human resources development
- ▶ Program planning and management
- ▶ Private sector development
- ▶ Program monitoring and evaluation

From the above activities, the NCCDP will not only produce a variety of physical outputs, but will likewise have an appreciable and direct impact on a range of customers at both the community and institutional levels. A table summarizing these quantifiable outputs is provided in the section that follows.

**III.C.1. Community-Level Objectives:**

**A. Community Organization:**

***Objective:*** Improve community self-assessment, problem-solving, local governance and development of management capabilities through the establishment of appropriate village-level organizational structures (in particular Village Development Committees—VDCs), and the fostering of common rural development approaches among concerned national and international agencies.

***Discussion/Rationale:*** As is further developed in Section III, community organization is the basis for not only successful project implementation in the immediate term, but the long-term sustainability of interventions. More importantly, and as in the case of Cambodia where civil authority in many areas has been largely absent for many years, community organization is often an important first step in re-integrating individuals and communities into the national fold.

***Activities/Outputs:***

- ▶ Conduct participatory community needs assessments and household-level surveys in approximately 100 village communities to: determine locally perceived needs and development priorities; assess local knowledge, attitudes and practices as concerns areas of programmatic intervention; and establish baseline data especially in the areas of health and economics which will serve in the impact monitoring (also see Section III.C.2.E.).
- ▶ Establish and provide training and supervision to Village Development Committees (or other appropriate organizational structures) in each beneficiary community. Training will include informal and formal training sessions for approximately 700 members and address: meeting organization, record keeping, fund raising, needs identification, and project planning, implementation and monitoring. Such structures will serve in both the organization of community inputs for immediate projects (i.e. community material and labor contributions to well and other projects), as well as fulfilling the long-term maintenance and repair requirements of



such interventions (i.e. hand-pump repair).

- ▶ Assist established VDCs in the organization of other community development initiatives (i.e. the development of proposals for submission to WFP, the SFKC or other development organizations), and develop VDC capabilities in other areas of identified need which may arise (i.e. the keeping of records concerning community births and deaths).

## **B. Rural Water Supply:**

**Objective:** Improve drinking water supply sources for 54,000 rural-customers throughout northeastern Cambodia, and assure their sustainability through providing appropriate village-level training in system maintenance and repair, and establishing systems within the private sector for the distribution of required spare parts and well construction.

**Discussion/Rationale:** In and of itself, improved water supply has not only a significant impact on community health (i.e. diarrhoeal disease, cholera, schistosomiasis, etc.), but has a wide range of secondary benefits (i.e. time savings, revenue savings, revenue generation, etc.).<sup>30</sup> Moreover, in Cambodia the need for water in many communities is so great, that it also has an immediate impact on stability of the population. These benefits and others were further confirmed by the recent Customer Survey conducted by USAID in Phase-I work areas. Given both these anticipated impacts, as well as the clear priority which northeastern communities express for improved water supplies, related activities are viewed as not only important in and of themselves, but as a primary and often "lead" intervention in the overall process of community organization. More specifically, once community organization is effectively established, water supply is generally the first intervention undertaken— not only responding to immediate local needs and priorities, but also providing an immediate forum around which local organizational structures (i.e. VDCs) can successfully organize and undertake an important community development project; show immediate results for their work; and engender broad community support for additional programs and activities.

### **Activities/Outputs:**

- ▶ Through area VDCs, develop 360 community-managed improved water points for an estimated 54,000 rural beneficiaries in 100 communities (including drilled wells, hand-dug wells, combination wells, and spring capping).
- ▶ Ensure sustainability of the above through the establishment and training of local maintenance and repair teams (approximately 1,400 people) in each targeted community which will be organized by the VDCs.
- ▶ Provide technical training to and supervision of approximately 25 water supply technicians (private contractors, governmental and NGO personnel), including supplementary training in project management, community organization and health education.
- ▶ Ensure the integrity of improved water sources through the development of programs for monitoring water quality and developing responses to identified problems (i.e. IRP development for iron problems, septic latrine technologies in densely populated areas, etc.).

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<sup>30</sup> Report on the International Water Supply and Sanitation Decade: Volume 1, WHO/UNDP, July 1990





- ▶ Promote the development of private sector capabilities in rural water supply through: the establishment of four (4) commercial hand-pump spare parts distribution systems throughout the region; and the development of private well construction capabilities (see Section III.C 2 D).

### C. Environmental Sanitation:

**Objective:** Promote improved hygiene practices throughout the region, including the construction of demonstration latrines in local schools, and the development of private sector capabilities and programs for family latrine construction.

**Discussion/Rationale:** International research tends to not only highlight sanitation programs as a logical companion to water supply development, but often underscores the notion that their combined impact is greater than the sum of the two parts.<sup>31</sup> As discussed in Section II, the development of appropriate sanitation in Cambodia and, most certainly in the northeast is in a very nascent stage of development. Nonetheless, and as experienced under Phase-I, communities and individual families have expressed much interest in further developing local sanitation facilities, and in light of their heightened awareness as to the importance of improved environmental sanitation, the NCCDP will undertake the above largely through resources made available locally.

#### **Activities/Outputs:**

- ▶ Working through VDCs, develop fifty (50) three-unit demonstration latrines at school sites and select institutional locations such as hospitals and district health centers. In most cases, such units will be of the septic variety which, though not widely used in Cambodia, have far fewer consequences as concerns the sanitary integrity of local aquifers.
- ▶ Develop and conduct companion hygiene education lessons for approximately 11,000 school children whose heightened awareness of health benefits, as revealed during the recent Customer Surveys of Phase-I beneficiaries, will be passed on to other family members and community leaders.
- ▶ Develop private sector latrine construction capabilities through partially subsidizing the construction of 150 family latrines which will, in turn, lead to the development of a largely independent and self-sustaining family latrine construction effort throughout the region (estimated to produce an additional 250 family latrine units by the programs completion).
- ▶ Provide technical training to and supervision of approximately 15 technicians from local cooperating institutions and private contracting concerns— the former including supplementary training in project management, community organization and health education.

### D. Health Education:

**Objective:** Increase community and individual acceptance of improved health and hygiene behaviors through both community- and school-based educational programs, as well as assisting in the introduction of commercially distributed health commodities (i.e. condoms, iodized salt, impregnated mosquito nets, and oral rehydration salts).

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<sup>31</sup> Lessons Learned in Water, Sanitation and Health, Water and Sanitation for Health Project, USAID, 1993



**Discussion/Rationale:** As experienced under Phase-I, even basic health-related knowledge throughout the northeast is very low— and an obvious contributor to the region's dismal health status. As also revealed in the customer surveys, however, Phase-I was highly successful in both developing appropriate health education programs and materials, but most importantly, in improving local health knowledge. In light of this previous success, the tremendous remaining needs, and as a necessary complement to other program activities (in particular, water supply and sanitation activities), the NCCDP will continue the health education work initiated under Phase-I. Related materials developed under Phase-I, as well as those available through other agencies<sup>32</sup>, will provide the NCCDP with the NCCDP with an immediate wealth of resources. In addition, however, and given increasing attention being paid to the development of programs for the commercial distribution of health commodities important to the northeast (i.e. condoms, iodized salt, impregnated mosquito nets, and oral rehydration salts), the NCCDP will also provide assistance to concerned agencies in assuring proper coverage in the northeast— an area which has historically been difficult for many such agencies to operate in due to logistical support problems and similar considerations.

**Activities/Outputs:**

**Community-Based:**

- ▶ Working through VDCs, provide water use and hygiene education to approximately 15,000 customers of water supply and sanitation interventions, including the development and dissemination of related educational materials. Hygiene education activities will, in particular, be further developed to address issues related to environmental health (i.e. especially as concerns the promotion of appropriate family latrine models and programs).
- ▶ As national programs are further developed for the commercial distribution of key health commodities, the NCCDP will work with concerned agencies to ensure both appropriate marketing coverage of the northeast, as well as the implementation of related health promotion activities (i.e. the control of diarrhoeal disease [CDD], iodine deficiency disorder [IDD], and the prevention of malaria and dengue fever).
- ▶ Provide related health education/community outreach training to approximately 50 personnel from concerned line agencies (i.e. MRD, MOH, CRC, etc.), to include such areas as basic adult pedagogy, water use and hygiene education, and those areas covered through health commodity commercial distribution programs.

**School-Based:**

- ▶ Develop materials for and provide health education training to 300 primary school teachers throughout the region. Health topics will initially focus on water use and hygiene education, and later may expand to CDD, IDD, and the prevention of malaria and dengue fever. All such activities will be closely coordinated with other health and education sector programs and, in particular, the USAID-financed CAPE project which has already expressed interest in the continuation of AICF/USA's work in this area.
- ▶ Through the teachers trained above, oversee the provision of school-based health education to approximately 12,000 school children in the above areas.

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<sup>32</sup> Directory Materials for Health Education in Cambodia, PACT/JSI and MEDICAM, Phnom Penh, 1996



## E. Other Community Development Initiatives:

**Objective:** Respond to other locally expressed development priorities through facilitating linkages between local community groups (i.e. VDCs) and other development agencies, and implementing small-scale activities (i.e. school construction and rehabilitation).

**Discussion/Rationale:** As presented in Section II, development needs in northeastern Cambodia abound. Educational and health facilities are generally in very poor condition; access to many communities is severely restricted by inadequate roads and bridges; and a wide array of problems affect food security throughout the region. Not simply the observations of an outsider, communities throughout the northeast universally cite such problems as important constraints to their development, and the number of projects independently undertaken by communities assisted under Phase-I to address these areas (see Section IV) vividly highlights the importance which they are accorded.

Although on a very limited scale, the NCCDP will assist communities in their efforts to undertake additional community development activities— in some cases providing direct assistance (i.e. in school construction), but more often focusing on facilitating the establishment of linkages between VDCs and the network of institutions which exists to respond to other local development priorities (i.e. MRD, MPW, WFP, CRC, SFKC, etc.). At the provincial-level, this network is largely represented within the Provincial Rural Development Committees (PRDCs) which have been established in each province and which include representatives from all line agencies concerned with general development issues (see Section IV)— providing a forum for the involvement and coordination of relevant RCG line agencies, as well as a forum for the coordination of outside agencies such as SFKC. Adopting such an approach will not only allow for communities to further leverage non-NCCDP sources of support, but more importantly, will supplement and reinforce the organizational capabilities of VDCs and other involved local institutions through providing additional experience and opportunities for exchange. Additionally, it should be noted that much support already exists for such an approach, not only at the community-level, but also among these other institutions which recognize the capabilities being developed within VDCs, and which have clearly expressed their interest in further establishing their linkages with these local organizations (see Section IV).

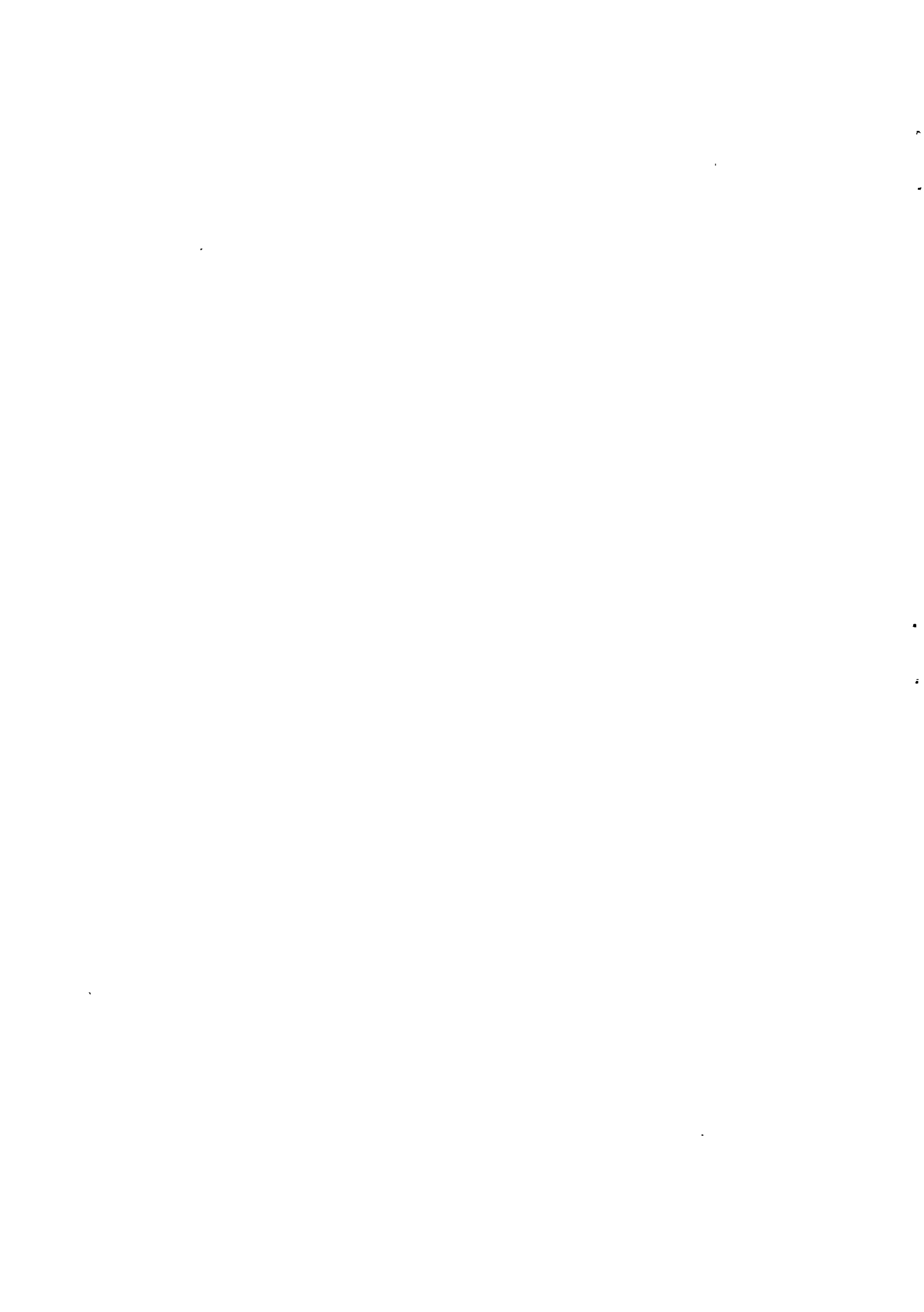
### **Activities/Outputs:**

- ▶ Assist approximately 50 communities targeted under the NCCDP in undertaking at least one additional community development activity which responds to other local development priorities. Complementing other community-level initiatives, these activities will, in large part, be undertaken through facilitating the establishment of linkages between VDCs and, where possible, other institutions which already exist to respond to such priorities. Such activities may include rice bank development, the rehabilitation or construction of primary schools or clinics, the repair of tertiary rural access roads, programs to improve animal health, family gardening, etc. Such activities will also be developed within the framework of the PRDC, assuring the involvement and coordination of cognizant local agencies as required.

## III.C.2. Institutional-Level Objectives:

### A. Decentralization of Service Delivery:

**Objective:** Improve service delivery to rural areas through assisting in the decentralization of services: at the provincial level through assisting in the establishment of district-level



programs and offices by collaborating local agencies; and at the national level through the development of a regional strategy and program for service provision in northeastern provinces.

**Discussion/Rationale:** The decentralization of service delivery is recognized by the donor community as fundamental to Cambodia's overall development strategy, as is exemplified by the following commentary:

*In the rural development sector, one of the causes of poor implementation is the centralization of decision-making... While there may be good reasons for the Government to want to establish a firm central control over the collection of revenue and their allocation between and within sectors, it would be a mistake to exclude the provinces and lower tiers of government from the planning and budgeting of funds for local area services and development projects.*<sup>33</sup>

The RCG is equally cognizant of the importance of decentralization, and is an area which the MRD is actively addressing through the development of a national network of rural development coordinating committees (see Section III). At the national level, the effects of a lack of decentralization are readily apparent, and manifest in the difficulty which central-level departments have in coordinating and supervising the efforts of Cambodia's twenty-two (22) provinces. At the provincial level, an over-concentration of not only decision-making, but also of service delivery, adds to the problems in assuring appropriate coverage. Combined with already existing problems with access to many areas in northeastern provinces, adequate coverage of a 12,000km<sup>2</sup> area is nearly impossible.

Under Phase-I, AICF/USA has already begun assisting cooperating agencies in the process of decentralization. At the national level, this has taken the form of: holding of regional quarterly planning sessions (with central-level officials and provincial personnel from northeastern provinces); the coordination of frequent intra-provincial study tours and personnel exchanges; the sharing of personnel and equipment amongst northeastern provinces when necessary; as well as the promotion of the northeast as a regional unit. Under the NCCDP, similar efforts will continue, and though the program does not seek to impose a new regional administrative structure on involved government services, it does seek to ease the national-level's planning and supervisory burden by providing a forum for targeted provinces to share and disseminate information and develop common service delivery plans.

Importantly, the NCCDP will also work with MRD to establish a Northeast Cambodia Liaison Office to be staffed by MRD personnel. This office will serve as a clearinghouse for information on the northeast which will be used by all parties interested in rural development in the region. Similar liaison offices will be established within provincial MRD offices (PDRD) where office accommodations permit, providing for improved coordination and collaboration throughout program areas (see Section III.C. for further details on the above liaison offices).

In some respects more important has been the work undertaken at the provincial level by MRD, MWA and AICF/USA in the establishment of district-level capabilities. Under Phase-I, this involved the establishment of a key district office in Chhlong (Kratie province) and, based on its success, the targeting of two other districts for immediate attention (Snoul in southern Kratie and Siem Pang in northern Steung Treng). Working with district

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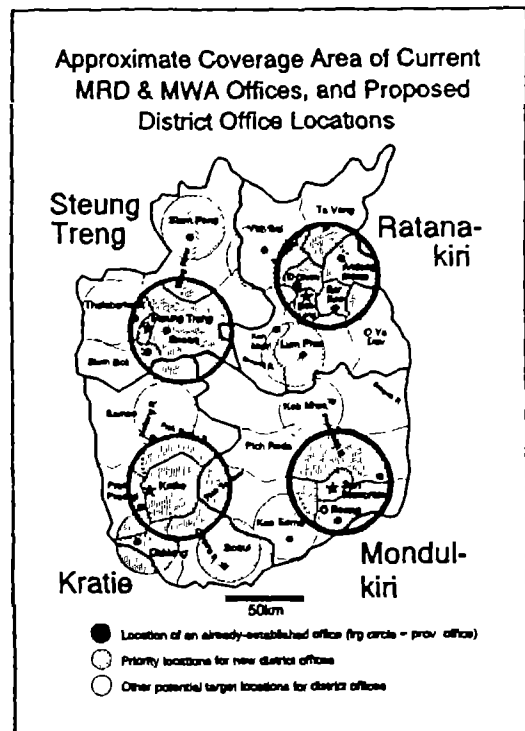
<sup>33</sup> Cambodia Rehabilitation Programme Implementation and Outlook, a World Bank Report for the 1995 ICORC Conference, Washington, February 1995.





authorities made it possible to secure, at no cost, an appropriate office and warehouse facility, identify with cooperating agencies of appropriate staff, train such staff, and as well as complete some minor repairs and provide modest furnishings. Importantly, there are no recurrent costs, and the facility now serves as a vital link between areas communities in Chhlong and southern Prek Prasop and other program areas. Under the NCCDP, this work will continue and, as shown in the accompanying map, several other potential district office sites have also been identified and will be developed over the course of the NCCDP— eventually providing full coverage throughout the region.

Finally, the strategy for regional service delivery and planning in the northeast that would emerge from the NCCDP model would hopefully encourage many other agencies to pursue similar approaches in other areas of Cambodia.

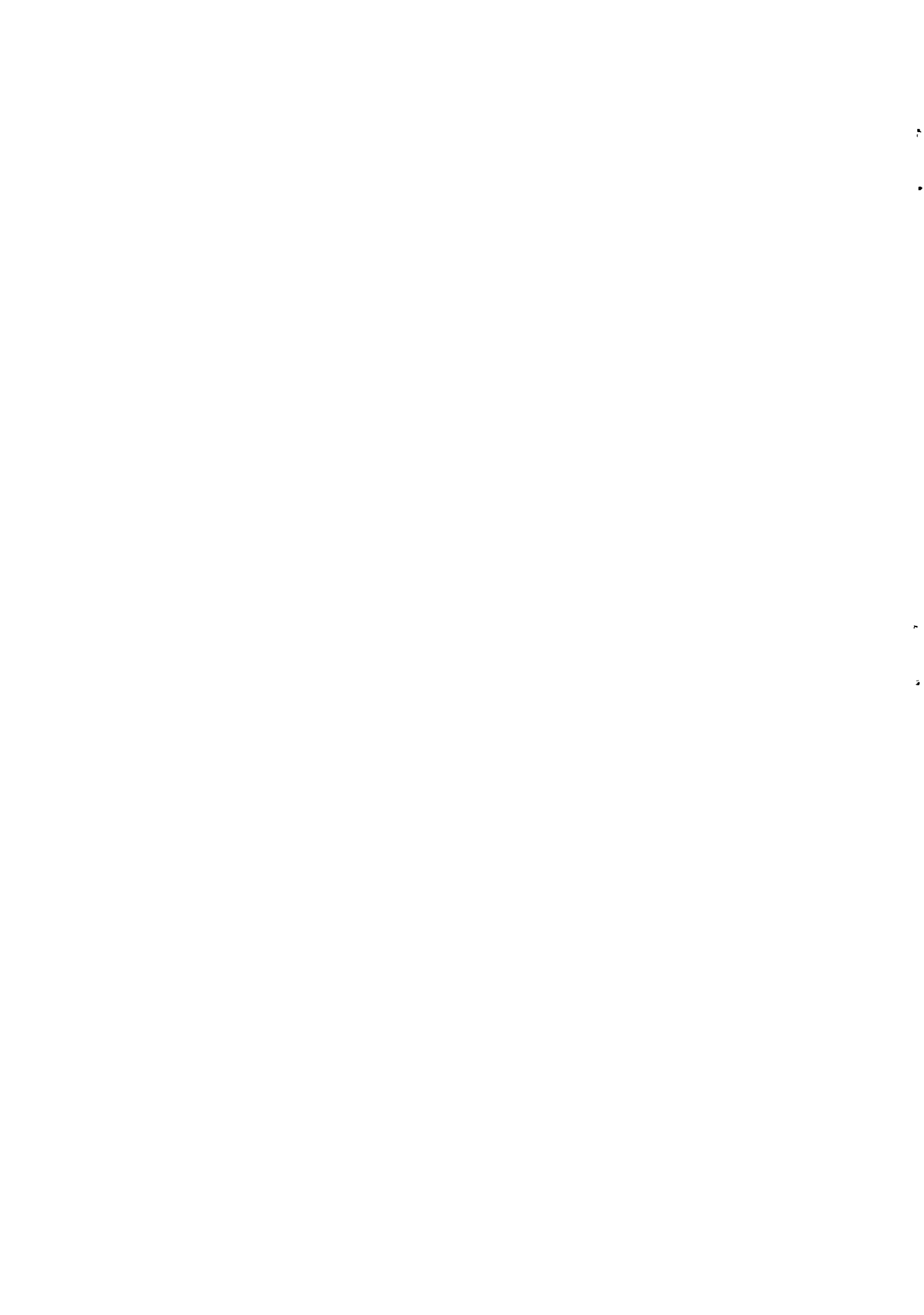


**Activities/Outputs:**

- ▶ Promote regional planning within cooperating institutions through the holding of quarterly inter-agency NCCDP planning sessions throughout the duration of the program. Given seasonal variations in program workload, in some instances such planning sessions may be held only three times per year— thus providing for a minimum of nine (9) sessions over the program’s three-year duration.
- ▶ Establish a Northeast Cambodia Liaison Office within the MRD central bureau which will be staffed by MRD personnel, and which will serve as a general clearinghouse for information on programs and development issues of importance in northeastern provinces.
- ▶ Establish NCCDP liaison offices within each of the two (2) target provincial MRD offices (PDRD) where office accommodations permit, providing for improved coordination and collaboration throughout program areas.
- ▶ Assist national partner agencies in improving district-level capabilities in northeastern provinces through the establishment of a minimum of three (3) district offices throughout the region, including the training of personnel in community organization and other areas. Such offices will oversee not only NCCDP activities within specific areas of coverage, but will serve long-term development needs throughout such areas.
- ▶ Widely disseminate results of the above efforts at decentralization, and make the NCCDP regional network available to other agencies interested in servicing the northeast.

**B. Human Resources Development:**

**Objective:** Improve the technical capabilities of local agencies at the national, regional and



district levels through the training of program personnel in NCCDP areas of involvement; and the development of regional training, exchange and study tour programs.

**Discussion/Rationale:** By all accounts, the many years of civil war and occupation by military forces has left Cambodia with not only a decimated infrastructure, but also a human resources base which is largely untrained to undertake the tremendous task of rebuilding civil society. Experience under Phase-I has also shown, however, that what personnel may lack in training, they more than make-up for in commitment to and enthusiasm for contributing to Cambodia's development— and that, following their participation in well-conceived training programs which bridge the gap between theory and practice, and given even modest support, they are more than capable of rapidly "catching-up" if not surpassing their colleagues in other countries. Through the efforts of all partner agencies under Phase-I (see Section IV), the northeast now possesses a core of personnel skilled in areas of community organization, adult non-formal education, well drilling, construction and the variety of other areas covered under this program. This existing human resources base will aid significantly in the extension of training programs in, as yet, unserved technical and geographic areas.

**Activities/Outputs:**

- ▶ Train approximately 25 field agents from cooperating agencies in community organization, adult non-formal education, rice bank development, health and hygiene education, etc. Importantly, the participation of personnel from any agency will be based on a prior agreement as to the terms of reference for that individual's post.
- ▶ Train approximately 20 agents from cooperating agencies as well as private sector entities in technical areas of water supply and sanitation, road and bridge construction, school construction, etc. As above, the participation of personnel from any agency will be based on a prior agreement as to the terms of reference for that individual's post.
- ▶ Train approximately 10 program managers from cooperating agencies in program planning, management, supervision, monitoring and evaluation. Program managers will include department directors from central-level MRD, provincial directors and administrative staff (also see the following section), and in addition to general areas of program management, training will also be provided in computer use— especially as it relates to financial management, reporting on program monitoring, and GIS (see Section VI).
- ▶ Develop and widely disseminate educational and training materials covering all aspects of program execution: community organization, health and hygiene education, water supply development, sanitation, rice bank development, etc.

**C. Program Planning and Management:**

**Objective:** Improve the managerial capacity of governmental and non-governmental organizations at the local level through: assisting in the development of terms of reference for field personnel; training in program management and supervision; collaborative program planning and management; and the establishment of comprehensive and transparent program reporting, monitoring and evaluation systems.

**Discussion/Rationale:** Notwithstanding the abilities of local personnel to quickly absorb training and become highly capable in a range of programmatic areas, their full potential



is often not realized within the framework of their own institutional structures due to a general lack of clarity in their specific roles, an absence of supervision and guidance, and deficiencies in planning, evaluation, financial management, reporting and other key management areas. From the perspective of program managers responsible for such personnel (especially at the provincial level), they are often untrained in personnel management, have no systems in place for providing supervision and guidance, and equally lack clarity in their specific roles and responsibilities. That staff are severely underpaid, and in an environment in which central-level departments often lack the resources to appropriately respond to needs, the overall result is institutional inefficiency throughout the structure.

Though the NCCDP cannot respond to all the needs required for comprehensive institutional reform (and in particular, the important issue of personnel salaries), it can assist central-level departments and provincial program managers in upgrading overall management capabilities and developing appropriate management and supervisory systems. Initially, this will be done through the development of terms-of-reference (TOR) for personnel assigned to the NCCDP, taking into account roles and responsibilities relating to the NCCDP, as well as those associated with other personnel requirements outside of this program. Such personnel include those assigned to water supply and sanitation programs, community organization/development activities, health education programs, administration and management, and program supervision and monitoring.

Once clear TORs are developed, more appropriate training plans can be developed for these various classifications of personnel. However, as important as these activities will be to ensure that individuals are trained and prepared to assume their responsibilities, it will be even more important under the NCCDP to develop with cooperating agencies comprehensive plans and programs for the gradual transfer of overall program management responsibilities. The development of such plans is an integral part of the NCCDP—addressed in the program's initial stages, and revisited throughout implementation to ensure that appropriate progress is being made.

#### ***Activities/Outputs:***

- ▶ Develop terms-of-reference (TOR) for personnel assigned to the NCCDP, including those assigned to water supply and sanitation programs, community organization/-development activities, health education programs, administration and management, and program supervision and monitoring. Standardized personnel evaluation instruments will also be developed to provide supervisors with a means for tracking employee performance and progress.
- ▶ As developed under Section III.C.2.A., promote regional planning within cooperating institutions through the holding of quarterly inter-agency NCCDP planning sessions throughout the duration of the program. Given seasonal variations in program workload, in some instances such planning sessions may be held only three times per year— thus providing for a minimum of nine (9) sessions over the program's three-year duration.
- ▶ Develop inter-agency agreements and programs for the gradual transfer of program management responsibilities.
- ▶ Contribute to national policy and program development through widely disseminating results of the above and in serving as an operational research tool for national-level program managers and decision-makers.



#### **D. Private Sector Development:**

**Objective:** Promote private sector involvement in the above through: assisting local contractors in developing water supply (i.e. well drilling) capabilities; assisting local contractors in developing environmental sanitation (i.e. latrine construction) capabilities; the establishment of retail outlets for hand-pump spare parts distribution; and assisting other agencies, as appropriate, in the development of systems for the community-based commercial distribution of key health commodities.

**Discussion/Rationale:** As is readily apparent to even the casual observer, the private sector in Cambodia is by no means a dormant segment of the economy. Though private sector capabilities need to be upgraded, it has in many respects flourished in spite of a unresponsive and confining regulatory environment. To the maximum extent possible, the NCCDP will make use of the private sector throughout northeastern provinces both directly (i.e. through contracting of indicated school latrine construction projects) and indirectly, through the establishment of hand-pump spare parts sales outlets, the development of private sector family latrine construction capabilities, and as feasible, the development of private sector water supply development capabilities.

#### **Activities/Outputs:**

- ▶ Identify and provide training to approximately eight (08) local contractors who will undertake the construction of family latrines.
- ▶ Oversee the establishment of four (4) retail outlets for the distribution and retail sale of hand-pump spare parts.
- ▶ Establish and develop at least one private sector water supply development company, capable of operating fully independently by the program's completion.
- ▶ Assist concerned agencies in the development of systems for the community-based commercial distribution of iodized salt, condoms, impregnated mosquito nets and oral rehydration salts (ORS).
- ▶ Over the course of program implementation, identify other areas in which private sector involvement is indicated. Such areas may include the distribution of improved seeds and saplings, the development of local tile manufacturing capabilities, etc.

#### **E. Monitoring and Evaluation:**

**Objective:** Ensure the development of comprehensive systems for the monitoring of program impact, and the periodic evaluation of program activities to measure progress against objectives and work plans, and to provide a sound basis for adjustments in program implementation.

**Discussion/Rationale:** The need to develop appropriate systems for program impact monitoring and evaluation was recognized as essential to effective implementation under Phase-I. Not only do such systems provide for punctual data as concerns program progress, but they also provide an important point of reference for making adjustments to program design and operation. Based on results obtained from previous monitoring and evaluation exercises, Phase-I led to significant adjustments to program execution at the village level (i.e. redefining VDC roles and responsibilities to place greater emphasis on their





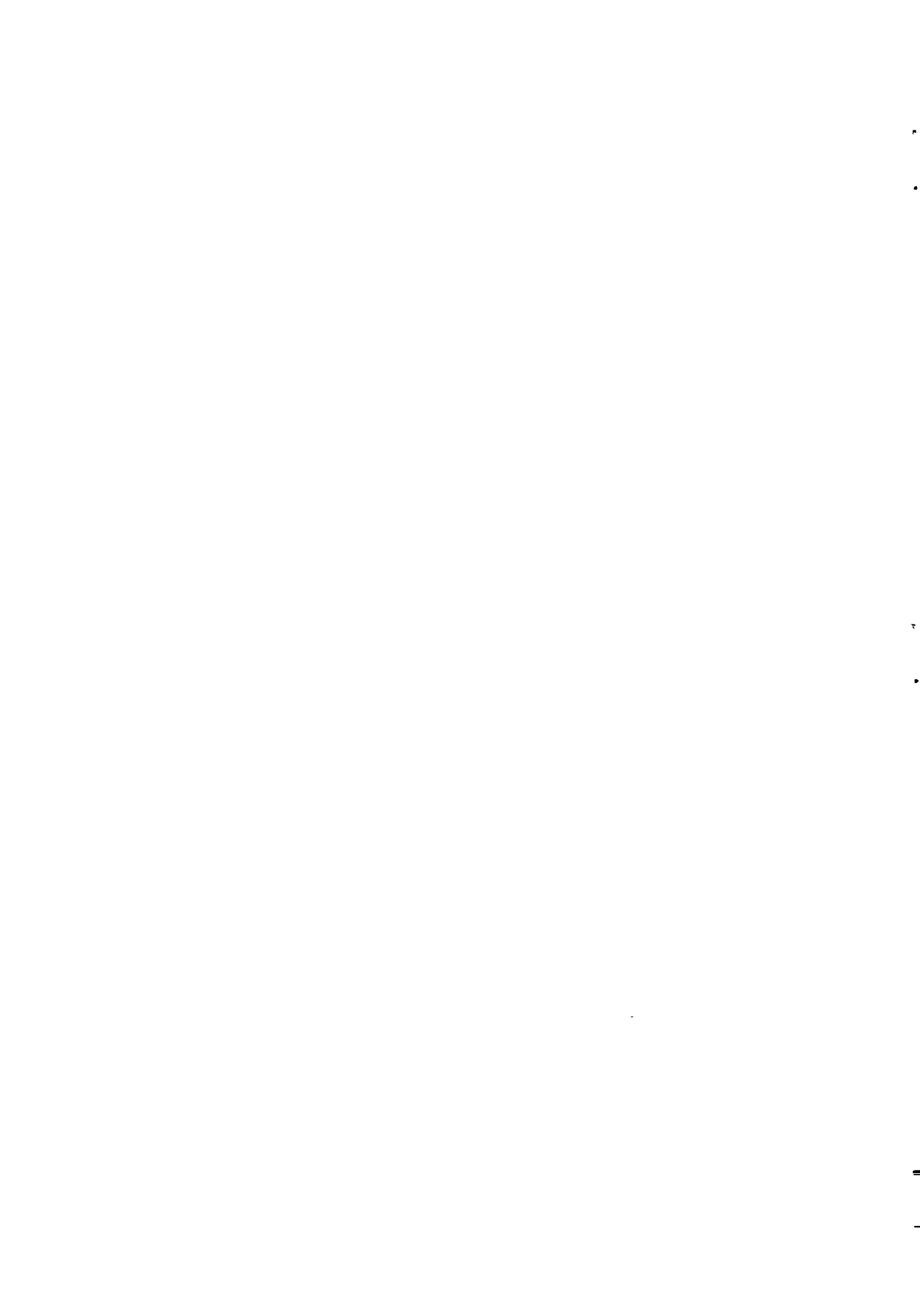
contributions to overall community development, adding key clauses to village contracts to require increased contributions as concerns development of well sites, interdicting the construction of non-septic latrines within 40m of wells, etc.). Such exercises also assisted in identifying additional training needs among field agents (i.e. highlighting the necessity for improved cross-training of community organization/health education personnel and those working on technical projects such as well construction). A complete listing of the many monitoring instruments developed under Phase-I are available by request— many of which are completed by program field agents, but many of which are completed by VDC members.

On a broader level, and if properly conceived, monitoring and evaluation can provide an important opportunity for further involving both field agents and, more importantly, community members in overall program execution— increasing their sense of responsibility to program success, providing for their increased input into program design and re-design, and in general, making each associated individual feel as though they are an integral part of the overall program. Especially in Cambodia where people often associate development activities with an intervention for which they have little say, the creation of such an atmosphere of cooperation and shared responsibility can go far towards ensuring not only people's interest in program activities, but also their acceptance of responsibilities for long-term maintenance and sustainability of program interventions.

Under the NCCDP, the above systems will be further developed (placing special accent on the collection of reliable health and economic data) and, as discussed above, increased efforts will be made at fully transferring the responsibility to both cooperating institutions and VDCs in targeted communities. Specific activities and outputs are highlighted below.

***Activities/Outputs:***

- ▶ Develop improved monitoring and evaluation instruments which can be used both by field agents and community members. Importantly, such instruments will include a detailed and standardized household survey which will be conducted prior to and annually thereafter the completion of key program interventions (in particular, water supply). The purpose of the survey will be to provide accurate both baseline health and economic data, as well as a reliable and consistent means for monitoring program impact. Health data will include information on disease frequency, household water use and hygiene practices, and local knowledge, attitudes and practices (KAP). The measurement of economic benefits will include information on time savings, revenue generation, revenue savings, etc.
- ▶ Develop clear systems for conducting related programs, including: the establishment of set periods for undertaking particular monitoring activities; the development of standardized reporting instruments for collating and analysing results; and programs for the review of such results and decision-making as concerns required or proposed adjustments in program implementation.
- ▶ Involving local field agents, central- and provincial-level ministry personnel, and importantly, community members, conduct periodic evaluations of specific programs and activities. The involvement of central-level ministerial personnel, in particular, will allow the NCCDP to both profit from their exposures to other programs, as well as to give them further experience under this program, and which can then be disseminated to other areas.
- ▶ Involving central-level ministerial departments, conduct formal mid-term and final



evaluations by external evaluators, to examine overall program impact and provide recommendations for improvement.

### III.D. Beneficiaries and Outputs:

From the above activities, the NCCDP will not only produce a variety of physical outputs, but will likewise have an appreciable and direct impact on a range of beneficiaries at both the community and institutional levels. The following table, based on the information previously set forth, provides a summary of the NCCDP's outputs and customers throughout the program's three-year duration. Though the table does not include outputs for less definable "process-oriented" activities (i.e. monitoring systems), nor those foreseen for Ratanakiri and Mondulakiri, it does provide a good overview of the NCCDP's many outputs which can be readily quantified.

**NCCDP Schedule of Customers and Outputs**

Category of Output	Unit	Year 1	Year 2	Year 3	Total
<b>I. Physical Outputs</b>					
<b>A. Water Supply Development:</b>					
1. Deep-lift borewells	Well	100	100	85	285
2. Medium-lift borewells	Well	20	20	20	60
3. Shallow-lift wells	Well	5	5	5	15
Sub-total/wells:	Well	125	125	125	360
4. Spring capping	Spring	2	2	2	6
5. IRPs	Well	15	12	11	38
Tot. water supply customers:	Pers.	17,550	19,950	16,500	54,000
<b>B. Road/Bridge Repair/Rehab.:</b>					
1. Rural road repair/rehab.	Km	15	20	15	50
<b>C. Sanitation/Latrine Construction:</b>					
1. School latrines	Stall	50	50	50	150
Total students served:	Stud.	2,500	2,500	2,500	7,500
2. Family latrines	Stall	50	50	50	150
Total families served:	Pers	250	250	250	750
<b>D. School Construction/Repair</b>					
1. Classroom Construction	Class	20	20	20	60
2. Classroom Repair	Class	5	5	5	15
Total classrooms:	Class	25	25	25	75
Total students served:	Stud	1,250	1,250	1,250	3,750
<b>E. Health Clinic Repair/Rehab</b>					
1. Clinics repaired	Clinic	5	5	5	15

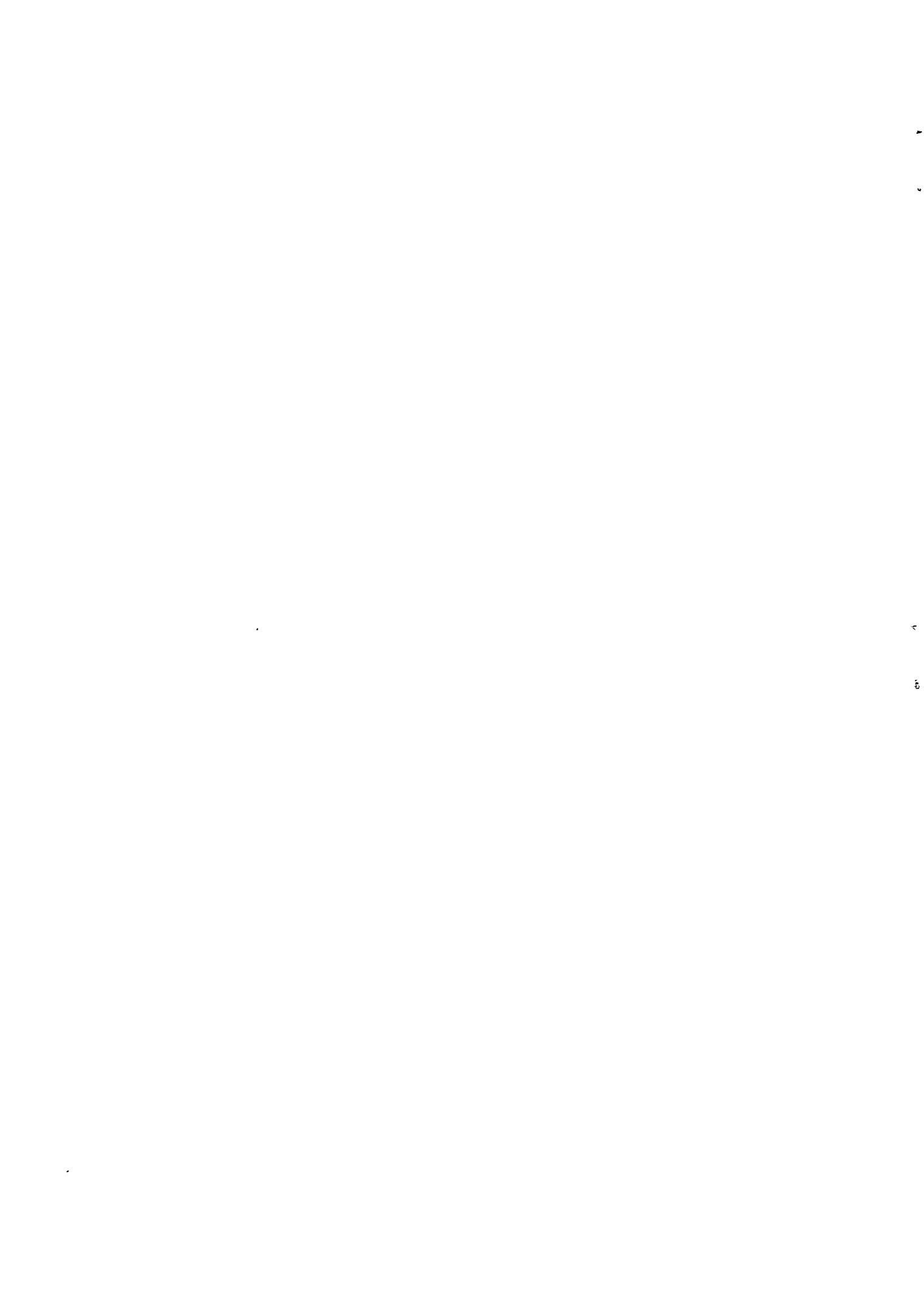


Category of Output	Unit	Year 1	Year 2	Year 3	Total
<b>II Training Outputs</b>					
<b>A Community Organization</b>					
1. VDC members	Pers	200	300	200	700
2. Community water/hygiene	Pers	5,850	6,650	5,500	18,000
3. Pump repair/maint teams	Pers.	468	532	440	1,440
Sub-Total/CO-CHE.	Pers.	6,518	7,482	6,140	20,140
<b>B School Health Education</b>					
1 Teachers: Health ed TOT	Teach	100	100	100	300
2 Students: Gen. health. ed.	Stud.	3,500	3,500	3,500	10,500
3. Teachers Hygiene/latrine	Teach.	50	50	50	150
4 Students: Hygiene/latrine	Stud.	3,750	3,750	3,750	11,250
Sub-Tot /School Health Ed.	Pers	7,400	7,400	7,400	22,200
<b>C. Personnel (private, gov't, NGO):</b>					
1. Water supply development	Pers.	10	10	5	25
2. Rural sanitation	Pers.	8	8	4	20
3. Community organization	Pers.	10	10	5	25
4. Community health ed.	Pers.	10	10	5	25
5. Admin./accounting/finance	Pers.	2	2	1	5
6. Business development	Pers.	4	4	4	12
7. Gen. management/super.	Pers.	4	4	4	12
Sub-Total Personnel.	Pers.	38	38	23	99
<b>III. Institutional Outputs.</b>					
A. District-level MRD/MWA offices	Office	2	1	1	4
B National/Prov. liaison offices	Office	2	0	0	2
C. Village Dev't Comm. (VDCs)	VDCs	30	40	30	100
D Private sanitation contractors	Contr.	2	4	4	10
E. Private water supply contractors	Contr.	1	--	--	1
F Hand-pump spare parts distrib	Outlet	2	2	0	4

- Note. 1 The number of customers of water supply activities may be lower by approximately 5% due to more widely dispersed populations in certain areas (i.e. highland villages).
2. Community health education provided to RCG personnel includes approximately 100 commune nurses.

### III.E. Required Inputs:

Proper implementation of the NCCDP will require an array of inputs from a variety of sources. The sources of inputs (including community, governmental and donor contributions) are detailed in Section IV which sets forth the institutional framework of the



NCCDP, and these are further itemized in the program's budget and budget notes which may be made available, depending on the needs of the requesting party. The following is a brief listing of the major categories of inputs:

**Personnel:** This includes the salaries and benefits of both expatriate and local staff, as well as consultant fees. Importantly, and although the NCCDP will require some expatriate assistance in each program area, the program's workplans call for a phasing-out of such assistance over the course of the implementation.

**Travel and Transport:** This category includes: international travel (expatriate relocation, home office supervisory visits, and international consultant travel); local travel (local airfare, boat fare, taxi fare and other costs associated with the travel of personnel on non-program vehicles), vehicle support costs; fuel expenses; and the costs incurred in the transport of program equipment and supplies.

**Training:** This category include direct training costs (i.e. fees for TOT programs, and specialized trainings and workshops); training supplies (including document, pens, paper, health promotion t-shirts, and video production costs); and training equipment (i.e. video equipment, overhead projector, slide projector, etc.).

**Project Equipment:** Included in this category is the cost of project equipment (i.e. drilling rigs and accessories; field generators and water pumps, well mold sets, miscellaneous hand and electric tools, pullies and hoists, water level gauges etc.); as well as equipment maintenance and repair costs (i.e. service kits and special lubricants for drilling rigs, equipment repair costs, etc.).

**Vehicles:** This includes pick-up and all-purpose trucks, motorcycles, trailers, and boats for areas in which waterways provide a key means of access (i.e. in Steung Treng).

**Office/Housing Equipment and Furniture:** Included under this category are: photocopiers, computers, communications equipment (i.e. HF and VHF radio units, mobile phones, fax machine, and related installation costs), and miscellaneous office and household furniture (office safes, household furniture, refrigerators, stoves, and other such non-expendable items).

**Project Supplies:** This includes well supplies (i.e. hand-pumps, casing, well screen, bentonite); general construction materials (i.e. cement, rebar, roofing materials, doors, windows, seeds for gardens, etc.); and office supplies (paper products, software, and expendable office supplies).

**Other Direct Costs:** Within the category of other direct costs are included: copying, printing and reproduction charges; communications charges (for telephone, fax and international couriers); audit and legal fees; allowable taxes; insurance (liability, fire, theft, etc.); rent for program offices and houses; utilities (electricity, water, generator fuel, and gas bottles; office and house maintenance; miscellaneous recruitment costs; subscriptions and publications (i.e. technical books and magazines); depreciation; and bank charges (i.e. for wire transfers, check books, etc.).





## Section IV. Institutional Framework

As opposed to an independent activity, the Northeast Cambodia Community Development Program represents a continuing cooperative effort among several international and local governmental organizations to ensure appropriate rural development coverage in the northeast. This section discusses these collaborating institutions and the mechanisms by which their coordination will be assured, and is divided into the following sections:

- A. Community organizational development
- B. Collaborating institutions
- C. Mechanisms for collaboration

### IV.A. Community Organizational Development:

In many respects, the most important institutional component of the NCCDP is found at the community level where, with some minor variations, accent is placed on the establishment of a locally elected Village Development Committee (VDC). Though not necessarily a profound innovation when compared to similar programs internationally, when work began under Phase I, almost all organizations operating in Cambodia (including AICF/USA) were based on a "relief" approach to servicing communities— focusing on "quick impact" interventions. Though necessary and laudable at the time, such an approach did not provide a framework for long-term program sustainability, nor a base from which other development activities could be undertaken. With the establishment of a legitimate national government following the 1993 elections, and the parallel development of an environment supportive of long-term development initiatives, AICF/USA quickly reformulated its own strategy under Phase-I and focused its efforts on:

- ▶ instituting a more thoughtful process for the organization and management of activities at the community-level; and as a part of same,
- ▶ establishing local organizational structures (VDCs) which would oversee a wide array of development interventions— and which would be designed to coordinate not only AICF/USA-sponsored programs at the village level, but the programs and activities of other agencies.

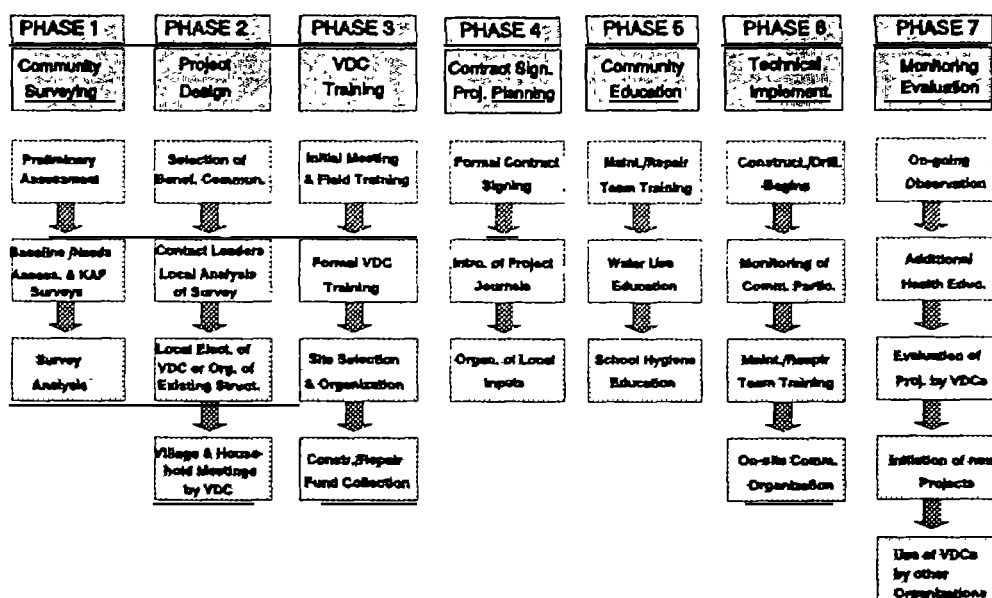
The following sub-sections further detail the above.

#### IV.A.1. The Community Organization Process:

A cornerstone to the work undertaken under Phase I involved the development of a far more systematic approach to community-level interventions than had been pursued during Cambodia's relief phase. In the initial stages, this necessitated temporarily halting well drilling and similar activities, and allowing for this new approach to be fully developed and tested. The result is best described in the graphic below which clearly sets forth the stages involved in community organization. Importantly, the graphic depicts a process in which the actual technical implementation of a given project (i.e. well drilling or school construction) does not begin until one is well into phase 6 of the process— and only after the community is thoroughly surveyed; community members have analyzed the results of the survey and prioritized needs; a viable local organizational structure is in place, all cooperative agreements are signed; all inputs have been organized; and related educational activities have begun. Though variable, the process generally takes from six



## AICF/USA Cambodia Community Organization Process: Phases of Execution



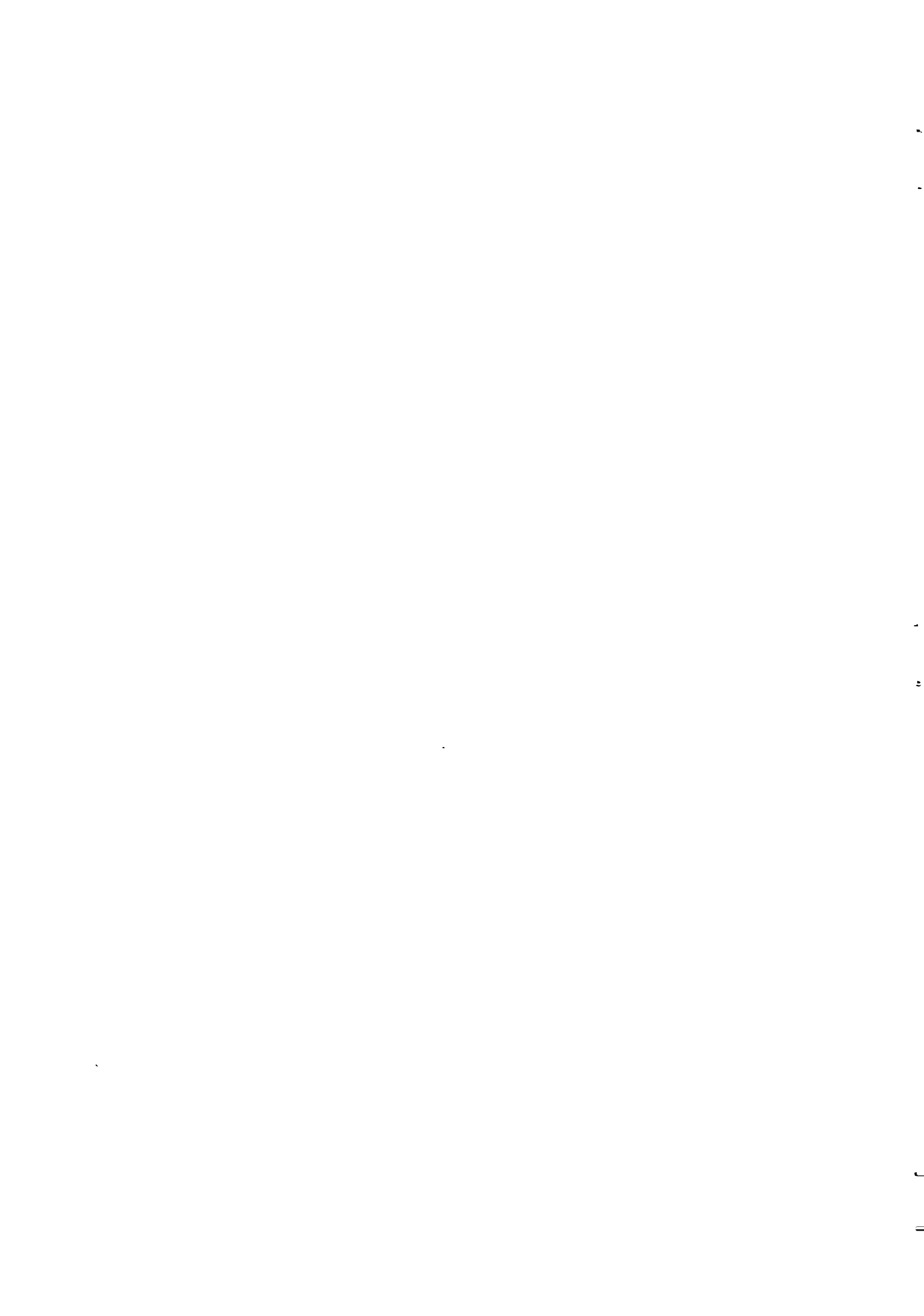
(6) months to one year from the time of first contact in a community to the time that actual technical implementation of a project begins.

In support of the above, numerous materials in Khmer and English have been developed to describe the process, train agents from line ministries, and monitor overall progress. These materials have proved very useful in introducing program activities into new geographic locations— providing local authorities and community leaders with a clear understanding of what will be expected. Such materials have also been widely disseminated to other agencies active in rural development.

### IV.A.2. The Village Development Committee (VDC):

Following the elections and as development initiatives began in earnest, governmental and NGO agencies began establishing committees for specific sectoral activities. Among these efforts, however, there was a noticeable tendency for each organization to create its own local committee which would have a limited or temporary role, and without regard to what other agencies had done. Not only did this lead to a duplication of efforts, but it also led to general confusion at the village level as to who was responsible for what. While such a lack of coordination at the community level is not unique to Cambodia, given the nation's limited rural development resources, continuing in a similar manner was clearly not indicated. Under Phase-I, therefore, AICF/USA focused its efforts on establishing more permanent organizational structures which would oversee a wide array of development interventions at the village level— and not only those of AICF/USA, but those of other development agencies or of the community itself.

The result of the above has been the Village Development Committee (VDC) which is perhaps best described in the two (2) graphics on the following pages. The first depicts the composition of VDCs, its general areas of responsibility, as well as programmatic areas



# Overview of the Village Development Committee

## VDC Organizational Structure

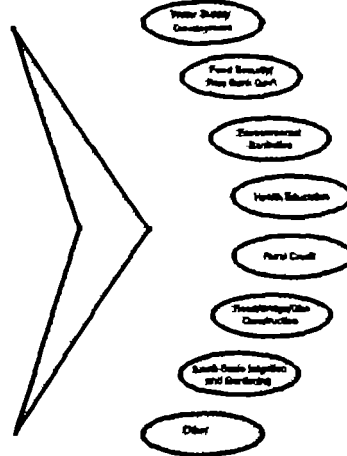


ACF/USA, June 1986

## General Areas of Responsibility

- Needs Assessment
- Project Identification
- Community Organ./Outreach
- Formation of Sub-Committees
- Project Design/Workplan Dev't
- Project Supervision
- Accounting/Inventory Control
- Project Monitoring/Evaluation
- Liaison w/Outside Agencies
- Networking w/Other Communities
- Long-term Maintenance
- Identification of New Initiatives

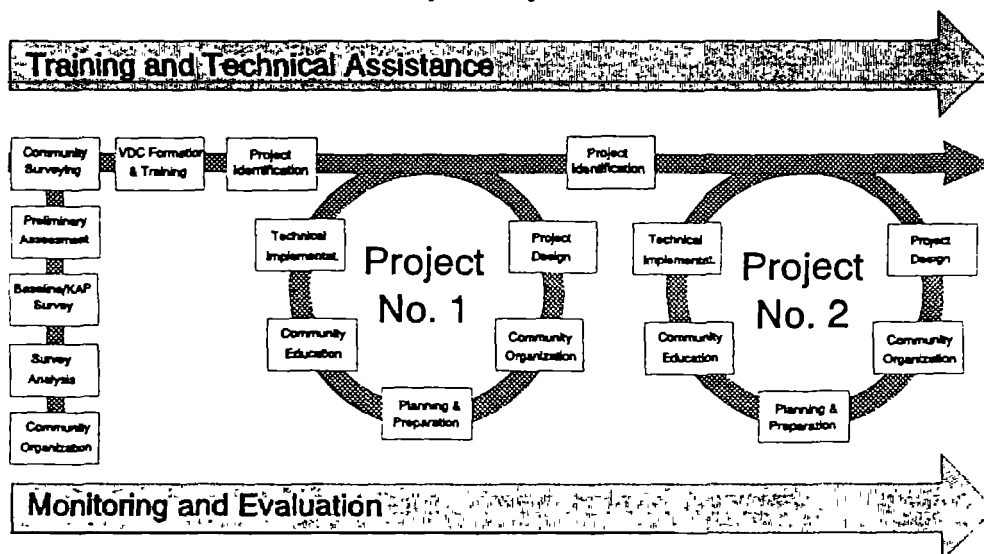
## Types of Interventions



to which VDCs contribute. In reviewing this graphic, it is important to note that the VDC has a fairly broad mandate— one which reaches far beyond the scope of AICF/USA's areas of intervention, and one which must necessarily involve a range of other institutions.

The second graphic is an attempt to show that the strength in the VDC lies in its ability to gain experience and improve the organizational services it renders, as well as in the ability of external organizations to use it repeatedly. As shown, the process requires much work prior to actually undertaking technical implementation of a given project (i.e. community surveying, VDC establishment, VDC training, etc.). Following this "up-front" work, the VDC can then begin the project cycle for its first project which consists of project

## Village Development Committee Project Cycle





identification, community outreach, project planning, etc. Importantly, it is quite likely that many problems and issues will be identified and, hopefully, successfully dealt with during this first project, and that the VDC will gain significant "on-the-job" training and institutional experience— preparing VDC and other community members well for their second, third, fourth and subsequent projects.

The immediate results of such an approach are readily apparent to program agents and local government officials— VDCs and by implication the communities themselves are far better prepared to undertake new programs; can more readily assume responsibilities towards project design, planning and implementation; and more readily accept their responsibility for long-term program maintenance. As exemplified in one Proeu minority community in Steung Treng, for instance, and though they had difficulty in properly organizing their first project (a community well), with the experience gained from this activity, they far exceeded expectations in undertaking a second project, a school construction program, and were often several steps ahead of program field agents.

*When project agents explained to the Katoth VDC that they would be required to provide six to eight laborers every day to complete the school project, the VDC president responded that they already had organized 97 community members into work groups of 10 each, and had developed a plan for rotating these groups so that families could both contribute to the project, and also attend to their farming chores during the rainy season.<sup>35</sup>*

In many respects more significantly, as the VDCs have matured and gained experience and confidence, they have begun to undertake projects outside the programmatic areas directly supported by AICF/USA. Such initiatives have included:

#### ***Projects undertaken by VDCs without AICF/USA assistance***

The VDC of the village of Monoram organized the repair of a 2km section of their village road, the repair of a 50 meter dike, and the development of several ponds for the stockage of rain water— all of which were projects they identified, planned and executed entirely on their own and without any outside assistance.

In the communities of Pong Ror I et II in Chhlong, the VDCs organized "Clean Village" campaigns— repairing village walkways, moving refuse dumps, and cleaning common areas— and have since repaired 1.5km of roadway— all without any outside assistance.

The VDCs in Thmei I and II of Kset Andet ("Floating Sand") commune have also repaired 1.5km of roadway, unassisted by outside organizations.

The VDC of Preak Tahok cleared a large area of scrub brush, adding 60 hectares to local rice production, and have themselves developed a 7km pathway, joining the neighboring communities of Chang Kran and Kasang

After having sought and secured WFP assistance, three VDCs in a WFP target area of Sambor district successfully implemented programs for the repair of dikes— one 90m long in Keng Prasat, and another of 270m length (a joint project of VDCs from Sre Khoeum, Char Thnol and Samrong)

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<sup>35</sup> Quarterly Report, April to June 1995, Northeastern Cambodia Community Water and Health Education Program, AICF/USA.





Also working with WFP, the VDCs of Chra Vah and Koh Dek organized the construction of a 8km road, and on their own cleared a 10 hectare area of scrub brush to increase rice production.

The VDCs of Thmei and Sangkum have led efforts in the construction of two modest temples.

The Thmor Kre Leu VDC, unassisted by outside organizations, constructed a large pond for the rain water stockage

The VDC of Phum Thom of Sambor district organized the construction of an 18m dike

Ministry of Health officials in all program locations regularly used most all VDCs to assist in the implementation of local vaccination campaigns

The very poor community of Steung Thom in Prek Prasop district constructed a school building frame and roof under guidance of its VDC (and are currently looking for additional resources to complete the project— doors, windows, walls, cement for the floor, and furniture).

The small village of Katoth in Sesan district independently repaired a 500m section of a difficult hillside road, as well as a small irrigation dike.

VDCs in numerous communities have prepared proposals for assistance under the World Bank-supported program, Social Fund of the Kingdom of Cambodia. For school projects, these have included: O'Svay, Sre Russey, Lakay, Kenh Ngay, and Ngnang Sam; and for well projects, fifteen (15) VDCs have fully completed the application process— and five of these have been approved for financing.

Not only does the above clearly indicate that the opinion of one supposed expert on Cambodia that *"solidarity between [Cambodian] villagers is a thing of the past"*<sup>36</sup> is highly inaccurate, but it does a tremendous disservice to all of those involved in the above who have proven to be, by any standard, exemplary community members and leaders. The above also indicates that the achievement of much broader and longer-term range of impacts is possible when a more *process-oriented* strategy is adopted.

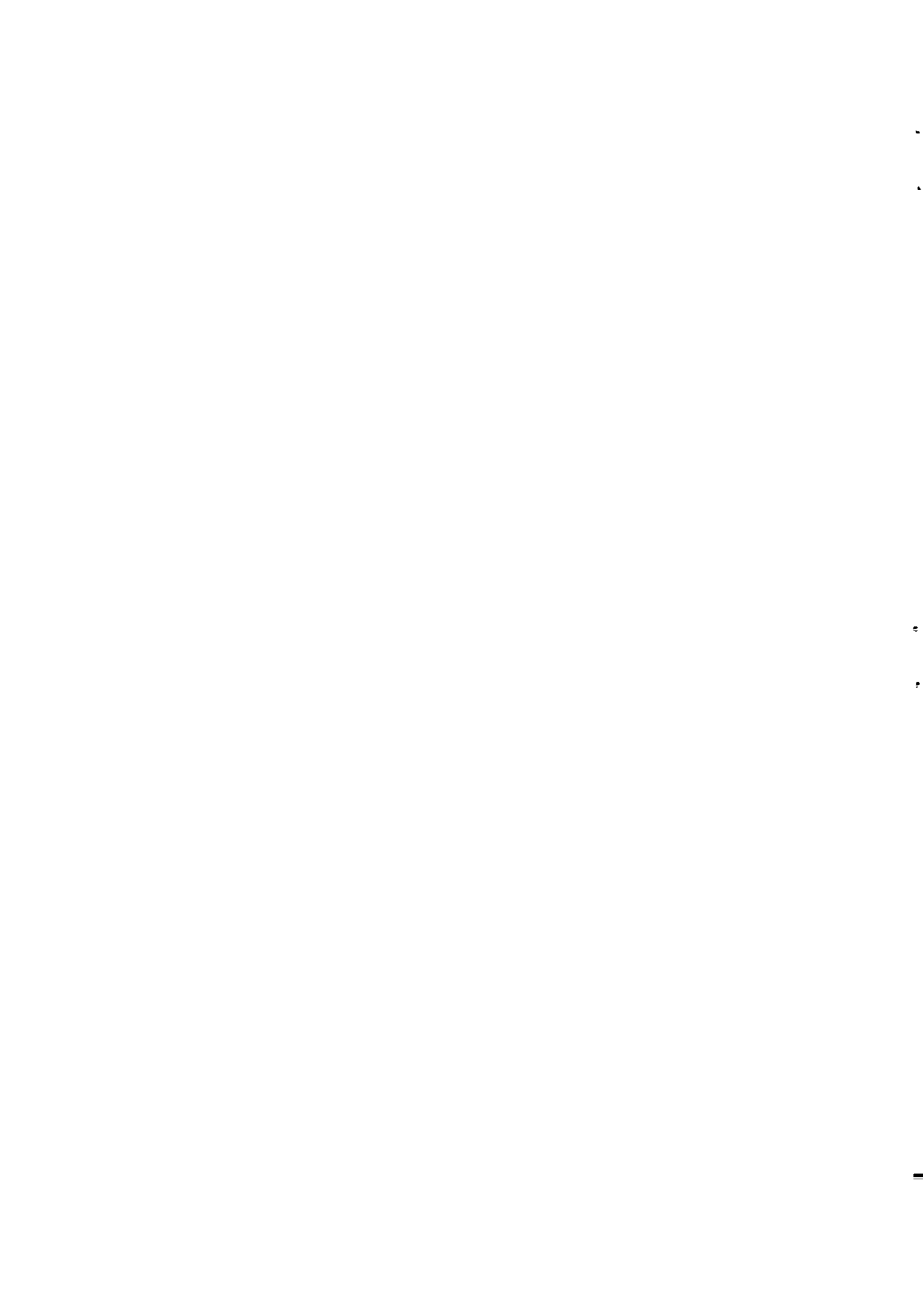
Finally, in most cases the VDCs represent the first truly democratic structures in rural villages in more than 25 years, and provide communities and individual community members with an important forum for expressing and exchanging views and ideas. People's ability to contribute to decision-making has clearly led to greater community interest and participation in local initiatives. As important, the transparency of the overall process, and the networks established between VDCs and local authorities, have provided a much needed forum raising and dealing with other issues of importance to the development of civil society in rural areas. In at least three instances, VDCs have been at the forefront of bringing cases of corruption and theft to the attention of local authorities, and over time, similar actions can be anticipated

#### **IV.A.3. Policy Development and Related Initiatives:**

Though the strength of the VDC concept and other organizational processes is now well-acknowledged in work areas under Phase I, its ultimate value as a rural development tool

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<sup>36</sup> Yvette Peirpaoli, Cambodia Mission Report and Recommendations, Refugees International, July 1995.



extends far beyond the northeast. Largely independent from AICF/USA's efforts, other organizations (notably CARERE, UNICEF and GTZ) had also begun developing similar approaches to community-level interventions. As all of these organizations closely coordinate their work through MRD, the result over the past two years has been a convergence of these disparate efforts into a commonly shared approach to community organization

Through the MRD's work with the above agencies, more than 500 VDCs have thusfar been established and now figure prominently within the development schemes of eight provinces. Based on the initial success of VDCs, the overall concept has further received much support from other governmental agencies (notably the MOI, MOH and MOE), and has attracted strong interest from other international organizations, including the EU and World Bank. Standardized VDC programs are also being developed and, under the leadership of the MRD, important parallel efforts have been put forth towards the development of a national VDC policy. Two national seminars on VDCs are scheduled in June and August 1996, and a final VDC policy statement is expected to be issued before the end of the year. In light of experience gained during Phase I, as well as a clearly supportive policy environment, continued use and refinement of community organization approaches developed under Phase I, and especially those related to VDC development, will also figure prominently under the NCCDP.

#### **IV.B. Collaborating Institutions:**

As developed above and elsewhere, AICF/USA has established numerous cooperative relationships with national and international organizations at a variety of levels, and these relationships will be further developed under the NCCDP. The following describes these agencies, outlining significant input they provided under Phase-I of AICF/USA's program, as well as summarizing the nature of continuing collaboration under the NCCDP. Importantly, the section which follows will more clearly set forth the mechanisms for achieving such cooperation.

##### **IV.B.1 Collaborating National Agencies:**

Any success registered under Phase-I has been largely due to recognition of and support to the RCG's role in both immediate program implementation and, more importantly, long-term sustainability of activities. Key agencies with which AICF/USA has already established strategic relationships and which will be further developed under the NCCDP include:

***Ministry of Rural Development:*** The MRD is the governmental agency formally responsible for rural water supply, environmental sanitation, community organization, and a wide variety of others areas of strategic importance to the NCCDP.<sup>37</sup> Shortly following the creation of the then "Secretariat of Rural Development", and based on its formal role within areas addressed under Phase-I, AICF/USA was quick to establish a relationship with this agency. Since that time, the MRD has remained a key partner in most every area of Phase-I activity, and has had a prominent role in the design of activities under the NCCDP. The list of cooperative activities undertaken is far too lengthy to set forth in its entirety, but some highlights include:

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<sup>37</sup> "Royal Law, Sub-Decree and MRD Structure" [compilation of documents Royal Law No NS/RKM/0196/12 on the establishment of MRD, sub-decree on MRD roles and responsibilities, and charts setting forth the MRD organizational structure], Ministry of Rural Development, April 1996



***At the national level,*** the MRD has donated to AICF/USA in excess of \$100,000 in water supply and sanitation commodities; assisted in conducting the program's mid-term evaluation; co-chaired with AICF/USA the inter-agency national Water and Sanitation Sector Working Group ("Wat-San"); facilitated all customs clearance activities; actively supported and participated in the program's national-level planning exercises; and importantly, provided a forum for collaborating with other agencies supporting MRD programs (notably UNICEF, CARERE and WFP). For its part, AICF/USA has organized numerous study tours of MRD central-level departments to provincial program sites; facilitated with USAID important donations of technical books to the MRD resource center; assisted in policy development initiatives (i.e. those relative to VDCs and water supply and sanitation); and cooperatively developed relevant training documents, educational videos, and other materials.

***At the provincial level,*** the relationship has been even more pronounced, and Phase I provided for the training and deployment of more than twenty-five (25) MRD field agents (all new recruits) in such areas as well drilling and construction, environmental sanitation, community organization, health education, family gardening, nutrition, and program planning. Together, MRD and AICF/USA have also worked towards securing assistance from other agencies for local initiatives— i.e. the district government in Chhlong for an MRD district office and warehouse; WFP for the development of small-scale food-for-work programs appropriate to the region; the Social Fund for wells; the Social Research Institute for PRA program development; and IDE for the testing and promotion of treadle pumps.

The NCCDP will continue such programs, and as described under Section III, will also provide for more emphasis on the development of MRD program planning, monitoring, supervision and management capabilities, as well as the decentralization of service delivery.

***Ministry of the Interior (MOI):*** In many respects, the success registered at the community level under Phase I has been largely due to the support offered by the MOI through the provincial governors, district chiefs and commune chiefs. In almost all instance, relations with such authorities have been very cooperative— security-related information is freely exchanged; free security escorts are made available if required; planned interventions are discussed well in advance of implementation; programming the utilization of government personnel is a joint responsibility; and MOI communications networks are routinely made available. Perhaps most importantly, almost all district and commune officials eagerly support and follow program activities. It is common for such officials to regularly visit program sites, participate in VDC training sessions, and assist VDCs in securing inputs for other local development initiatives (i.e. Social Fund and WFP program applications). In light of both its overall role in governmental administration and based on the positive relationships already established, the MOI's continued participation in program activities will remain prominent under the NCCDP— and the letters of support provided by provincial governors and district chiefs attest to the importance they attach to this activity.

***Ministry of Health (MOH):*** The MOH has been a close partner in both Phase-I provinces, and has been directly involved in the areas of community surveying, focus group research related to schistosomiasis, IDD research and training,



materials design, community and school hygiene education, and water supply programs. The regular use of the VDC network by the MOH (i.e. for vaccination campaigns, schistosomiasis mass treatment programs, Vitamin A distribution, etc ) has been especially pronounced. Moreover, as activities expanded under Phase-I to include new geographic and technical areas (i.e. IDD), a particular emphasis has been placed on working with and providing training to commune nurses. The MOH will equally remain a close partner under the NCCDP.

**Ministry of Education (MOE):** Under Phase-I, the MOE has been consistently supportive of several program aspects, and in particular school construction and repair activities which often involve requirements for increasing teaching staff assigned to targeted communities. AICF/USA also assisted in the distribution of more than 50,000 UNICEF-provided books through the northeast, and through *Book Aid International*, further expanded the libraries of several area junior high and high schools. More important, a strong relationship has been developed as concerns the implementation of school hygiene education and sanitation activities not only in primary schools, but within area teacher training colleges (TTCs) as well. To date, over 300 primary school teachers have received related training (and in turn, more than 6,000 students), and demand for continued teaching training and materials supply remains high. The central-level MOE, together with MRD, MOH and UNICEF are also examining this program for potential application nationally. In light of such demand, and the clear needs of the education sector as set forth in Section II, the MOE will continue to play a prominent role under the NCCDP.

**Ministry of Women's Affairs (MWA):** Formerly the Secretariat of Womens Affairs, MWA has been a consistent supporter of Phase-I activities— and both provincial and district-level personnel are regularly associated in community organization, health education, community surveying and VDC training programs. MWA was also instrumental in developing and making operational the district office in Chhlong, and has used VDCs in the development of small-scale credit programs. Under the NCCDP, these activities will continue, and more formal efforts will be made for the improved integration of this agency into national-level planning exercises.

**Ministry of Agriculture (MOA):** Under Phase-I, the MOA (and in particular, the department of hydrology) played an important role in assisting water supply development activities through the provision of water supply development materials and water quality testing services, and the supervision of irrigation system (i.e. dike) repair and construction). Under the NCCDP, collaboration will be continued and expanded to other key departments which are responsible for areas of need identified by communities (i.e. the department of veterinary services in the case of animal health).

**Ministry of Environment (MOEnv):** Though a fairly nascent agency, the MOEnv role in natural resources management will prompt increasing collaboration in related areas. Discussions have already been held with the MOEnv on potential areas of cooperation, and they have expressed a clear interest in not only assisting in conducting required EIA's, but importantly, tapping into the VDC network to address such critical areas as local land use planning, community forestry, wildlife preservation, community outreach as concerns proposed environmental developments (i.e. hydro-electric dam construction), and other such areas.

**Ministry of Public Works (MPW):** The MPW is a key agency in the development of many rural infrastructure programs, and under Phase-I, the MPW has been





instrumental in reviewing and assisting in a number of activities (i.e. the market latrine program in Steung Treng, well drilling site support, etc.). Similar cooperation will be maintained with this agency under the NCCDP, and its membership on the PRDC will further assure its involvement in all relevant program activities (see Section IV.C.2)

#### IV.B.2 Collaborating International Agencies:

As with governmental agencies, AICF/USA has established strategic relationships with several international agencies which are involved significantly in Cambodian rural development. The following is a list of these organization, and a description of both previous collaboration under Phase I, and that planned under the NCCDP.

***United Nations Childrens Fund (UNICEF):*** Since work began under Phase I, UNICEF has been an exceptionally strong supporter of and valuable resource to AICF/USA. Under Phase I, this support has taken the form of major donations of water supply equipment and supplies (i.e. hand-pumps, drilling rig parts, etc.); educational materials and video production; technical assistance in the design and evaluation of water supply, sanitation, school construction and health education activities; as well as numerous exchanges and study tours. UNICEF has also provided AICF/USA with financial support in the form of grants for school latrine construction and the development of an IDD research program. Under the NCCDP, and as is reflected in the following statement, UNICEF has pledged to continue support to AICF/USA, remaining an important partner in community development, water supply, sanitation and other areas of strategic interest:

*Over the last few years, AICF/USA has developed one of the strongest WATSAN programs in the country, backed by a team of well qualified professional staff. The programme is particularly impressive in that AICF/USA has built a good working relationship with a number of government counterparts and involves communities at all stages of the development [process]... We hope to continue our collaboration with AICF/USA, particularly in the area of community development... [and] are especially interested in developing an agreement whereby UNICEF, MRD and AICF/USA cooperate in implementing standardized water supply and sanitation projects.<sup>38</sup>*

In addition to the above, it is necessary to highlight the important work which UNICEF is undertaking under its Community Action for Social Development (CASD) program. Though there are some variations in scope and purpose, the CASD is very similar in philosophy and approach to the NCCDP— emphasizing the development of community planning and management capabilities to address a wide array of local development priorities, as well as the involvement of local governmental agencies throughout the process. As such, the support sought from UNICEF under this proposal will be far from limited to punctual assistance in the form of water supply development materials, but will rather provide a framework for more formal collaboration and exchange between the two programs. Particular areas of interest include the development of common approaches to community-level interventions, and the development of provincial working groups composed of key PRDC members (see Section IV.C 2 ) which can oversee the planning and management of overall program activities.

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<sup>38</sup> Bernard Gilbert, UNICEF Programme Coordinator, UNICEF letter no. CD-11/96-034 of June 12, 1996



**UNDP/CARERE:** AICF/USA worked with the first phase of the CARERE program (CARERE-I) directly and indirectly on several fronts. At the national level, this has involved assisting the RCG in policy development relative to community-based organization— in particular, as concerns the establishment of Village Development Committees (VDCs), and on a more practical level, in resolving programmatic and logistical matters regarding initial water supply activities in certain zones. AICF/USA and CARERE-II have also been actively discussing collaboration on water supply and sanitation in Ratanakiri— based in part on results of an upcoming "Social/Environmental Impact Assessment of Water Supply and Sanitation in Ratanakiri" for which CARERE-II has requested AICF/USA assistance. Of more relevance to USAID's program assistance to the NCCDP, CARERE has more recently stated their interest in providing support, through AICF/USA, to the PRDCs of Kratie and Steung Treng (see Section IV.C.2).

**World Food Program (WFP):** AICF/USA and WFP have worked together since early 1994. In Kratie, this has involved the use of food-for-work assistance to select community development projects, and in Steung Treng, it has more importantly involved facilitating the initiation of WFP's first assistance to that province— arranging WFP study tours and exchanges; coordinating the transport of food commodities; and assisting in the design and monitoring of village-level interventions. Since that time, Steung Treng has come to be regarded as a "model" WFP work area, as the institutional relationship developed is perhaps best expressed in the following statements:

*Because of the dispersed settlement patterns of the province, programme activities have to be planned well in advance to ensure that staff are able to maintain an active presence... successfully accomplished in Steung Treng largely because of the overall development strategy PDRD [MRD] has established with the assistance of AICF/USA. One of the main concerns for future work is to ensure that new projects do not exceed the implementation capacity of the staff, and as much as possible link with related development programmes such as well drilling, sanitation, and health education components.... In the absence of AICF/USA's involvement, it is unclear to what extent the PDRD could effectively operate...<sup>39</sup>*

WFP and AICF/USA are now actively discussing how collaboration can be further consolidated throughout the region<sup>40</sup>, and have expressed special interest in having AICF/USA assist them in Mondulkiri in a similar fashion as Steung Treng, should an additional financial source be identified. Importantly, given the area's tremendous food security problems, and the strong community-level capabilities available through the VDC system, activities will be further focused on rice bank development. Initial work in rice bank development is now underway in Steung Treng, and these and other WFP initiatives in the area will serve as demonstration sites for other northeastern provinces.

**United States Agency for International Development (USAID):** In addition to being the principal funding agency under Phase-I of AICF/USA's program in northeastern Cambodia, USAID provided additional assistance and support to program execution

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<sup>39</sup> Martha Teas, Field Visit to Steung Treng, World Food Program, June 1996

<sup>40</sup> Philippe Borel, Country Director, World Food Programme/Cambodia, letter of support, No WFP/CAM/468 of June 18, 1996



Such assistance included: much needed technical assistance to the program's mid-term evaluation (provided through the Office of Health and Nutrition); an important source of technical information through the centrally-funded Environmental Health Project (EHP); the facilitation of book deliveries for the MRD Resource Center; and more recently, the implementation of a major customer survey.

Under the proposed NCCDP, USAID financial assistance again figures prominently, however, other areas of direct involvement will also be sought. Such areas include: guidance in the development of community and household survey instruments to ensure conformity with other programs; continued programmatic and technical input from central bureaus and the local Mission; and involvement in the program's mid-term and final evaluations. For its part, the NCCDP will provide an immediate facility for USAID's significant involvement in rural development in the northeast, as well as an important testing ground for the application of methods and approaches to other areas.

#### **IV.C. Other Collaborating Institutions:**

Though too numerous to list in their entirety, many other organizations have provided important assistance under Phase I activities and, based on the positive results achieved, will be called upon for similar assistance under the NCCDP. Some of these organizations include:

##### ***Other Local Collaborating Institutions***

***Cambodian Red Cross (CRC):*** The CRC has been an especially important collaborator under Phase-I, and particularly in Kratie where the CRC has been a very active supporter of VDCs, including using such structures in the development of food-for-work programs which CRC currently coordinates in that area. Though the responsibility for food-for-work assistance (provided by WFP) will likely be transferred to the MRD, the CRC will undoubtedly maintain an important role in other community outreach programs under the NCCDP.

***Center for Advanced Studies:*** This nationally-operated organization has taken-over responsibilities for research into minority populations previously initiated under the now defunct Preah Sihanouk Raj Academy. With the latter organization, AICF/USA provided assistance in conducting research in Kuay, Lao and Proeu communities, and though the Center's role in future research activities remains somewhat uncertain, the NCCDP will be available for assistance as required.

***Kratie Welfare Women's Association (KWWA):*** A local NGO based in Kratie, Phase-I provided this agency with significant support in training staff in community organization and health education, deploying staff in these areas, and providing training in environmental sanitation. PACT is currently assisting the agency in reformulating KWWA's overall program, following which AICF/USA will redefine with KWWA areas of cooperation.

***Khmer Association for the Development of the Countryside of Cambodia (KAFDOC):*** As with KWWA, Phase-I provided this local NGO with training in community organization and health education, and other support for work on program-related activities. Under the NCCDP such support will be continued and provide for the transfer of more program management responsibilities.

***Social Fund of the Kingdom of Cambodia (SFKC):*** As the first organization to receive Social Fund support for rural water supply activities, AICF/USA has worked very closely with the SFKC on a variety of fronts— facilitating study tours to



Phase-I work areas, providing cost information, and developing and testing project appraisal materials. Given the positive relationships thusfar established, such cooperation is expected to continue under the NCCDP, including further SFKC financial support to program activities which is reflected in the proposed NCCDP budget.

### ***Other International Collaborating Institutions***

***Cambodia Assistance to Primary Education (CAPE):*** Though this USAID-funded program was not operational at the time of submission of the first proposal, it has since begun to establish offices, hire personnel, etc., and collaboration on a variety of fronts has already been initiated. Such areas include: common use of VDC structures, community surveying, school health education, water supply development, environmental sanitation, etc.

***Coopération Internationale pour le Développement et la Solidarité (CIDSE):*** Under Phase-I, several important exchanges occurred with CIDSE. AICF/USA imparted much information as concerns its community organization processes and methods, and CIDSE both provided occasional logistical assistance to program activities, as well as a forum for exchanges with other organizations through their coordination of a national conference on ethnic and minority populations. As CIDSE has been active in community development within the region, future such exchanges will be sought and encouraged.

***Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ):*** GTZ has recently begun work under the Kampong Thom Provincial Rural Development Project, and is pursuing development strategies which are wholly consistent with those of the NCCDP. Much information from Phase-I has already been imparted to this program, and a joint study tour of the CAREERE-II program in the northwestern provinces was also conducted. Not only can GTZ benefit from work undertaken during Phase-I, but future exchanges will undoubtedly be of benefit to the NCCDP. The planning approach adopted by the GTZ program (formally referred to as the "ZOPP" approach) is of particular interest, as well as the important work they have begun in the area of PRA.

***International Development Enterprise (IDE):*** Under Phase-I, IDE was called upon several times to conduct study tours of Kratie and Steung Treng with a view towards assessing the potential for treadle pump promotion. Several such units were subsequently installed as demonstration/test units, and based on the results of such tests, the dissemination of this technology will be further examined.

***International Development Research Centre (IDRC):*** Though collaboration with IDRC under Phase-I has been limited (coordinating logistical arrangements for the national conference on minority populations, and technical exchanges on topics of mutual interest), given the IDRC's relationship with the MOEnv, and their increasing interest in issues affecting minority populations, such collaboration will likely increase, and though outside the realm of USAID assistance to the NCCDP, IDRC has most recently expressed keen interest in assisting the EIA on water supply and sanitation in Ratanakiri.

***Helen Keller International (HKI):*** HKI has provided assistance under Phase-I on a variety of fronts, including: family gardening, IDD research, and Vitamin A distribution. Such collaboration will continue under the NCCDP— especially in the area of IDD and given the northeast's extreme problems with this illness.

***Japanese Embassy:*** The Japanese Government, under their program for grant assistance to grass-roots projects, provided support to Phase-I environmental sanitation programs, and based on positive results achieved, such support is





expected to continue under the NCCDP

***Jesuit Relief Services (JRS):*** Though under Phase-I, interaction with JRS has been limited to conducting site visits to its agricultural programs (i.e. gardening and rice bank programs), given increased emphasis on especially rice bank development under the NCCDP, this important resource will continue to be tapped.

***LeBrun Foundation:*** This U.S.-based organization has thus far provided more than \$75,000 to Phase-I school construction and repair programs, and has more recently expanded their assistance to provide for the repair and rehabilitation of area infirmaries.

***Medecins Sans Frontieres- Holland/Belgium/Switzerland (MSF):*** MSF and AICF/USA have worked closely on a variety of fronts under Phase-I, including the provision of water supply to area health centers, health education training program design; schistosomiasis research; the organization of treatment campaigns, and overall logistics and security. In light of the many areas of common interest and complementarity, such cooperation will continue largely unchanged under the NCCDP.

***Population Services International (PSI):*** PSI is a clear leader in the commercial distribution of health commodities of great importance to the northeast (currently limited to condoms, but expected to expand to iodized salt, impregnated mosquito nets, and oral rehydration salts). However, given the difficulties of establishing marketing systems in the northeast, and AICF/USA's evident capabilities in at least some areas of the region, the NCCDP and PSI will work together to ensure appropriate coverage throughout the area.

***Social Research Institute, Chiang Mai University (SRI):*** SRI is recognized throughout southeast Asia as an important source of expertise in a wide variety of areas of regional concern— issues related to minority populations, natural resources management, etc. Under Phase-I, SRI has provided assistance in training personnel in PRA methodology and practice, information on minority populations, and also financed the participation of program personnel at a regional conference on "Appropriate Rural Health Care" which was held in Thailand. SRI's assistance in further introducing PRA techniques in the northeast, as well as conducting research into specific minority groups are being scheduled for work under the NCCDP.

***UNDP/World Bank Regional Water & Sanitation Group for East Asia and the Pacific:*** Though this regional body has yet to establish a long-term presence in Cambodia, given the country's extreme water supply and sanitation problems, this is now actively being discussed. In light of their expertise and networks, as well as those established by AICF/USA under Phase-I, cooperation with this agency under the NCCDP is quite likely.

***Water for People:*** This is a U.S.-based organization representing more than 500 water supply engineers and companies and which makes assistance available to water supply programs in developing countries. Water for People is currently assisting AICF/USA in identifying a solution to problems encountered with the infiltration of fine-grained sand into well screens installed along the Mekong, and such involvement will continue under the NCCDP.

***World Bank Rural Rehabilitation Program:*** Though design work under the above program (the title of which is not final) is now in process, it may offer several special opportunities for collaboration. The MRD has already discussed the possibility of using the NCCDP in the direct implementation of certain activities under this program (especially as concerns the training of personnel, the decentralization of service delivery, and a range of community-level interventions),



and related discussions have also been held in Washington between the World Bank team leader of the design effort and AICF/USA.

**World Education:** World Education and AICF/USA have worked closely and on a variety of fronts under Phase-I. For program personnel, World Education has provided a series of workshops on adult non-formal education, conducted numerous "needs dialogue" and follow-up missions, assisted in the development of educational materials, and is now scheduled to provide a comprehensive Training-of-Trainers (TOT) to select personnel from Kratie and Steung Treng. Under Phase-I, AICF/USA likewise provided assistance in the development of health education materials, the coordination of an upcoming national workshop on hygiene education (which World Education will facilitate), and similar areas. Such cooperation will continue largely unchanged under the NCCDP.

#### **IV.C. Mechanisms for Collaboration:**

Though the number of institutions involved may appear cumbersome, there are in fact several different mechanisms already in place which will ensure that inputs are effectively coordinated. These are outlined in the following sub-sections.

##### **IV.C.1. Common Philosophy and Programmatic Complementarity:**

The principal mechanism for collaboration with the above organizations is foremost based on a common view of and approach to rural development in the northeast. All of the above actively support the notion that appropriate, community-level organization is key to long-term sustainability, and though the details of each agency's mandate and scope of involvement may vary, their fundamental philosophies and approaches are quite similar. Moreover, given that many of the organizations listed above have established relationships with each other, there is a natural network already established for sharing information, coordinating programs, and developing solutions to common problems. This process has already begun, and many of the above institutions have been intimately involved throughout development of the NCCDP.

Finally, and though the NCCDP encompasses a range of rural development activities, the program is careful to remain complementary to other development programs in the northeast— wholly avoiding duplication of current or planned efforts, and providing an environment in which cooperation is viewed as both necessary and highly beneficial.

##### **IV.C.2. RCG Rural Development Coordination Structure:**

Until late 1994, the RCG had no effective structure for coordinating agricultural and rural development activities— activities were planned on a sectoral basis, and decisions were passed-down vertically from Phnom Penh to various provincial departments. Recognizing the inefficiencies of administering programs in such a manner, the RCG set forth to establish a network of coordinating committees from the national to village levels (see box). This network consists of:

**Committee for Agriculture and Rural Development (CARD):** The CARD is an inter-ministerial coordinating body composed of representatives of all line agencies, chaired by the co-prime ministers, and within which the MRD serves as secretariat. A high-level steering committee, the CARD serves to coordinate sectoral programmes and resolve issues and problems of an institutional nature. Its activities have not yet included a strong role in donor coordination, but this is expected to develop as the overall structure matures.

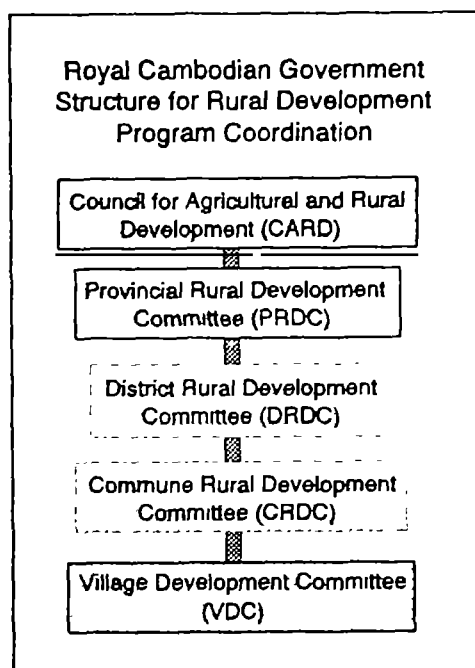


**Provincial Rural Development Committees (PDRCs):** The PDRC was conceived of by the MRD, and has since been formally adopted by the RCG through royal sub-decree. It is chaired by the governor, includes representatives of all line agencies and district chiefs in the province, and reports to the MRD central offices which, in turn, reports to the CARD. Though relatively young, the PDRC's have so far proved effective in identifying needs, resolving administrative issues, and providing a forum for information sharing. Their links with district chiefs have also greatly facilitated intra-provincial communications, planning and logistical coordination.

**District and Commune Rural Development Committees (DRDCs and CRDCs):**

The development of these structures is advancing, but given the lack of personnel at district and commune levels, the responsibilities of these committees tend to be assumed in large part by the cognizant district and commune chiefs. Over time, however, and with increased capacity at especially the district levels, these committees are also expected to become operational.

**Village Development Committee (VDC):** As developed above, the VDC is the principal structure for the coordination of development initiatives at the community level. Support of the VDC concept is very strong, and a national policy statement is expected to be issued before the end of the year.



Recognizing the importance of inter-agency coordination to the success and cost-effectiveness of rural development initiatives, and the role of local governmental agencies in long-term program sustainability, the NCCDP is fully supportive of the above and, as under Phase-I, will work through such structures to the maximum extent possible. A detailed Organizational Chart outlining the relationships between the various entities involved in this coordination structure, and the NCCDP's role within same, is provided in Annex 3.

**IV.C.3. Cooperative Agreements:**

On a far more practical level, cooperative agreements with many of the involved institutions will provide for the development of more formalized relationships upon which long-term coordination can be assured. These agreements include:

**Cooperative Agreements with National Agencies:** AICF/USA already has in place cooperative agreements with the MRD, MOE, MOH and the provincial governments (MOI) of Kratie and Steung Treng. Memorandums of understanding have also been established with the MWA and local organizations in Kratie (i.e. KWWA and KAFDOC). As a part of start-up under the NCCDP, these agreements will be reviewed with all concerned parties, updated as may be required, and new agreements established as required. Importantly, a workshop with the directors of MRD provincial programs and central departments has been tentatively scheduled for August to not only review the cooperative agreements in place, but also to



develop formal understandings as to the deployment of personnel, the terms of reference for field agents, as well as the gradual transfer of program management responsibilities. Given both these activities, as well as the strong expressions of support for the NCCDP, the program will have solid basis for cooperation with national agencies throughout its duration.

***Agreements with International Organizations:*** As highlighted above, AICF/USA fully anticipates the establishment of grant and cooperative agreements with UNICEF, UNDP/CARERE-II and WFP. Though these agreements will vary in scope from that established with USAID, and may be of direct relevance to the USAID-funded grant, they will be an integral part of the overall NCCDP program— not only complementing the assistance provided through USAID, but also facilitating formal collaboration among all involved agencies.

#### **IV.C.4. Inter-Agency Program Planning:**

A major aspect of management under Phase-I has related to the holding of inter-agency quarterly program planning meetings. These sessions include representatives from participating agencies from all program locations, those from central bureaus, as well as periodic "guest speakers". The meetings generally last three days and, though long in duration, provide an opportunity to openly discuss issues, experiences and plans relative to personnel training, personnel deployment, community surveying, community- and school-based education, construction activities, program monitoring, security, logistics, program administration, finance, other programmatic areas, and importantly, progress made towards the transfer of program management responsibilities to cooperating agencies. Though lengthy, these planning sessions have clearly proved their worth under Phase-I and will be continued under the NCCDP.

#### **IV.C.5. Establishment of Liaison Offices:**

An important aspect of the NCCDP relates to the establishment of liaison offices within the national and provincial bureaus of the MRD. In Phnom Penh, the NCCDP will work with MRD officials to: identify an appropriate office space; identify a MRD staff member to serve as a part-time liaison officer, as well as an office assistant; and equip the office with a computer and basic furnishings. Importantly, the "Northeast Liaison Office" will not only ensure the NCCDP's close collaboration with the MRD, but in serving as a clearinghouse for information on the northeast, will be of use to all parties interested in rural development in the region. Additionally, it will also serve as a base for personnel from the northeast when they come to Phnom Penh, and facilitate communications with northeast provincial locations. Similar liaison offices will be established within the provincial MRD offices (PDRD), facilitating improved planning and coordination both at the provincial level.

Finally, and though efforts at developing regional strategies and approaches to service delivery have thusfar been fairly limited, it is anticipated that through experience gained under the NCCDP, many other agencies will recognize the validity of regional program development and planning, and actively support and avail themselves of the network offered by the NCCDP.





## **Section V. Program Management, Transfer and Sustainability**

Though all areas of program execution are important, at the core of any successful effort of scale is the development of a sound management system. Work under Phase-I allowed not only for the development of appropriate and comprehensive administrative systems, but more importantly, the development of a management system in which each associated individual, regardless of their position or institutional affiliation, accepts and acknowledges responsibility for program success. Under Phase-I and as will be continued under the NCCDP, this system is based on the premise that program success stems from shared responsibility, and that achieving such an atmosphere requires transparency and a policy of full disclosure; continual information exchange and dialogue among all concerned parties; flexibility and an ability to adapt to a rapidly changing environment, an appreciation for the role of local institutions to long-term program sustainability and for the role of technical assistance as only a short-term input.

Within the framework of the above, and under the NCCDP, there exists a very clear relationship between program management and long-term sustainability and, as such, this section sets forth to detail the following areas:

- A. General administration and management
- B. Security and communications
- C. Transfer of management responsibility
- D. Detailed workplan
- E. Sustainability Plan

### **V.A. General Administration and Management:**

As with all AICF/USA programs, administration and management is a coordinated but decentralized function involving: the Washington headquarters, which is charged with overall monitoring, administration and technical guidance; national offices which oversee in-country program planning, coordination, monitoring, financial management, and report preparation; and field (i.e. provincial) offices, which oversee community-level interventions, training, data collection, local disbursements, programmatic reporting, and day-to-day supervision. Major areas of importance to the NCCDP's management and administrative system include the following:

**Program Planning:** This area has been appreciably addressed in preceding sections. However, in addition to the inter-agency quarterly planning sessions which have thusfar been highlighted, it is important to mention that similar sessions have been held on a weekly basis at each provincial office location under Phase-I, and such sessions will continue in much the same fashion under the NCCDP. The provincial sessions provide an opportunity for all program field personnel to review the past week's activities, plan for upcoming activities, and importantly, exchange information and ideas regarding overall program execution. Based on a belief that all program personnel should have as much exposure to the overall program, participants at these sessions include technicians, community organizers, health educators, and administrative and support personnel from all participating agencies, and generally last for a half-day. Other planning sessions are also held for specific activities as may be required, and the information is then passed on to all others at



the general weekly sessions.

**Procurement:** The purchase of any commodity or service is managed in strict accordance with the requirements of each donor agency. Under the NCCDP, items of particular importance include technical assistance, vehicles, drilling rigs, office and other project equipment. Under Phase-I, as well as in other international programs, AICF/USA has demonstrated its ability to effectively manage the procurement of the wide range of items required for program execution. Many of these procurement actions have involved the purchase of high-value commodities (i.e. drilling rigs, hand-pumps, vehicles, etc.) from international sources, as well as required adherence to competitive bidding procedures and the source/origin requirements of individual donors. Though proficient in international procurement, however, and with a view towards keeping program funds within the local economy, preference is given to local procurement whenever possible— either in Phnom Penh or, of even greater importance, within the provinces where the purchase of construction supplies, fuel, lubricants, etc., can provide for an appreciable injection of much needed cash.

**Commodity Management:** In addition to commodity procurement, all goods procured for use under the NCCDP will be closely tracked at the national, provincial, district and village levels. This involves the development of non-expendable property inventory systems which include date of purchase, item description, value, source and origin. It also includes systems for ensuring the proper use of expendable commodities such as cement, rebar, office supplies, etc.— and which is especially critical in light of the number of work sites and the distances involved. Importantly, such systems involve much input on the part of VDCs which, like program personnel, are required to maintain up-to-date inventories of such commodities, record quantities used by date and type of work undertaken, etc. Not only does this provide for improved checks and balances among all those involved in commodity use, but it also provides an important opportunity for villagers to learn about and participate in a key area of program management. Finally, it helps to closely track both NCCDP and village contributions to specific projects. Such systems have been developed under Phase-I and will be put into use with minor modification under the NCCDP.

**Financial Management:** Sound financial management is an obviously key ingredient to any successful program, and the systems developed under Phase-I will be largely replicated under the NCCDP. This involves close coordination between AICF/USA's Washington and Cambodian offices; systems to closely monitor and track disbursements by individual grant; frequent verification as to the accuracy and allowability of individual expenses; and reporting which is both transparent and useful as a tool and point of reference for other aspects of program management. Although the NCCDP will require a modest increase in staff involved in financial management, the majority of such personnel are those who have worked for at least two years under Phase-I, and are proficient in not only accounting systems and procedures, but the preparation of computer-based financial reports which provide all required detail on expenditure by line item and funding source.

**Personnel Management:** The task of developing rural areas in the northeast is by no means a responsibility which can be confined to a small group of individuals, and as with any such effort, the NCCDP necessarily involves a wide array of personnel. As under Phase-I, an important distinction can and should be made between program staff (i.e. AICF/USA employees), and "associate personnel" from



cooperating local institutions. As concerns program staff, this group is largely composed of administrative and support personnel (i.e. guards and drivers), as well as some individuals who serve as program managers responsible for program development in specific technical areas, as trainers of associate staff, or for overall program implementation within key geographic zones. The administration of such employees is guided by a well-developed personnel manual (which other agencies have used as a model for their own).

Although personnel holding a staff position are critical to program success, Phase-I and the NCCDP accord a clear preference to the training and deployment of "associate personnel" wherever possible. Not only are they equally valuable to the immediate success of the program, but they have a far more pronounced role in ensuring the long-term sustainability of its activities. However, in the case of Cambodia, and given extremely low salaries received by such personnel (i.e. approximately \$20 per month), obvious difficulties are posed in assuring that the clear differences in salary rates and benefits do not impede the development of such employment. In some cases, it may involve formal secondment in which an associate receives a rate of compensation for the fair market value of their services and according to the percentage of time devoted to program activities. In the majority of cases, however, there is no financial mechanism for ensuring a just system of compensation. Per diem payments which are in conformity with both the regulations of each donor, as well as the rates generally set forth by other organizations active in the northeast, can help one defray expenses for participation in program activities, but much of an associate's dedication must ultimately be derived from the satisfaction they obtain in performing their respective duties.

Very much related to the above is the need to appreciate each individual's long-term aspirations and goals, and ensuring to the extent possible that such aspirations are at least partially fulfilled through their participation in program activities. Means to achieve that level of satisfaction include: developing that individual's level of expertise through training; rotating personnel around a variety of program-related tasks to maintain people's interest and expose them to realities of several positions; delegating authority for various aspects of program management; promoting their exposure to new geographic areas through personnel exchanges and study tours; and providing training in other areas which are regarded as particularly special (i.e. English language and computer training); and maintaining an "open-door" policy whereby all personnel receive immediate attention to and feedback regarding issues they consider of importance. Though quite basic, not only are these means to heightening individual job satisfaction, they are as well practical steps towards creating an environment in which, as discussed above, all personnel feel that they are both responsible for and important contributors to program implementation.

**Logistical Coordination:** One of the key challenges to service provision in the northeast is overcoming the many obstacles to logistical support. Under Phase-I, and through experience gained with moving personnel and goods to the region, as well as deploying them within, such systems will be readily transferred to the NCCDP. These systems involve boat and river transport, intra- and inter-provincial road transport, and travel by air via Royal Air Cambodia and, on occasion, the services of Missionary Aviation Fellowship (MAF). To ensure that such movements can be properly planned and tracked, extensive contacts are maintained with the various boat, truck, taxi and air services which operate in the northeast, and dates of departure and estimated times of arrival are communicated on a daily basis to intermediate and destination sites. The network established under Phase-I is



frequently used by governmental and other international organizations servicing the northeast, and similar assistance will be continued under the NCCDP.

**Program Reporting:** Phase-I activities provided for a great deal of effort in the development of comprehensive reporting and management information systems (MIS). This was, in part, in response to donor requirements, but more importantly, was in recognition of the fact that, despite the efforts of innumerable agencies in Cambodia's development, there was an extreme lack of information exchange, and that any information generated by Phase-I risked being overlooked by program managers from cooperating institutions if it was not properly recorded and disseminated. The emphasis on comprehensive reporting will be maintained under the NCCDP, and reports issued under the program will include a review of current activities, how such activities relate to the achievement of program objectives, problems encountered in program implementation, records of community and in-kind contributions, and plans for the future. Much of the information contained therein will be derived from the program monitoring systems will are further addressed in Section VI.

#### **V.B. Security and Communications:**

Considered as integral parts of the overall management system, security and communications require special mention:

**Security Guidelines:** As developed under Section II, the northeast unfortunately remains insecure in many areas and, while the situation remains ever fluid, ensuring the safety of program personnel and commodities requires extensive and continual monitoring of activities within each geographic area. Importantly, it also requires the development of and strict adherence to security guidelines. Such guidelines were developed very early on in the implementation of Phase-I activities and have been regularly updated since. Regarded as some of the most thorough and in-depth in Cambodia, CARE has used these guidelines in large part for the development of their own, and PACT is also studying them for potential application to their program. Though the guidelines are considered as quite sufficient, AICF/USA has recognized that complacency is perhaps the greatest risk, and that the guidelines can only be a supplement to constant awareness as to the potential danger which exists, and informed dialogue and communications among all concerned parties.

**Communications:** The area of communications can be divided into local and international communications. International communications will be accomplished via modes currently available under Phase-I (telephone, telefax and e-mail), and given Cambodia's increasing capabilities in satellite communications, will be expanded under the NCCDP to include mobile phone service and, hopefully, include access to the full capabilities offered through the Internet.

In many respects more critical to program success are local communications systems, the development of which is fundamental not only to providing for good programmatic exchanges amongst personnel and the coordination of program logistics, but most importantly, to ensuring the security of program personnel and commodities. Although Cambodia is making rapid progress in the development of satellite telephone service, such services remain largely inexistent in the northeast, and any communications require the use of radio systems. Under Phase-I, and as will be continued under the NCCDP, this involves the development of both HF systems (to link provincial and national offices), as well as the use of VHF systems





for shorter range communications within provinces. As the mountainous terrain does not always permit the use of VHF systems (which are "line-of-sight" dependent), and in some cases the installation of HF systems on vehicles and in remote district locations (i.e. Snoul and Siem Pang) may be required.

Finally, in order to ensure proper use of the above, the NCCDP will continue to provide training to all program personnel in the use of not only the radios themselves, but importantly, the system of radio codes developed under Phase-I. In conformity with Phase-I Security Guidelines, these codes are used to identify locations, dates, amounts of money, organizations, etc., which should not be relayed over radio frequencies which may be monitored by KR and other elements of potential danger to the program and its personnel. Though confidential, these codes will be made available to USAID upon request.

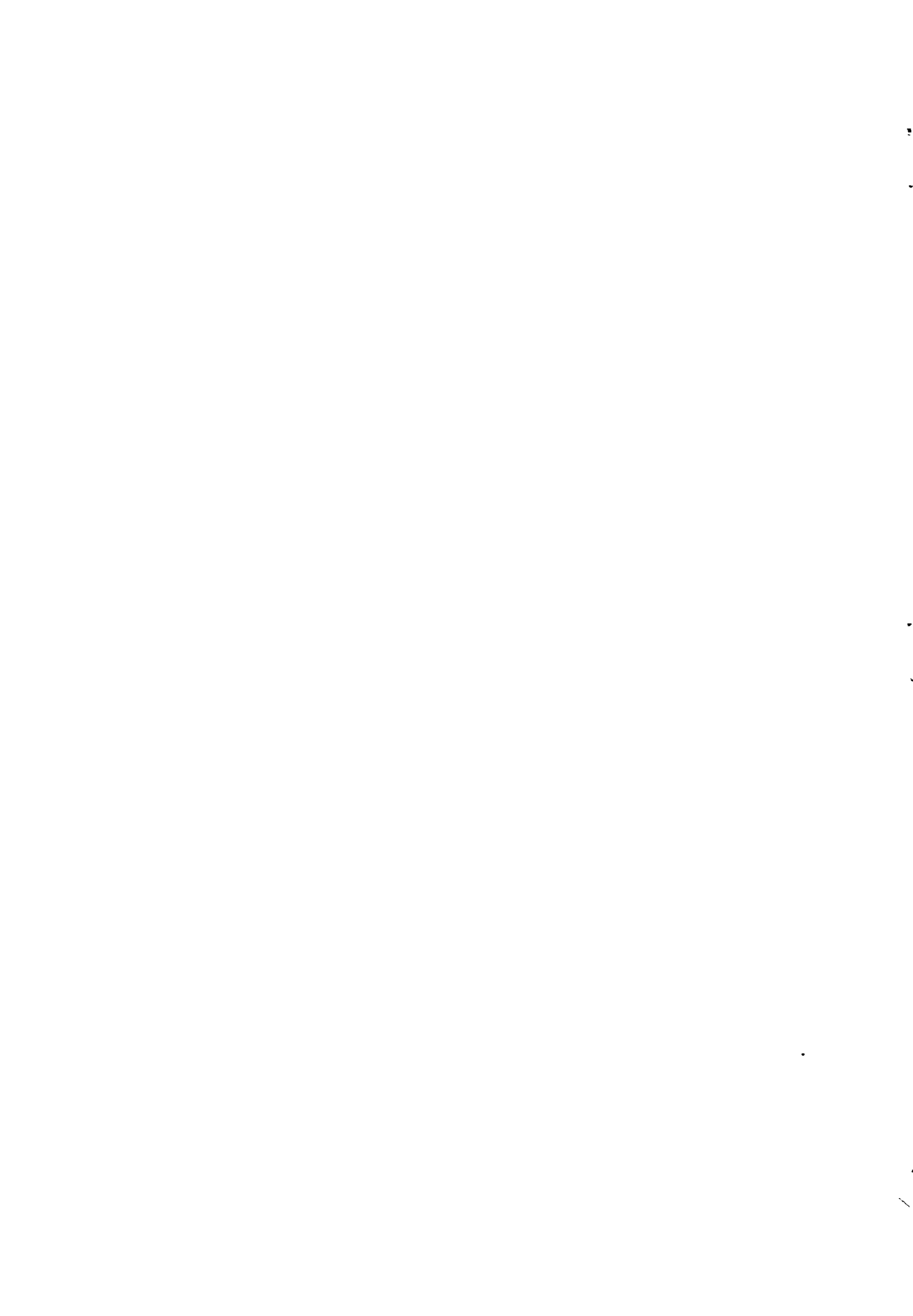
#### **V.C. Transfer of Responsibility:**

The critical link between program execution and long-term sustainability relates to the manner in which responsibility is transferred to local participants. This transfer of responsibility has been largely begun under Phase-I, and under the NCCDP, is "built-in" to the program's design. At the village-level, this is accomplished through the establishment of VDCs, the development of formal contracts for any given activity supported by the NCCDP (i.e. water supply development, school construction, family gardening, etc.), and assurance of conformity with such agreements through on-going monitoring and supervision. The successful transfer of responsibilities at this level is already in evidence in many communities covered under Phase-I (see Section IV). Under the NCCDP, similar methods for assuring appropriate transfer of responsibilities to local communities will continue, but greater efforts will be made to ensure that program activities are even less prescriptive. This will involve the further integration of Participatory Rural Appraisal (PRA) techniques, and the development of general community action plans which are more reflective of locally identified priorities. For instance, though grant and other requirements under Phase-I often accentuated the development of water supply and sanitation programs, the NCCDP's wider range of activities will allow for an approach to community-level intervention which is better tailored to individual community needs (i.e. addressing issues of access or food security prior to the promotion of water supply and sanitation).

At the institutional level, the transfer of responsibility is more complex, but is also an integral part of the NCCDP management plan. As developed in preceding sections, this involves: the development of detailed inter-agency agreements with cooperating institutions; the development of specific plans for the early transfer of key responsibilities (i.e. the full assumption of water supply monitoring duties, the implementation of PRA exercises in targeted communities); training in areas of importance to the long-term maintenance of program activities (i.e. commodity and financial management systems development); as well as the participation of such institutions at all levels and in all phases of program design, planning, execution, monitoring and evaluation. Importantly, and as is reflected in the workplan and budget, the gradual transfer of program management responsibilities which the NCCDP provides for will ensure that problems which do arise are quickly identified and addressed.

#### **V.D. Detailed Workplan:**

The NCCDP's detailed workplan is presented in Annex 2 and, though one must account for some degree of flexibility which is necessary in a program of this type, this workplan will serve as a key point of reference throughout program implementation. It will also be



periodically reviewed and revised as required, with any substantive changes presented to cooperating and donor agencies for their review and approval.

#### **V.E. Sustainability Plan:**

As developed above, the sustainability of activities under the NCCDP is not an issue which will be addressed toward the program's end, but is rather a fundamental consideration throughout its implementation. At the community-level, sustainability is largely guaranteed through the creation of an experienced organizational base from which villages can not only maintain program interventions (including the assumption of any recurrent costs as in the case of hand-pump maintenance and repair), but as important, pursue other initiatives which are of identified interest. Community-level sustainability will be further ensured through the development of an experienced cadre of local personnel from cooperating agencies who can provide continued supervision and guidance well-beyond the termination of NCCDP activities.

At the institutional level, and as also developed above, sustainability is ensured through a variety of means. This includes continued work toward the development of supportive national policies (i.e. the forthcoming issuance of a VDC national policy, the further development and refinement of the rural development coordination structure, etc.); the training of personnel in key technical, organizational, educational and managerial functions; and most importantly, the systematic and gradual transfer of key program management responsibilities throughout the course of program execution. Important mention should also be made of the contribution of the private sector to not only NCCDP implementation, but to the continuation of such key functions as well construction, spare parts distribution, family latrine construction, etc., which will continue unassisted well-beyond the program's termination.

Finally, as sustainability ultimately depends on acceptance by all community and institutional customers as to the appropriateness of interventions, such stakeholders will continually be accorded an important role in program design, implementation, supervision and monitoring, and the on-going process of program review and adjustment to changing circumstances.



## Section VI. Monitoring and Evaluation Plan

Monitoring and evaluation of program progress and impact are essential components to successful program implementation and, again building on work undertaken in Phase-I, the NCCDP will place a great deal of emphasis on the development of comprehensive systems. Key participants in the overall process will include community members, governmental agencies and international organizations wherever appropriate. This section provides detail on the following areas:

- A. Surveying and baseline data collection
- B. Program monitoring
- C. The role of GIS
- D. Program evaluation

### VI.A. Surveying and Data Collection:

With the exception of Phase-I interventions in areas of Kratie and Steung Treng, and current attention being paid to Ratanakiri, the northeast has remained largely unserved by development assistance for the last 30 years, and one key result is a paucity of data on the population, the economy, the natural resources base, and a variety of other areas. Cognizant of the preeminent role of baseline data in program monitoring, the NCCDP will develop appropriate data collection instruments and systems in its earliest stages to collect baseline information and, in particular, for new areas to be targeted under the NCCDP (see Section II.B). In addition to areas covered through existing survey and data collection instruments, a wider range of information will be sought on topics such as the local economy, food security, gender issues, community demographics (including minority populations and ethnic groups), the natural environment, infrastructure, maternal/child health and general health statistics, community organizations, and community health behaviors and beliefs. Data corresponding to program objectives and indicators will be gender-disaggregated, and other demographic information will be broken-down by ethnicity and age. Important components of data collection under the NCCDP will include:

***Community Surveying:*** As has already been done under Phase I, a major survey generally involving 50-100 individuals is conducted in each targeted community prior to undertaking any interventions. The survey is in the form of several focus groups addressing the following areas: demographics, economics and existing organizations; traditional healing and TBA practices; agriculture and nutrition; and maternal and child health. The survey not only provides program agents with a good overview of a given community's situation, but serves as an important introduction of program agents to community members, almost all of whom have never had the opportunity to speak openly about community, family and individual concerns. Such surveys will continue under the NCCDP though, as mentioned above, a wider range of information will be sought and, as described below, more emphasis will be placed on community involvement and participation.

***Household Surveys:*** Though community-level surveying and focus group interviews are necessary and useful in determining baseline needs, experience indicates that they do not necessarily provide for the collection of precise statistics from which program impact can be more accurately measured. In response, and as already has been initiated, the NCCDP will develop a standardized household survey to establish baseline indicators and determine changes on a wide variety of areas, including:



- ▶ morbidity and mortality;
- ▶ general nutrition and food security;
- ▶ family-level health expenditures;
- ▶ time spent on water collection;
- ▶ related revenue savings;
- ▶ related income generation;
- ▶ water use and hygiene knowledge and practices; etc.

Following a standard format, these surveys will be conducted prior to undertaking major program activities in new communities (i.e. water supply development, environmental sanitation, hygiene education, etc.), and will thereafter be conducted on a roughly annual basis— providing for an accurate and reliable means to monitor program impact over time. Survey data will also be entered into a statistical program such as "EPI-Info", allowing for an ability to rapidly manipulate and correlate data— and further increasing the survey's usefulness as a management and evaluation tool. Importantly, and in the interest of developing an information base which will be similar to data collected in other areas of Cambodia, the NCCDP will closely coordinate the development of related instruments with national and donor agencies.

***Activity-Specific Baseline Surveys:*** Either through surveys of individuals or focus group interviews, it will periodically be necessary to conduct other surveys on specific areas of interest. Under Phase-I, such surveys have involved determining local knowledge-attitude-practice (KAP) in relation to schistosomiasis and iodine deficiency disorder (IDD), and the NCCDP will likewise periodically employ such methods. In addition, the NCCDP will refer to survey methods and instruments developed by other organizations for key areas. Examples include WFP's methods and instruments for measuring food security, and some of UNICEF's work in community health related areas.

***Training Needs Assessments:*** At the institutional level, attention will be especially paid to determining training needs of NCCDP associate personnel which will be, importantly, based on the specific terms-of-reference (TORs) developed in collaboration with cooperating agencies (see Section III.C.3.C.). In addition to those classified as associate personnel, training needs assessments will also be conducted for other program participants, and in particular: school teachers and students designated to receive health education training; VDC members, hand-pump maintenance and repair teams at the village level; and other personnel from similar cooperating institutions.

***Participatory Rural Appraisal (PRA):*** Though the approach to community development practised under Phase-I was highly appropriate for the range of interventions undertaken, and though it provides a solid base for pursuing other interventions (within or outside the framework of the program), program managers have felt that the process has been somewhat overly prescriptive (i.e. too highly focused on water supply and sanitation interventions), and has not allowed for enough initial input from community members. In recognition of the above, the NCCDP will place greater emphasis on the development of Participatory Rural Appraisal (PRA) programs. Such programs have proven highly successful in leading villagers themselves to better define local needs, thus providing a basis for greater community involvement, and understanding and acceptance of proposed interventions. Importantly, PRA can provide a range of valid and precise community-level statistics, a far better indication of areas of concern to villages,





and an important basis for monitoring and evaluating progress at the community-level. Such work was initiated under Phase I with the assistance of the Social Research Institute of Chiang Mai University, and further collaboration with this institute will be sought under the NCCDP.

#### **VI.B. Program Monitoring:**

The logical framework for the NCCDP (see Annex 1) establishes the overall goal and program objectives, divided into community-level and institutional-level against which progress will be measured. As developed within the logical framework, the NCCDP will draw on various sources of information and monitoring instruments to ensure that objectives are being met. Under Phase-I, a fairly extensive set of monitoring instruments has already been developed and compiled, and with some modification, these will be applied to monitor activities under the NCCDP. These instruments include forms, contracts, checklists, activity reports, and surveys— each of which are adapted to specific areas of intervention. Such forms are used to record statistics, standardize methods for completing activities, identify problems based on periodic checks, and maintain an on-going record of activities and issues relative to each community.

As presented above, the standardized household survey being developed will provide perhaps the single most important means of monitoring program impact— providing for an accurate and reliable means to monitor program impact in a variety of health, economic and other areas over time. Other systems will be employed to monitor specific areas of NCCDP activity including those related to:

- ▶ the establishment, training and functioning of VDCs;
- ▶ water supply issues (in particular, hand-pump functioning, spare parts availability and water quality);
- ▶ the implementation of additional community development projects (those sponsored by the NCCDP, as well as those supported with local resources or by other development agencies);
- ▶ local knowledge, attitudes and practices as concerns water use, hygiene and other health-related areas;
- ▶ progress made by school teachers and students in health education;
- ▶ the development of private sector capabilities as can be measured by the level of revenue which local contractors generate (that provided both through AICF/USA, and more importantly, that provided by other concerns); and
- ▶ general beneficiary statistics (those involving customers at both the community and institutional levels).

Related monitoring instruments will provide for both quantitative and qualitative data, ensuring that reporting on impacts is not a simple listing of cumulative activities completed, but a useful instrument for identifying problems and planning new interventions. Importantly, responsibilities for program monitoring will also be distributed among an array of individuals at the community and institutional levels. At the community-level, the intent of such heightened involvement is to both use program monitoring as an opportunity to further train program participants (i.e. more fully exposing VDCs to their areas of responsibility through the evaluation of community initiatives), and to help customers assume complete ownership of program activities. At the institutional level, and as discussed in previously (see Section III.C.3.), the NCCDP is firmly geared towards building the capacity of local agencies and counterparts to assume program planning, management, and monitoring responsibilities over the long term. As such, overall monitoring responsibilities for program monitoring will be gradually transferred to the personnel from



line ministries (in particular, the MRD) which will effectively coordinate these activities throughout NCCDP work areas by the program's end in each location. Through the NCCDP's decentralization efforts (see Section III.C.3.A), and especially the establishment of district-level offices, the capabilities of such organizations to undertake such monitoring in a cost effective manner will be significantly increased, and the NCCDP will ensure that appropriate reporting systems are developed to pass the results of monitoring activities to provincial and central levels.

Other areas of note within the general framework of program monitoring include: the northeast's need to develop basic water quality analysis capabilities (chemical and bacteriological), and which is provided for in the NCCDP budget; the importance of linking the overall system to the efforts of other agencies (i.e. WFP which focuses especially on food security); and the involvement of VDCs in such areas as the recording of village births, deaths and general changes in population. Though much more subjective, the role of anecdotal information is also important to make mention of. This includes individual and group interviews with program beneficiaries (field agents, community members, dispensary personnel, etc.) which, though generally lacking in scientific credulity, often provides an important determinant of program progress and impact.

Finally, as part of program monitoring, AICF/USA headquarters conducts annual monitoring visits to assess the program's support needs, and to ensure that the program is in full compliance with donor and national agency requirements, and meeting its objectives in a timely and effective manner.

#### **VI.C. The Role of Geographic Information Systems (GIS):**

Though Cambodia clearly suffers from a lack of data, it is very well positioned to make significant strides in many areas. Much of this is due to the efforts, originally of UNTAC, to develop a basic point of reference for the 1993 elections, and later of other organizations (notably MRD, CMAC, WFP, etc.) to not only exploit this valuable base of information for application to other areas, but to develop a standardized GIS package and system of information exchange.

Under the NCCDP, these GIS systems (based on the Atlas computer program) will be used throughout program execution to record, store, update, and track a wide array of activities— NCCDP interventions (i.e. an established VDC, a rehabilitated road, an improved water point, a latrine, a hygiene education training, a road repair program); and non-program interventions (i.e. changes in the natural environment, important population shifts, major road improvement programs, etc.). The employment of such systems will provide not only for a detailed composite picture of targeted areas, but as well— a more accurate system to monitor and measure program impacts; the ability to conduct comparative analysis between spatial units (districts, communities, provinces); and in sum, an extremely valuable tool for program planning. Especially given the scale and diversity of the northeast, GIS will be an ideal instrument for maximizing the overall efficiency of the NCCDP, and will allow for a level of data collation and analysis which is currently not possible. Training of associate personnel from cooperating institutions at provincial levels will figure prominently in the development of the program's GIS capabilities.

#### **VI.D. Program Evaluation:**

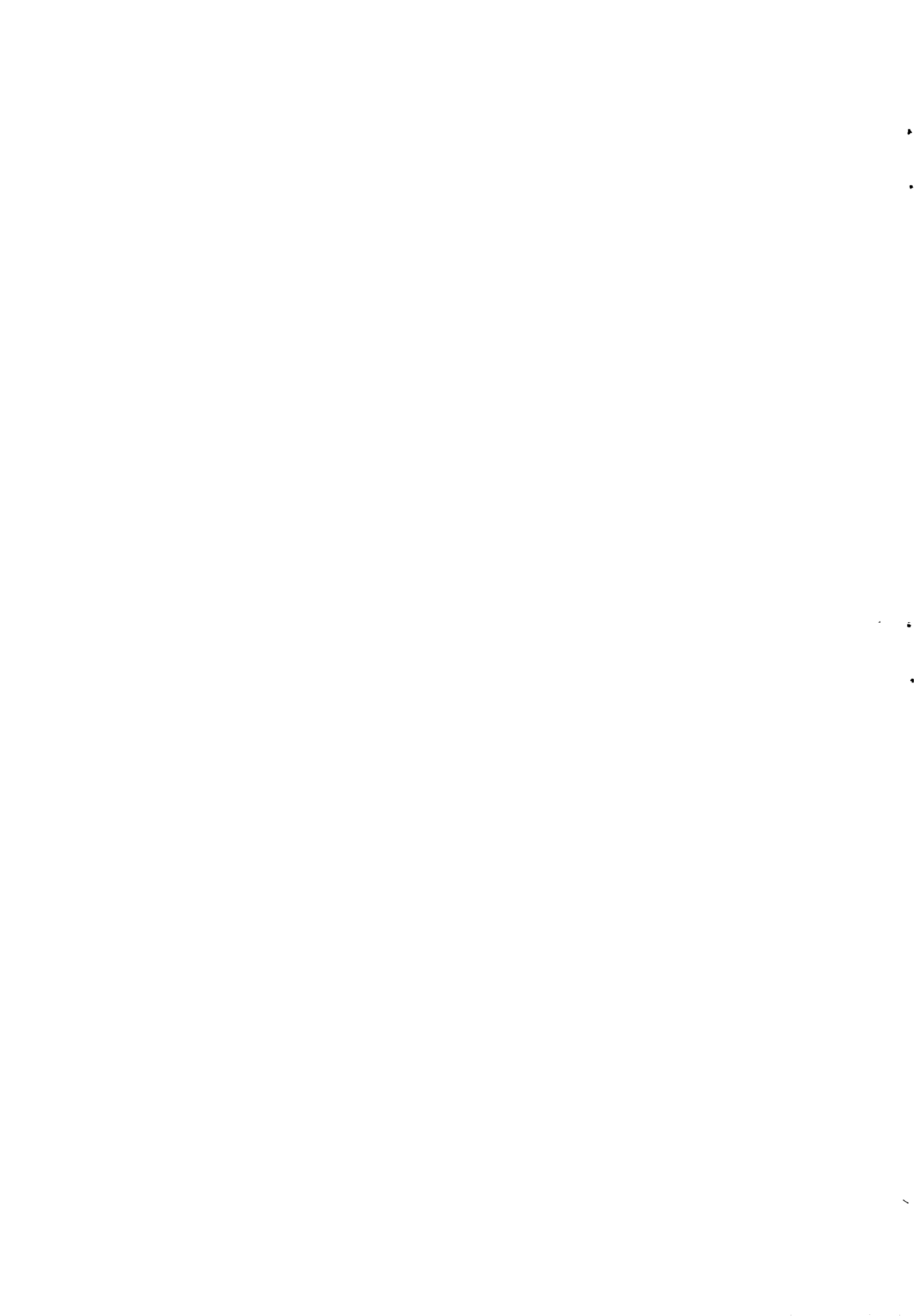
As noted in the program overview, program evaluation and monitoring is accorded much attention in the form of the following activities:



***Formal Mid-Term Evaluation:*** A major evaluation covering all program components will be conducted at the mid-point of the proposed grant period. As under the mid-term evaluation of Phase-I, the evaluation team will be composed of both outside experts, as well as personnel from central-level ministerial departments. Useful in determining to what extent the program is meeting the objectives set forth, the recommendations provided therein will be especially helpful in re-orienting program activities and strategies— especially as concerns areas related to long-term sustainability. This is especially important in light of the fact that the evaluation is scheduled during the period in which program activities will be transferred to local governmental agencies in Kratie and Steung Treng provinces.

***Formal Final Evaluation:*** A formal evaluation is also scheduled towards the end of the proposed program, and the evaluation team will likewise be composed of outside experts and personnel from central-level ministerial departments. In addition to determining the degree of program success and achievement of program objectives, important evaluation outputs will involve recommendations to national and provincial-level agencies as concerns their assumption of responsibilities for program activities.

In addition to the above, it is important to note that periodic evaluations of specific program activities will also be regularly scheduled. Such evaluations will not only be of immediate use and benefit to program managers, but will also serve as important points of reference to mid-term and final evaluation teams.



## Section VII. Institutional Capability

The NCCDP is very much a cooperative effort involving a range of institutions, all of which have expressed strong support for this regional program. However, though such support from the onset will most certainly provide a solid foundation for the success of the NCCDP, AICF/USA will be the key implementing agency and will remain fully responsible to respective donors. As proven under Phase-I, AICF/USA is clearly capable of such an endeavor, and this section provides further detail on the organization, specifically addressing the following areas:

- A. Organizational history and goals
- B. Worldwide activities
- C. Ability to leverage assistance
- D. Financial management and reporting
- E. Logistics capability
- F. Institutional linkages

### VII.A. Organizational History and Goals:

AICF/USA (International Action Against Hunger) is an American non-profit organization with programs in Asia, Africa, and Eastern Europe. Incorporated in New York state in 1985, it was registered the same year as a Section 501(c)(3) organization with the IRS, and has maintained its status as a PVO with USAID since 1988— including the completion of A-133 audits since 1990. Though close ties are maintained with its sister organization, AICF/France, it is wholly independent from this latter organization.

The primary mission of AICF/USA is to help improve living standards over the longer term through self-help development programs, and to provide emergency assistance where necessary. The organizations's central criterion for assistance is need, without regard to race, religion, age, sex, or ethnic group. The organization's principal, albeit not exclusive, sectoral foci are public health; water supply and sanitation; and food and economic security through agricultural development and related income-generation activities (see also VII.B). Importantly, and overarching all of the organization's work is a commitment to partnership with local counterparts. Local partners must be substantively involved in all phases of program design and implementation— promoting local ownership of programs and the increased likelihood that the positive impacts of these program will be sustainable. In determining where and in what sectors to work, AICF/USA considers a number of key factors aside from locally-expressed need:

- ▶ A significant contribution from intended project beneficiaries;
- ▶ Transfer of skills to local institutions and individuals;
- ▶ Solid prospects that project benefits will be sustainable;
- ▶ Potential for replication of the project model to other areas;
- ▶ Ability to properly administer and manage interventions; and
- ▶ Sufficient security and freedom of movement.

AICF/USA's 1995 budget is \$4.4 million, and initial budget projections for 1996 total approximately \$5.5 million. The overall resources and portfolio of the organization is managed by the Washington DC headquarters which is staffed by six full-time professionals in international development, as well as a complement of intermittent and





short-term consultants which provide access to further areas of expertise as required. Overseas programs are managed by technical and professional staff hired out of the Washington office and by country-nationals hired locally. Each program is led by a country representative who is supported by a range of technical and administrative field professionals. A thirteen-member board of directors guides the overall organization, and is comprised of a cross-section of individuals skilled in management, business, and the professions.

#### **VII.B. Worldwide Activities:**

Since its inception, AICF/USA has placed particular emphasis on and developed expertise in implementing programs in countries which are in a transition from relief to development. Its operations have assisted vulnerable populations (including refugees, displaced persons and inhabitants of war-torn areas) in Africa, Eastern Europe, and Asia. Within this framework, AICF/USA has developed a specialized capability in initiating and managing programs designed for difficult-to-reach, hardship spots where the level of emergency or basic needs is high. The Bosnia program, for example, was launched in April 1993 in the midst of persistent shelling and continues to work in close collaboration with communities to become self-reliant.

Almost all country programs have addressed food security needs through a host of interventions. Such interventions have involved: collaboration on agricultural feasibility studies with the Rodale Institute in Haiti; the training of mostly female heads of households in isolated Rwandan villages in the areas small-scale of animal husbandry, vegetable gardening, and nutritional programming; and extensive support to communities in Bosnia. As concerns this latter program, this has involved significant assistance across ethnic barriers in the rehabilitation of agricultural subsectors such as fish farming and bee keeping, including support to related cooperative associations. The direct needs of vulnerable segments of the population, widows and the elderly, and minority groups, have also been met through an extensive regenerative seeds distribution project covering a large region of municipalities within central Bosnia and contributions of fish, honey, and winter clothing channeled through local benevolent organizations. AICF/USA has most recently engaged in a planned research program covering the areas of food insecurity in the Horn of Africa.

Similarly, AICF/USA's health interventions have spanned several country programs, often constituting the principal or sole source of assistance in a region. In the case of Somalia, for instance, and despite the absence of a regional government and sporadic instability, AICF/USA continues to operate in the country's northeastern region, rehabilitating and building the health care capacity through a network of health posts and centers. Its training materials for maternal and child health specialists, traditional birth attendants, and community health workers, have been widely disseminated in Somalia and adopted by other international and local organizations, and the UNDP has been especially supportive of the program's PRA activities. The program in Rwanda also represents a significant contribution to the rejuvenation of health care services in the province of Butare, strategically situated on the border with Burundi where many refugees remain. Health education, community-based health care, and training of health professionals also figure prominently in all such programs.

As will be readily acknowledged in Cambodia and elsewhere, AICF/USA also has solid experience in all aspects of water supply and sanitation projects, and in varied physical environments. Such experience has included feasibility studies; the design and installation of appropriately designed urban and rural water systems (involving spring capping, gravity-



fed systems, pumped systems, and wells); the development of environmental sanitation programs; the development of companion water use and hygiene education programs; the establishment and training of local maintenance and repair teams and, importantly, of local committees which assume responsibility for long-term management and operation of such systems. As in all of its sectoral programs, AICF/USA's technical assistance is consistently accompanied by well-developed methods of community organization which are pivotal to the proper design, use, and long-term sustainability of such programs, and as well as associated behavioral changes.

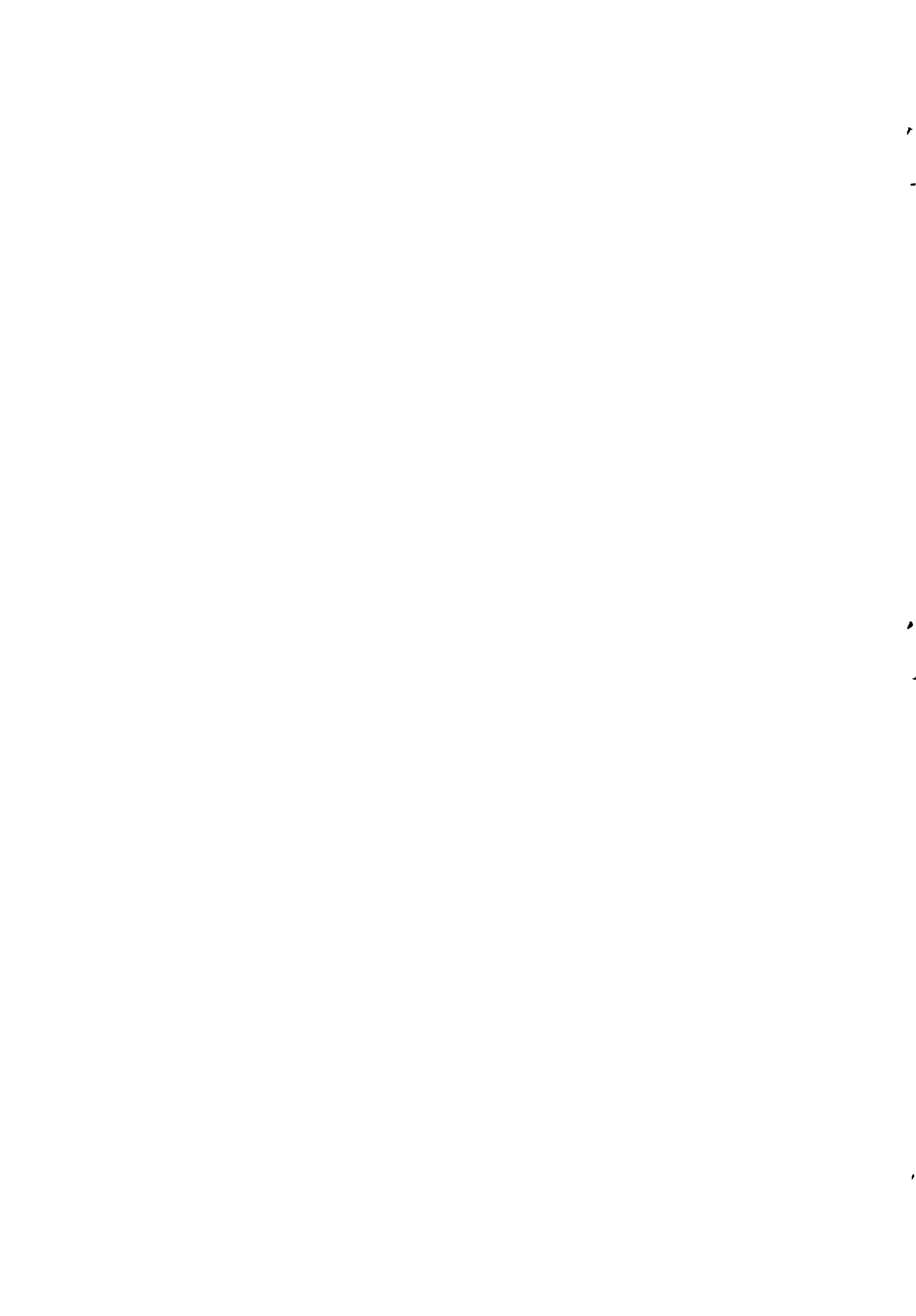
In terms of other infrastructural improvements, and through its collaboration with other international organizations, AICF/USA has assisted in the rehabilitation of roads and bridges in war-ravaged countries and undertaken major reconstruction projects to rehabilitate schools, hospitals, and other essential services. Many of the programs undertaken cover the spectrum of emergency services, such as the Sierra Leone program initiated in 1993 and which assisted in the rehabilitation of a range of medical, nutrition and water supply and sanitation areas.

Finally, AICF/USA's core principle of community involvement as the key to project success and sustainability has generated a repertoire of community development tools that field staff apply at the outset and throughout all programs. Community needs assessments and priority need identification; the formation of village development committees; local staff training and capacity building; and the use of the participatory rural appraisal (PRA), focus groups, and other methodologies, comprise the methods of operation underlying AICF/USA's community-based approach to assistance.

#### **VII.C Ability to Leverage Assistance:**

AICF/USA places much value in its organizational ability to draw support from myriad sources for a single program. In the case of the NCCDP, the work which AICF/USA has been providing to date under Phase-I in the northeast has led to valuable linkages with a wide array of local organizations (governmental, non-governmental and community-based), as well as with other international assistance agencies. In many instances and through a constant presence in the region, AICF/USA has established itself, not as simply a mover of resources, but rather as a catalyst in the mobilization of a wide range of resources from local institutions. This has clearly been the case with many of the VDCs that have successfully undertaken and implemented projects based on their perceived need. It is also being increasingly demonstrated by governmental agencies (i.e. the MRD) which have proven quite capable of exploiting experience in one area for application to others.

The NCCDP is a natural outcome of the collaborative relationships which AICF/USA has fostered through the course of Phase-I, and the integration of activities to support rural development under the NCCDP is the end result of a coming together of concerned agencies operating in the northeast. Under Phase-I, and as the principal institution engaged in rural development in the region, AICF/USA leveraged significant support from several donors. As detailed in Section IV.B.: the MRD and UNICEF have donated water supply and sanitation equipment, funded school latrine construction, provided financing for the development of an IDD research program, contributed educational materials, and many other areas; the World Food Programme (WFP) has also had a long relationship of coordinating assistance with AICF/USA, particularly in Steung Treng; the World Bank Social Fund (SFKC) has recently approved funding for select water supply programs; The Japanese Government has contributed to environmental sanitation programs; and several small foundations have assisted financially in other program areas.



Importantly, and for work under the NCCDP, AICF/USA has already obtained the support of many local and international agencies for continued collaboration: USAID will provide the majority of required "core" financing for work in Kratie and Steung Treng provinces; WFP is anticipated to contribute significantly in road and bridge reconstruction, as well as rice bank development. UNDP/CAREERE has been discussing collaboration as concerns PRDC development in Kratie and Steung Treng, as well as on water supply and sanitation in Ratanakiri, beginning with support for socio-environmental impact assessment of such activities in that area; UNICEF has expressed its support for community development, water supply, sanitation, and other areas of strategic interest; the World Bank's plans for support to integrated rural development in Cambodia has engaged AICF/USA in on-going discussions to ensure complementarity with the proposed NCCDP; and importantly, AICF/USA's steady partnership with the MRD and other line ministries will culminate in improved long-term program planning, monitoring, supervision, and management capabilities. The significant preparation which has gone into the development of key relationships with these cooperating agencies translates into an immediate capability to supplement already pledged assistance with support from a variety of other sources.

#### **VII.D. Financial Management and Reporting:**

As a U.S.-based PVO, AICF/USA has been a recipient of funding from a wide range of donors. Through its numerous grant programs, AICF/USA has acquired the institutional capability and accounting resources to complete financial reporting as well as other requirements in an effective and timely fashion. The organization engages an independent CPA firm to perform monthly audits and required annual audits, and also has a board treasurer to whom monthly reports and balance sheets are submitted. Compliance of each country program with financial management requirements is verified on a monthly basis by headquarters staff from both the programming and accounting departments.

#### **VII.E. Logistics Capability:**

Accustomed to operating in remote and difficult places, AICF/USA's logistical capability meets the standards required of those locations. Each country program has successfully established operations with prior knowledge of the means for mobilizing goods and people into and out of the region, and installed communications systems, such as radios and satellite phones/faxes, suitable to the environment. Security guidelines are mandatory and personnel are trained in the use of equipment, and how to appropriately respond to emergency situations (see also section V.B), and all personnel are required to report their whereabouts at all times. Where international security networks are present, program staff also maintain contact with the nearest office for security updates and regularly attend security meetings. Relationships with other international organizations are also regularly established to provide for frequent exchanges of information and assistance in communications and logistics.

#### **VII.F. Institutional Linkages:**

The list of donors that have supported AICF/USA's programs around the world is extensive, and major donors include the Soros Foundation, the British Overseas Development Administration (ODA), CARE/USA, United Nations Children's Fund (UNICEF), the United Nations High Commission for Refugees (UNHCR), the Reynolds Foundation, the LeBrun Foundation, the United States Agency for International Development (USAID), the Japanese Government Grassroots Project Assistance Program, Trocaire, Book Aid International, Stichting Vluchteling, United Nations Development Programme (UNDP), the Food and Agriculture Organization (FAO), and World Bank.



AICF/USA also works closely with a broad range of international partners in the implementation of field-based programs, such as AICF/France, Feed the Children/UK, Medecins Sans Frontieres, the International Rescue Committee, World Education, and myriad others who provide various in-kind support. In addition, all of the organization's programs also rely on close partnerships with local and host government agencies, local NGOs, and community organizations which not only benefit from program services, but demonstrate their commitment to program activities through significant in-kind contributions.





## Section VIII. Personnel

As with any organizational effort, its strength depends wholly on its personnel, their individual commitment to organizational goals and objectives, and their ability to work as a team. Under Phase-I, and for many of the reasons outlined in Section V, such a human resources base was developed. Through continued deployment of almost all of the same individuals, as well as continued adherence to the many principles guiding personnel management, the NCCDP will have a solid base from which to build. This section provides detail on the following categories of personnel:

- A. National
- B. Expatriate
- C. Home Office

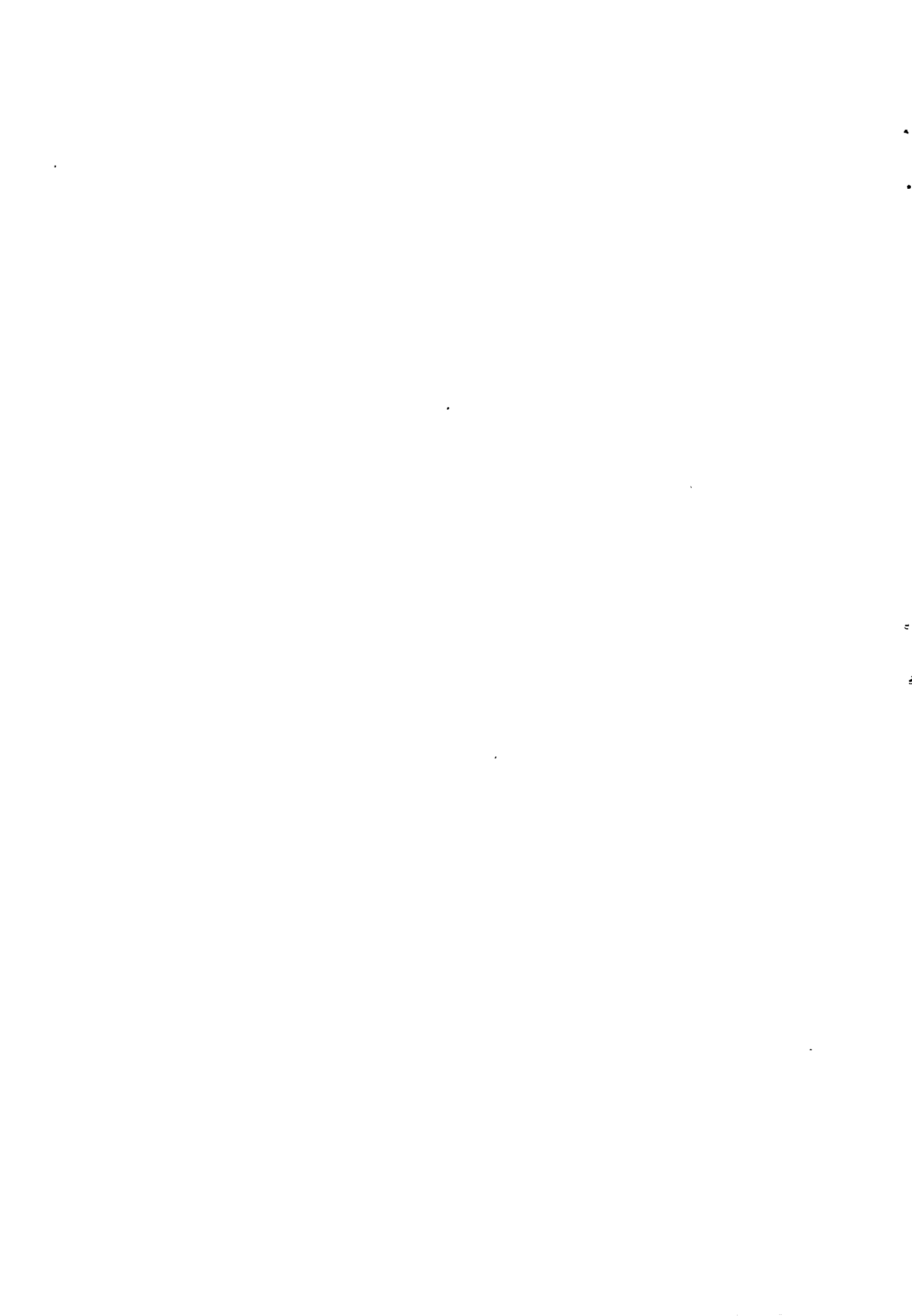
As a point of reference in reviewing this section, a Level-of-Effort (LOE) Chart for the overall program and the resumé of all expatriate personnel are available upon request. Importantly, and to provide an immediate capability for effective program start-up, it should be noted that all personnel who contributed to work under Phase-I (national and expatriate) have expressed their interest in and availability to serve under the NCCDP.

### VIII.A. National Personnel:

In almost all respects, the immediate success of the NCCDP, as well as the long-term sustainability of its activities and programs, resides in the capability and expertise of Cambodian national personnel. In the management section of this document (Section V), the administrative considerations related to the deployment of such personnel is fully discussed (i.e. the distinction made between staff and associate personnel), and the following provides further detail on their various classifications:

***Community Organization Personnel:*** The preeminent role accorded institutional development at the community level requires the development of staff proficient in a wide range of areas, including: surveying, adult non-formal education, program coordination, negotiation and conflict resolution, proposal development, local committee creation, management training, workplan development, supervision, reporting, program monitoring, and evaluation. As under Phase-I, the NCCDP will largely focus its efforts on the training of RCG and local non-governmental personnel in these areas, as well as provide logistical support for community-level work. Though the training and field work of such personnel will be closely monitored by the NCCDP, the primary responsibility for their supervision will remain with their cognizant department directors.

***Health Education Personnel:*** Though many of those who will work in the area of community organization will also have substantial responsibilities in the implementation of health education activities, others will be primarily assigned to this latter area. This is especially the case of those within key line agency departments (i.e. the MOH department of health education and the MRD department of rural health care), but is equally true in the case of others who are assigned to school health education activities— a fairly intensive activity which requires largely full-time attention throughout the academic year. Regardless of their particular areas of assignment, such individuals require expertise in surveying, adult non-formal education, needs assessment, public health issues, lesson plan development,



materials development, pre-testing/post-testing, reporting, etc.

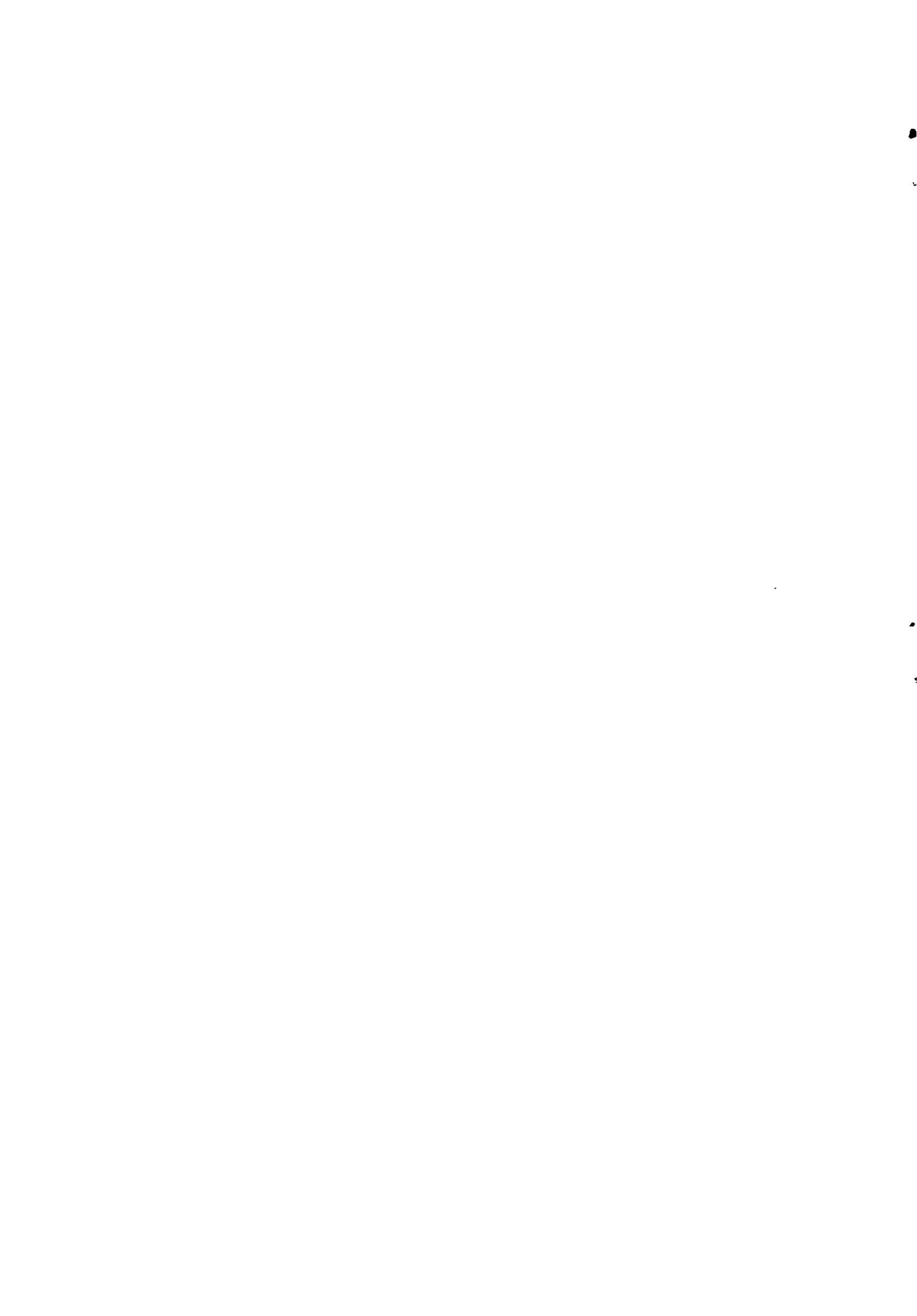
***Water Supply, Sanitation and General Construction Technicians:*** These individuals are largely responsible for the technical implementation of water supply, environmental sanitation and general construction activities. In addition to core duties such as drilling rig operation and maintenance, they are also required to learn a good deal in terms of hydrogeology, inventory management, technical site selection, logistical support, and the use of program communications systems. Additionally, and in light of the NCCDP's planned assistance to the development of private sector capabilities in rural water supply and sanitation, private contractors who figured prominently among technical personnel under Phase-I, as well as interested RCG personnel, will receive related training, guidance and support.

***Management and Administrative Personnel:*** Under the NCCDP, and given its emphasis on the transfer of key program responsibilities to local institutions, much greater efforts will be made to upgrade the capabilities of local governmental and private sector agencies in a variety of management-related areas, including: program monitoring and reporting, financial management, workplan development, logistical coordination, personnel supervision, etc. Within the RCG, key recipients of NCCDP training and support will include central-level service directors, provincial directors, and provincial department directors, and within the private sector, primary recipients will include local well, school and latrine construction technicians. Areas of training will involve financial management, program monitoring, inventory control computer use, GIS, marketing, etc. (also see Section III.C.2.B.).

***Support Personnel:*** These primarily include drivers and guards who have major responsibility for program security and logistical support. All are provided with very clear terms-of-reference as concerns their responsibilities in these areas, as well as associated tasks for ensuring smooth program operations at all levels.

***Consultants:*** As may be required on occasion, the NCCDP will also engage short-term consultants for specific tasks. Such tasks may include the development of family gardening capabilities, the mid-term and final evaluations, etc. Though preference will always be given to identifying RCG and other personnel within existing institutions to undertake such work, consultants will have an important role in supplementing the capabilities of these institutions— especially in the northeast which require exposure to many new technical areas and methods.

In addition to the above, and given the inter-disciplinary nature of rural development, as well as the importance of instilling a sense of ownership and shared responsibility for program success among all personnel, it is important to note that all program personnel will receive significant exposure to and training in other program areas which may not be of immediate importance to their individual jobs, but which are nonetheless critical to overall program implementation. For instance, technicians working on construction programs (who work closely with villagers and often over an extended period of time) need to be knowledgeable of and proficient in community organization, health education and similar fields, in order that they may reinforce the messages transmitted by other personnel. Community organization personnel likewise require exposure to technical areas in order that they may be better prepared to explain technical options and potential constraints to communities. Additionally, it is necessary to highlight the importance of cross-cultural and language skills of all personnel— especially for those assigned to work in minority communities, but also for those who have a higher level of education and which may have difficulty in appropriately communicating with target audiences if not properly prepared.



Finally, and as mentioned above, a core group of national staff which has already served under Phase-I is available for immediate deployment under the NCCDP. Additional candidates have been identified, and will be further pursued as preparations for program start-up are finalized. Any new personnel will receive thorough exposure to existing program sites in Kratie and Steung Treng prior to their deployment in other areas.

#### VIII.B. Expatriate Advisors and Personnel:

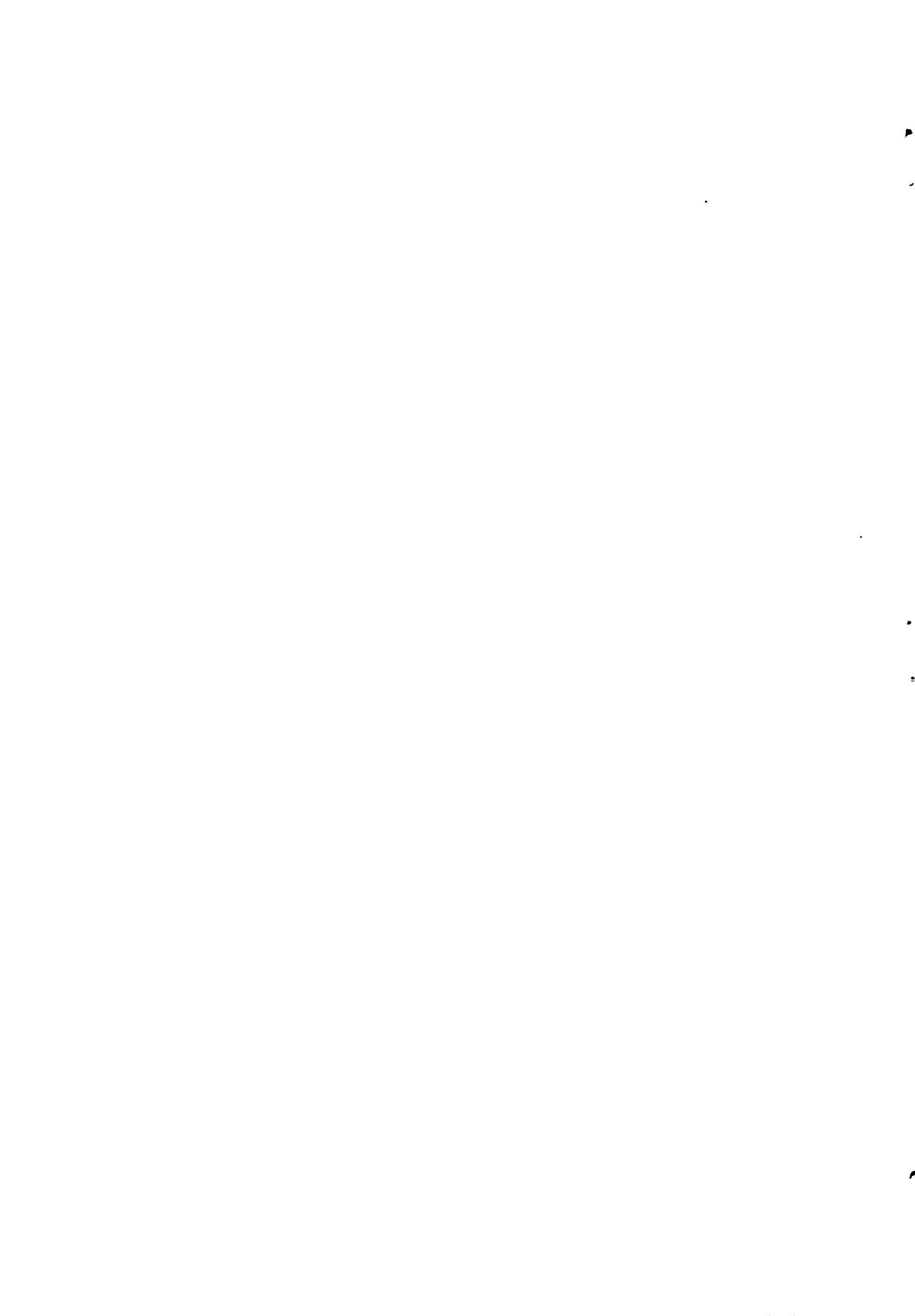
As developed in the management section, and in addition to an array of other considerations, program success requires an appreciation for the role of expatriate technical assistance as only a short-term input. Nonetheless, such personnel are of obviously critical importance— not only providing for much needed expertise in program design and training, but also ensuring program compliance with the requirements of donors and other such agencies. Under the NCCDP, such personnel will include:

***Program Coordinator/Country Representative:*** Based in Phnom Penh, this individual is responsible for overall program planning, inter-agency coordination, financial oversight, reporting, and assuring compliance with the requirements of donor and cooperating institutions.

***Program Manager:*** Based in Phnom Penh, this individual will be largely responsible for program administration and management, ensuring compliance of the overall program with donor requirements, providing for improved inter-agency coordination, ensuring program progress related to the transfer of key programmatic responsibilities to cooperating institutions, and complementing provincial technical assistance needs as indicated.

***Rural Water Supply and Construction Specialists:*** Over the course of the NCCDP, such specialists will be posted in each target province, overseeing program activities as they pertain to the construction and development of rural water supplies, sanitation systems, schools and clinics, as well as other community development initiatives which require their expertise and involvement. These individuals will also have primary responsibility for developing local institutional capabilities in these areas, paying particular attention to the NCCDP's private sector development initiatives as set forth in Section III.C.2.D. As community organization and education are also recognized as central to the immediate success and ultimate sustainability of the activities of these specialists, their work will be closely coordinated with those of the Rural Training/CO-CHE Specialists. As with all other positions, these specialists also require strong capabilities in program management and administration, an ability to effectively liaise and coordinate with a wide range of local institutions, and strong training and pedagogic skills.

***Rural Training/CO-CHE Specialists:*** Over the course of the NCCDP, such specialists will be posted in each target province, overseeing the development of strategies, materials and local capabilities related to community organization and health education. This will include the design and development of training and outreach programs for: community needs assessment and KAP surveys; household surveys which will provide a primary basis for monitoring program impact; training programs for VDCs; both community- and school-based health education programs; and program monitoring systems and instruments. It also involves a great deal of effort in training and supervising local personnel in technical and pedagogic areas, and as with all other positions, strong capabilities in program management and administration, an ability to effectively liaise and coordinate with a wide range of



local institutions, and strong training and pedagogic skills.

**Short-Term Consultants:** Throughout NCCDP implementation, and as needs arise, additional technical assistance needs will be provided through short-term consultants. Areas in which such consultants are currently envisioned include: management, GIS system development, and program evaluation. In all such cases, consultants will be provided with very detailed terms-of-reference and key background documents, and preparations will be made in collaboration with cooperating and donor agencies to ensure full institutional support and backing.

In reviewing the above, it is important to note that among full-time personnel, and though each individual has specific roles and responsibilities within certain geographic locations which they must fulfill, the NCCDP will also deploy such individuals in other areas as may be required, and as may be indicated by their specific areas of expertise. As with national personnel, and given the inter-disciplinary nature of the NCCDP, it is important that all program personnel receive significant exposure to other areas which may not be of immediate importance to their individual jobs, but which are nonetheless critical to overall program implementation. In this manner, the expertise available within a relatively small group of individuals can provide for coverage within a much wider range of technical and managerial areas.

Finally, and as mentioned above, a core group of personnel which has already served under Phase-I is available for immediate deployment under the NCCDP. Additional candidates have been identified by both the Washington and Phnom Penh offices of AICF/USA, and will be further pursued as preparations for program start-up are finalized. Any new personnel will receive thorough exposure to existing program sites prior to their deployment in other areas.

#### **VIII.C. Home Office Personnel:**

In addition to field-based personnel, AICF/USA will make available the services of several staff members based in Washington. In addition to accounting and administrative staff, these include the director, associate director, Cambodia program manager, and administrative and accounting personnel, and their areas of responsibility under the NCCDP are detailed as follows:

**Director, AICF/USA:** The director will provide overall supervision of the program, ensuring its compliance not only to donor requirements, but also its adherence to organizational goals and objectives (see Section VII), program-specific workplans, and overall program administration and management.

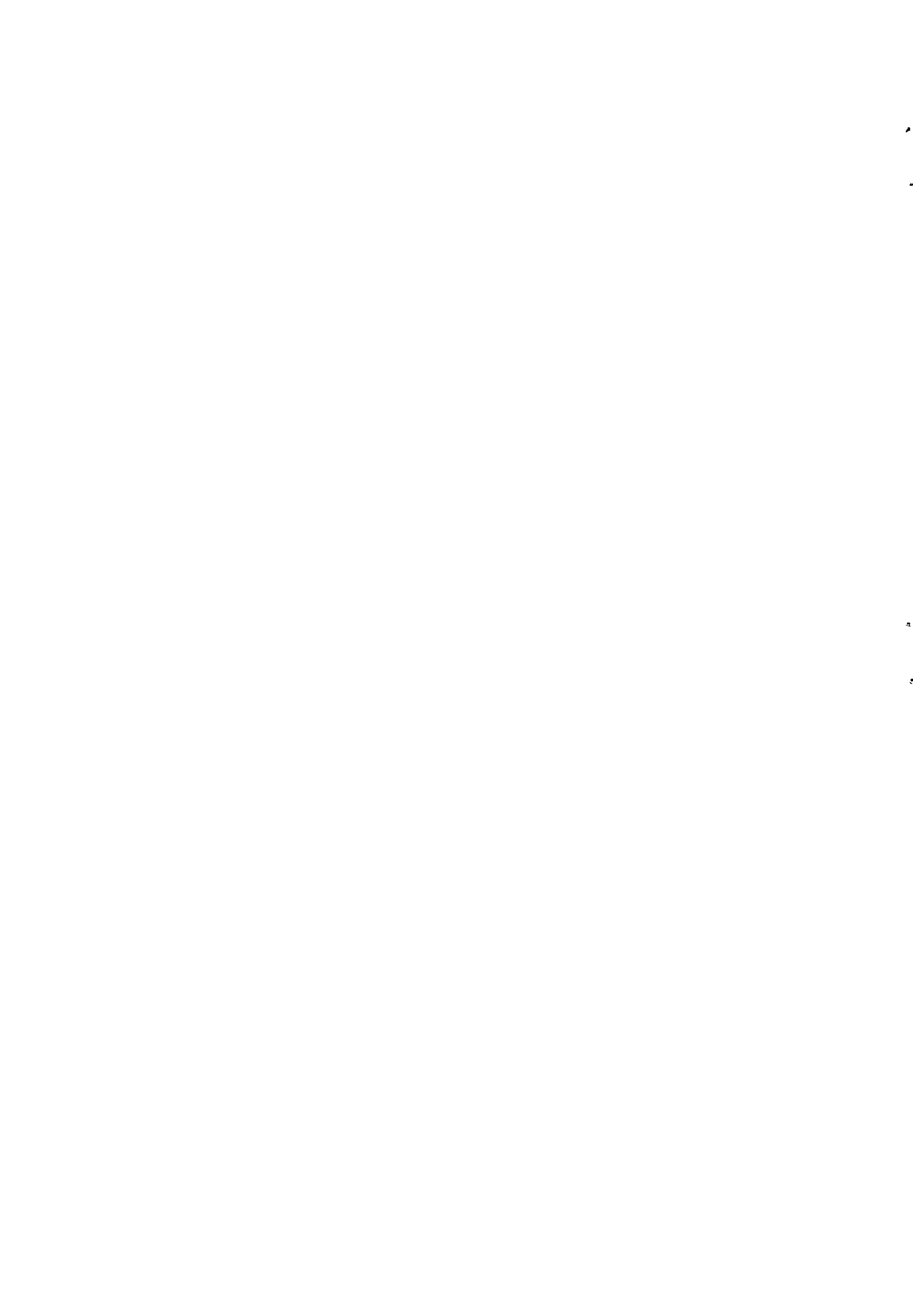
**Associate Director:** The associate director, who is charged with overall program development within AICF/USA, will provide closer oversight of NCCDP implementation, liaison with other international agencies outside of Cambodia, and given the current associate director's strong background in natural resources management, gender analysis and GIS, will have substantial programmatic input in these areas as well.

**Program Manager:** This individual will maintain primary responsibility for day-to-day program management— liaising between the Washington and Phnom Penh offices on issues related to personnel recruitment and management, financial management, the provision of expatriate short-term consulting services, liaison with other international agencies outside of Cambodia, and general program backstopping.





# **Annexes**



# **Annex 1**

## **NCCDP Logical Framework Analysis**



## Logical Framework Analysis of the Northeast Cambodia Community Development Program (NCCDP)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><b>Goal:</b></p> <p>To stabilize and revitalize rural communities throughout northeastern Cambodia through the implementation of an integrated program of assistance</p>	<p>Improved well-being in the Northeast provinces and a decentralized, institutional planning structure</p>	<p>Periodic and formal evaluations</p> <p>Standardized household survey to be conducted in each new community prior to program interventions and approximately annually thereafter.</p>	<p>There is adequate security in the region and continued political stability nationally.</p>
<p><b>Community-Level Objectives:</b></p> <p><b>Objective A (Community Organization and Development):</b></p> <p>Improve community self-assessment, local governance and development of management capabilities through the establishment of appropriate village-level organizational structures, and the fostering of common rural development approaches among concerned national and international agencies</p>	<p>100 village communities which have participated in needs assessments and surveys have identified development priorities.</p> <p>100 VDCs or other local organizational structures established (by both the program and other agencies.)</p> <p>At least one additional NCCDP-sponsored project is undertaken in by VDCs in 50 communities and that such projects are successfully maintained over time.</p> <p>At least 2 additional non-program-related projects are undertaken by each VDC and successfully maintained over time.</p> <p>100 communities hold VDC re-elections.</p>	<p>Program records Baseline needs assesment and KAP surveys</p> <p>Program records/surveys Community organization checklist</p> <p>Program records/surveys Village meeting form; community education form</p> <p>Program records/surveys</p>	<p>Continued support for VDCs among communités, local authorities and development agencies</p>



## Logical Framework Analysis of the Northeast Cambodia Community Development Program (NCCDP)

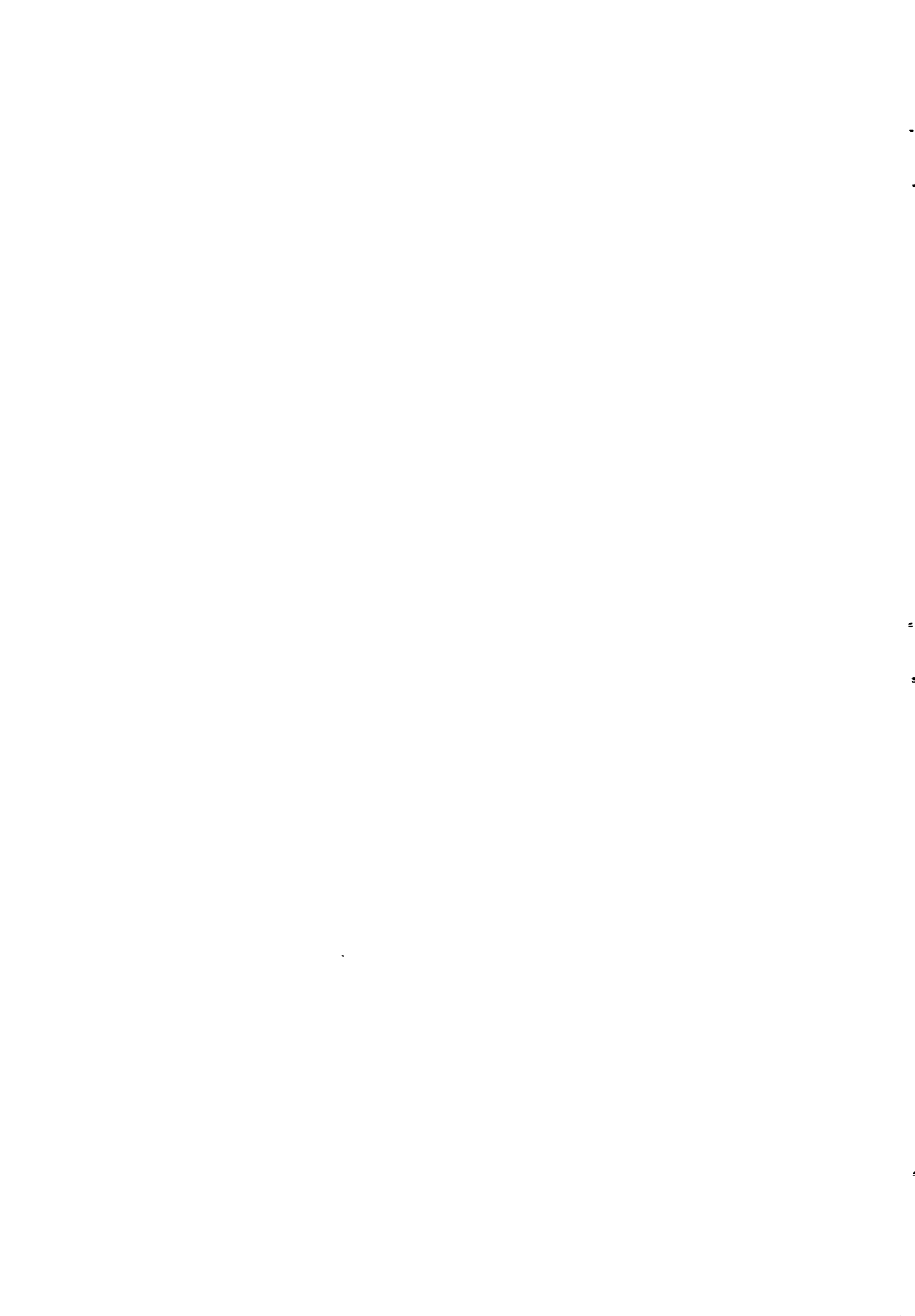
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><b>Objective B (Rural Water Supply):</b></p> <p>Improve drinking water supply sources to 54,000 rural customers throughout northeastern Cambodia, and assure their sustainability through providing appropriate village-level training in system maintenance and repair and establishing systems within the private sector for the distribution of required spare parts</p>	<p>360 community-managed water points are developed and operational in 100 communities.</p> <p>1440 maintenance and repair teams members are established and operational.</p> <p>25 trained local water supply technicians from local RCG, NGO and private sector agencies are providing technical assistance and support to communities in water supply activities and other programs.</p> <p>Additional improved water sources result from water quality testing capability.</p> <p>4 private sector spare parts outlets are established and responding to needs.</p>	<p>Program records/surveys National drilling log forms</p> <p>Program records/surveys, Project Monitoring Water Supply Systems, maintenance and repair log books</p> <p>Program records/surveys</p> <p>Program records/surveys</p>	<p>Water supply is a priority need identified in community assessments and surveys</p>
<p><b>Objective C (Environmental Sanitation):</b></p> <p>Promote hygienic latrines throughout the region, including the construction of demonstration latrines in local schools and the development of private sector capabilities and programs for family latrine construction.</p>	<p>50 four-unit demonstration latrines constructed at school sites and select institutional locations are properly maintained and in regular use</p> <p>Households and community leaders in proximity to the schools are promoting and adopting improved hygiene practices.</p> <p>150 family latrines are developed and properly maintained and utilized.</p> <p>20 trained personnel from local RCG, NGO and private sector agencies are providing technical assistance and support to institutional and family-level environmental sanitation efforts</p>	<p>Program monitoring records</p> <p>Community education activities form, surveys</p> <p>Surveys, program records</p> <p>Surveys, program records</p>	<p>The needs, practices, and beliefs of the communities regarding sanitation are known and adaptable to the use of latrines as a hygiene intervention</p> <p>The VDCs are centrally involved in the planning and design of latrines</p>





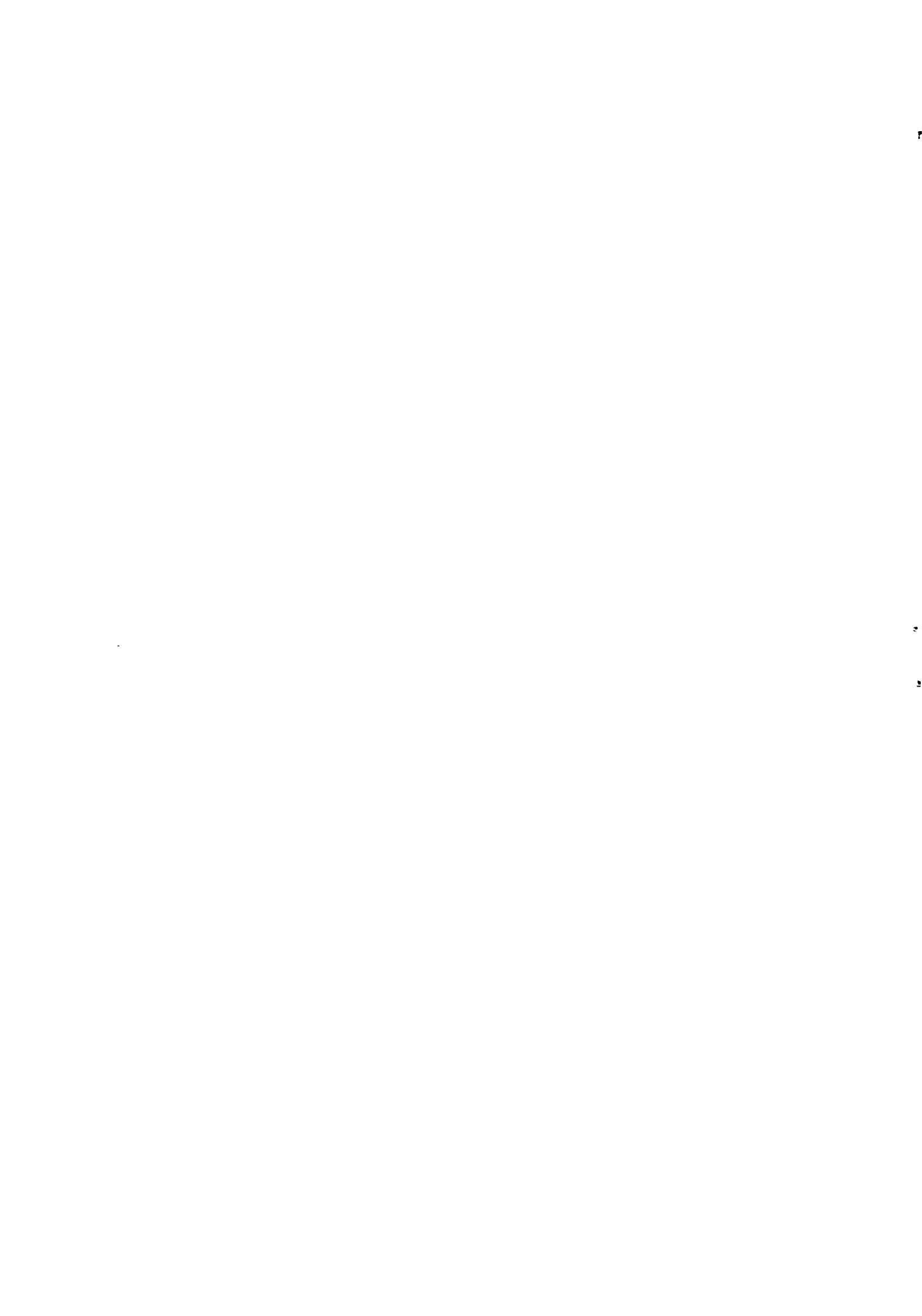
## Logical Framework Analysis of the Northeast Cambodia Community Development Program (NCCDP)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><b>Objective D (Health Education):</b></p> <p>Increase community and individual acceptance of improved health and hygiene behaviors through both community- and school-based educational programs, as well as assisting in the introduction of commercially-distributed health commodities (e.g, condoms, iodized salts )</p>	<p>100 VDCs and their community leaders are motivating communities to adopt better behaviors and practices in hygiene and health</p> <p>15,000 community members receive basic training in improved water use and hygiene education practices.</p> <p>Improved distribution and marketing of commercially available health commodities ensured within beneficiary communities</p> <p>300 primary school teachers trained in health education are properly transferring this knowledge to approximately 12,000 schoolchildren.</p> <p>Improved quality of care among formal health sector personnel involved in outreach activities, especially as concerns water use and hygiene education.</p>	<p>VDC journals, surveys</p> <p>Periodic surveys</p> <p>Program monitoring records, surveys</p> <p>Program monitoring records, surveys</p> <p>Program monitoring records, surveys</p>	<p>Relevant agencies are collaborating in developing related educational programs, as well as a distribution network for health commodities.</p>
<p><b>Objective E (Other Community Development Initiatives):</b></p> <p>Respond to other locally expressed development priorities through facilitating linkages between local community groups (i.e. VDCs), and implementing small-scale activities such as school construction and rehabilitation</p>	<p>30 village rice bank programs are established through the VDC structure</p> <p>100 family gardens are developed</p> <p>2 small-scale nurseries are developed</p> <p>75 primary school classrooms are constructed or rehabilitated.</p> <p>25 area clinics are rehabilitated.</p> <p>40 villages have received information on improved animal health practices, farm implements, etc</p>	<p>VDC journals and surveys</p> <p>Program records/surveys</p> <p>Program records/surveys</p> <p>Program records</p> <p>Program records</p> <p>Program records/surveys</p>	<p>Other non-USG institutions, e.g., WFP, UNICEF, MRD, CRC, SFKC, Private foundations, etc. collaborate in providing assistance</p> <p>Communities have identified these as areas of need and priority</p> <p>MOE and MOH support for staffing requirements is forthcoming</p>



## Logical Framework Analysis of the Northeast Cambodia Community Development Program (NCCDP)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<b>Institutional-Level Objectives:</b>			
<p><b>Objective A (Decentralization of Service Delivery):</b>            Improve service delivery to rural areas through assistance in establishing district-level programs and offices by collaborating local agencies at the provincial level and in the development of a regional strategy and program for service provision in the NE at the national level.</p>	<p>A forum for regional planning is established.</p> <p>The Northeast Cambodia Liaison Office is established and serving as a clearinghouse.</p> <p>The number of collaborative projects increases after the installation of liaison offices at the provincial level.</p> <p>The number of collaborative projects increases after the installation of 4 liaison offices at the district level.</p> <p>Other district offices are established after dissemination of results.</p>	<p>Program records</p> <p>Program records</p> <p>Provincial program records</p> <p>District program records</p> <p>Provincial program records</p>	<p>Physical accommodations are available for setting up provincial and district offices.</p>
<p><b>Objective B (Human Resources Development):</b>            Improve the technical capabilities of local agencies at the national, regional, and district levels through the training of program personnel in NCRDP areas of involvement, and the development of a regional training, exchange and study tour program</p>	<p>All VDCs and communities are receiving some technical support from 25 field agents trained in community organization, adult non-formal education, rice bank development, and health/hygiene.</p> <p>All projects in water supply and sanitation, school construction, etc. are receiving some technical support from the 25 trained field agents.</p> <p>All projects are being planned, managed, supervised, and monitored by 12 trained program managers.</p> <p>Educational and training materials on all aspects of program execution are broadly disseminated.</p>	<p>Training assessments</p> <p>Program records</p> <p>Training assessments</p> <p>Pre- and post-testing with respect to knowledge, application, and performance</p>	<p>The terms of reference for each individual's post are agreed upon prior to participating in the training activities</p>



## Logical Framework Analysis of the Northeast Cambodia Community Development Program (NCCDP)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><b>Objective C (Program Planning and Management):</b></p> <p>Improve the managerial capacity of governmental and non-governmental organizations at the local level through assisting in the development of terms of reference for field personnel, training in program management and supervision, collaborative program planning and management; and the establishment of comprehensive and transparent program reporting, monitoring and evaluation systems</p>	<p>Terms of reference for personnel assigned to NCRDP are developed.</p> <p>9 inter-agency NCRDP regional planning sessions are held throughout the course of the program</p> <p>Inter-agency agreements and programs for the gradual transfer of program management responsibilities are developed.</p> <p>The results of the program planning and management model are disseminated and used as an operational research tool for national-level program managers and decision-makers.</p>	<p>Program records</p> <p>Interactive performance evaluation sessions on a regular basis for all NCRDP personnel</p>	<p>TORs are developed and adhered to</p>
<p><b>Objective D (Private Sector Development):</b></p> <p>Promote private sector involvement through- out the NE through assisting local contractors in developing well and latrine construction capabilities, in the establishment of retail outlets for hand-pump spare parts distribution, and in the establishment of systems for the community-based commercial distribution of key health commodities</p>	<p>At least one private well construction concern is developed and capable of operating independently by the program's completion.</p> <p>8 trained local contractors undertake the construction of family latrines.</p> <p>4 retail outlets are established for the distribution and retail sale of hand-pump spare parts.</p> <p>Concerned agencies working with AICF/USA develop systems for community-based commercial distribution of iodized salt, condoms, impregnated mosquito nets, and ORS.</p> <p>Other areas for private sector involvement are identified.</p>	<p>Business plans and periodic performance reviews</p> <p>Local contracts submitted to VDC authorities</p> <p>Technical workshop/training certificates</p> <p>VDC records</p>	<p>Local entrepreneurial talent can be appropriately identified and prepared.</p> <p>Appropriate mechanisms can be put into place to provide for the eventual transfer of equipment, the periodic use of such equipment on non-grant activities</p> <p>Marketing opportunities (including RCG and donor support) for private sector development further develops</p>



## Logical Framework Analysis of the Northeast Cambodia Community Development Program (NCCDP)

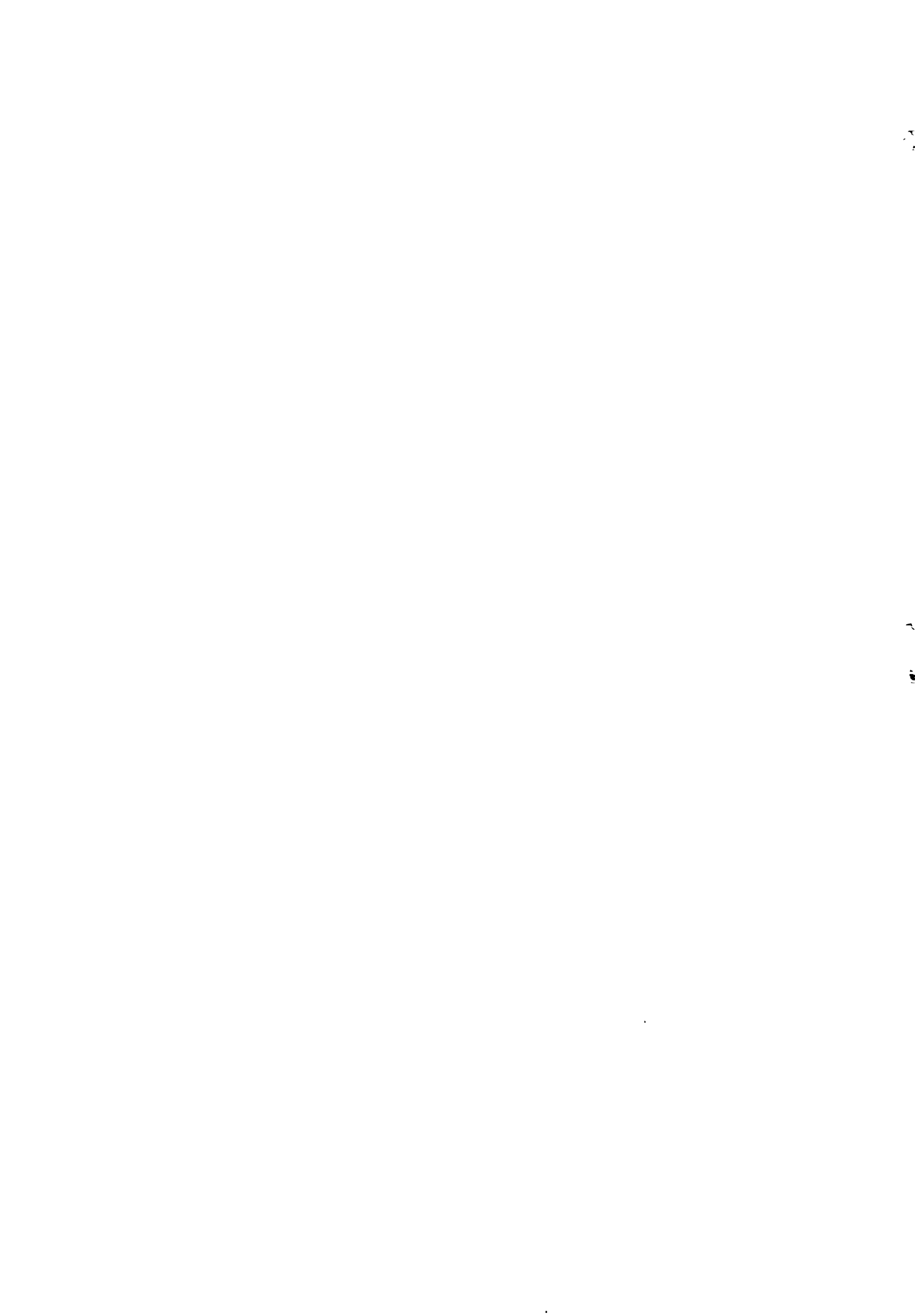
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Assumptions
<p><b>Objective E (Monitoring and Evaluation):</b></p> <p>Ensure the development of comprehensive systems for on-going monitoring of program performance, and the periodic evaluation of program activities to measure progress against objectives and workplans, and to provide a sound basis for adjustments in program implementation.</p>	<p>Monitoring and evaluation instruments for use by field agents and community members are developed, standardized, and effective in making program adjustments.</p> <p>Ministerial personnel, local field agents, and community members are successfully conducting periodic evaluations of specific programs and activities.</p> <p>Central-level ministerial departments are involved in mid-term and final evaluations.</p>	<p>Program monitoring evaluation recommendations</p> <p>Standardized household survey to be conducted in each new community prior to program interventions and approximately annually thereafter</p> <p>Other monitoring systems and instruments developed which provide timely and accurate information on program performance, and which directly serve in program planning and management</p>	<p>Continued inter-agency support for evaluation missions</p> <p>Cooperation with other agencies in the development of standardized survey instruments</p>





# **Annex 2**

## **NCCDP Workplan**



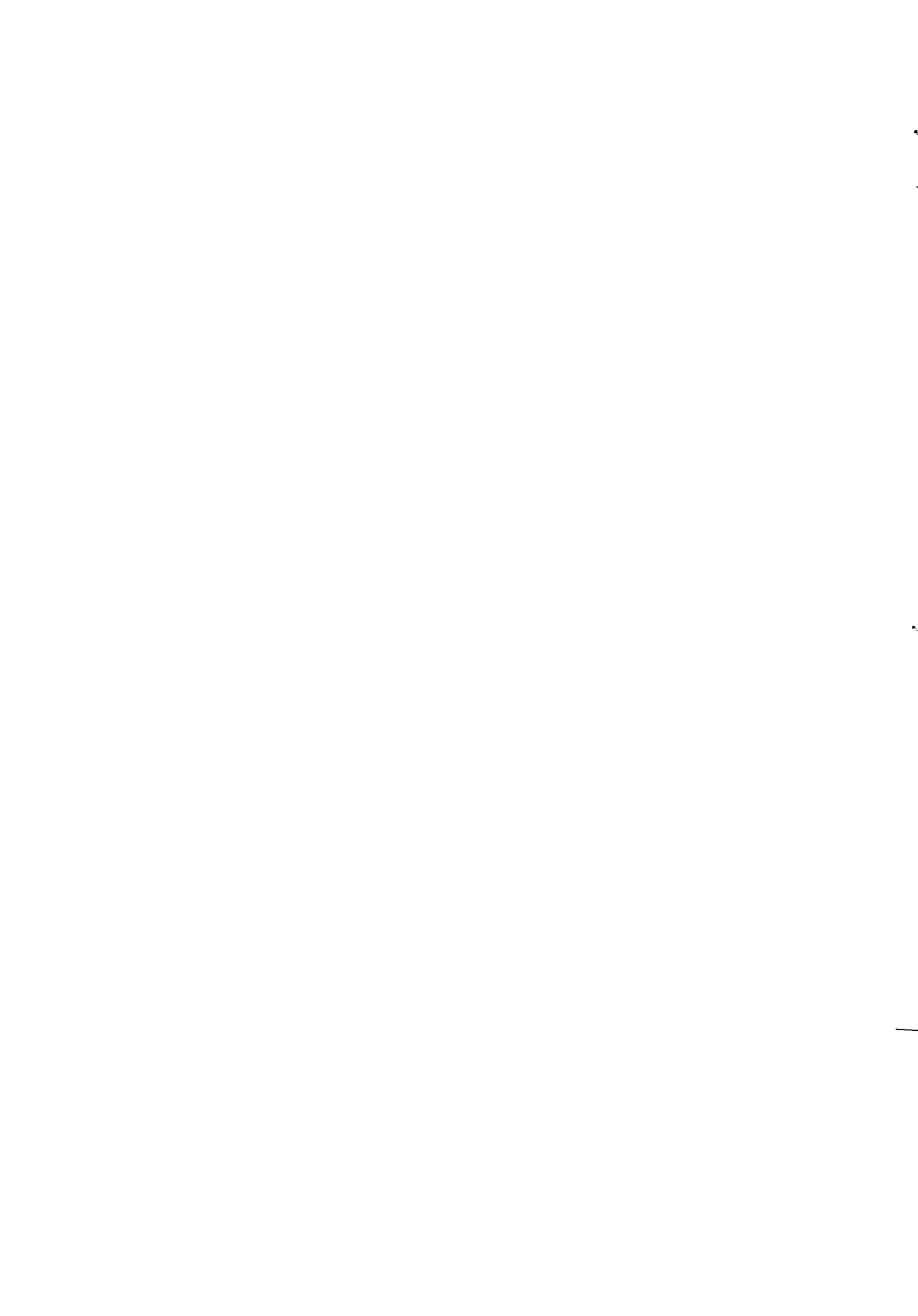
## Workplan for the Northeast Cambodia Community Development Program (NCCDP)

Activity	Unit	Year One				Year Two				Year Three				TOTAL	
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
<b>I. GENERAL PROGRAM STARTUP</b>															
Expatriate staffing and local personnel recruitment	province	PP/KS													n.a
Coordination with Ministries, local government, and cooperating agencies	province	PP/KS													n.a
<b>II. IMPLEMENTATION PLAN</b>															
Design/planning with concerned agencies for community/institutional activities	province	PP/K/ST													n.a
Agreements signed	province	PP/K/ST													n.a
<b>III. COMMUNITY-LEVEL ACTIVITIES</b>															
<b>A. Community Organization and Development</b>															
Conduct household surveys and community needs assessments	VDC	5	10	10	10	12	12	12	12	10	7				100
VDC training and community project design	VDC mbr		35	70	70	70	84	84	84	84	70	49			700
Formal contract signing and project planning phase	VDC		5	10	10	10	12	12	12	12	10	7			100
<b>B. Rural Water Supply</b>															
Train local maintenance and repair teams	pers.	68	136	136	136	163	163	163	163	136	95	40	30		1,430
Technical training to and supervision of water supply technicians	pers.				10				15						25
Develop improved water points coordinated through VDCs	water point	17	34	34	34	41	41	41	41	34	24	10	7		357
Develop programs for monitoring improved water sources and responses to identified problems	IRP	2	3	3	3	4	4	4	4	3	2	1	1		36
<b>C. Environmental Sanitation</b>															
Develop four-unit demonstration latrines at school/other institutional locations	latrine unit	12	15	15	10	12	15	15	10	12	15	15	4		150
Train teachers in hygiene education	teacher	24	30	30	20	24	30	30	20	24	30	30	8		300



## Workplan for the Northeast Cambodia Community Development Program (NCCDP)

Activity	Unit	Year One				Year Two				Year Three				TOTAL
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
Develop and conduct hygiene education for school children	children	800	1125	1125	750	800	1125	1125	750	900	1125	1125	300	11,250
Develop private sector construction capabilities for family latrines	family latr.	12	15	15	10	12	15	15	10	12	15	15	4	150
<b>D. Health Education</b>														
Provide water use and hygiene educ. to customers of water supply/sanitation	pers.	850	1700	1700	1700	2040	2040	2040	2040	1700	1190	500	350	17,850
Develop and disseminate hygiene education materials to primary school teachers	teacher	30	40	30	0	30	40	30	0	30	40	30		300
Promote and ensure health commodities marketing with concerned agencies	various													n a
Provide TOT in health education to primary school teachers	teacher	30	40	30	0	30	40	30	0	30	40	30		n a
Oversee provision of school-based health ed for students	school	1050	1400	1050	0	1050	1400	1050	0	1050	1400	1050		10,500
Integrate formal sector personnel into program health outreach activities	pers	4	4	5	5	5	5	5	5	5	4	3		50
<b>E. Other Community Development Initiatives</b>														
Identify with VDCs additional projects and required resources, and develop related plans	project		5	5	5	5	5	5	5	5	5	5		50
														n a
<b>IV. INSTITUTIONAL-LEVEL ACTIVITIES</b>														
<b>A. Decentralization of Service Delivery</b>														
Inter-agency NCRDP planning sessions	session	1	1	1		1	1	1		1	1	1		9
Establish Northeast Cambodia Liaison Office within MRD Central Bureau	province		1											1
Establish 2 provincial liaison offices	province			1	1									2
Establish 4 district liaison offices	province		1		1		1		1					4
Train district-level personnel in community organization and other areas	pers				10				10				5	25
Disseminate results of decentralization model	various													n a
														n a



## Workplan for the Northeast Cambodia Community Development Program (NCCDP)

Activity	Unit	Year One				Year Two				Year Three				TOTAL	
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4		
<b>B. Human Resource Development</b>															
All training programs and materials dissemination ongoing	various														n a
<b>C. Program Planning and Management</b>															
Develop program for collaborative regional planning, management, and M&E	various														
Holding of Inter-agency program planning sessions	session	1	1	1		1	1	1		1	1	1			9
Develop inter-agency agreements/programs for transfer of manage. respons	various														n a
Disseminate results of planning and management exercises at national-level	various														n a
<b>D. Private Sector Development</b>															
Establish private sector well construction entity	company													1	1
Provide training/support to local latrine construction contractors	contractors			4				4							8
Establish retail outlets for distribution and retail sale of hand-pump spare parts	outlet				2				2						4
Assist in developing systems for community-based distr of commodities	various														n a
Identify other areas for private sector involvement	various														n a
<b>V. MONITORING AND EVALUATION</b>															
Develop improved M&E instruments for field agents and community members	various														n a.
Periodic evaluations/surveys pertaining to specific programs and activities	various														n a
Set-up, training, and use of GIS	GIS sys														n a
Formal mid-term evaluation	eval							1							1
Formal final evaluation	eval												1		1
Headquarters monitoring visits	trip			1				1				1			3





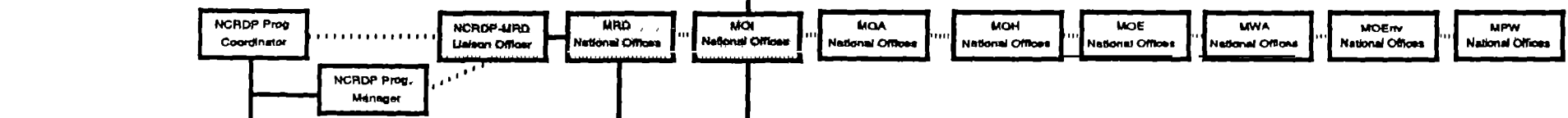
# **Annex 3**

## **NCCDP - RCG Organizational Chart**

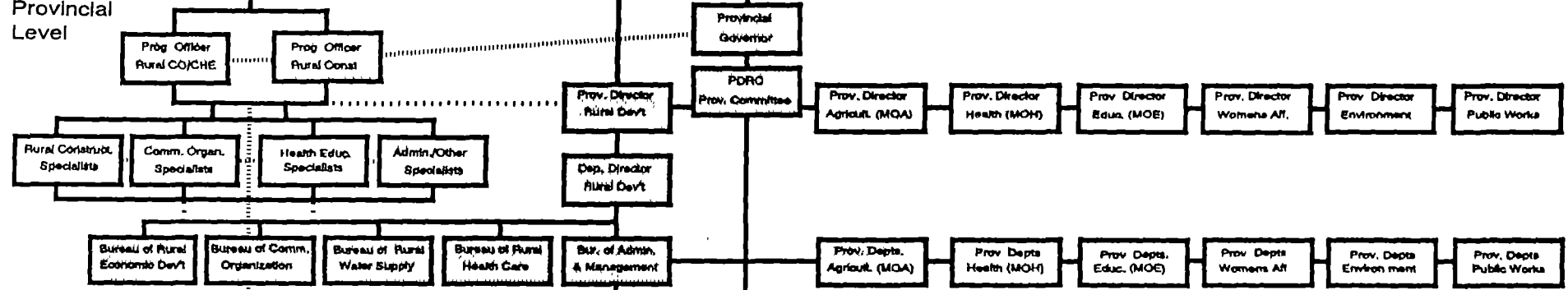


# NCCDP - RCG Organizational Relationships

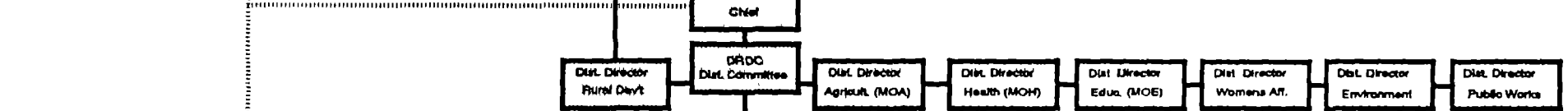
National Level



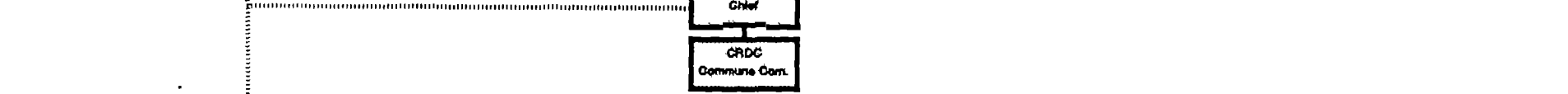
Provincial Level



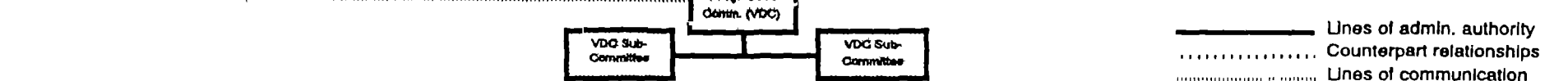
District Level



Commune Level



Village Level



— Lines of admin. authority  
 ..... Counterpart relationships  
 ..... Lines of communication



# **Annex 4**

## **Letters of Support**





Phnom Penh, le

Ministère du Développement Rural

N° MDR

1 April 1996

Mr. Louis O'Brien, Country Representative  
AICF/USA Cambodia  
No 35, Street 294 (Chrun You Hak)  
Quartier Tonle Bassac, District Chamcarom  
B P 551, Phnom Penh, Kingdom of Cambodia

Dear Mr. O'Brien:

On behalf of the Ministry of Rural Development, I am most pleased to express our support for a continuation of AICF/USA's community water and health education program in Northeastern Cambodia. Over the past two and a half years, MRD and AICF/USA have worked in close collaboration on this program, including: the training of personnel in educational, technical areas of program implementation; program planning and management; the development of education materials and videos; the development of standardized approaches to community organization; and many other areas

Throughout our work together, the MRD has been favorably impressed both with AICF/USA's technical capabilities, as well as its desire to work with and through local institutions at all levels. As concerns the latter, we have been especially appreciative of your work in establishing and training of Village Development Committees (VDCs). Such activities serve not only the immediate organizational needs of communities, but are also helping to put into place the democratic framework from which all of rural Cambodia can participate in and benefit from the fruits of development.

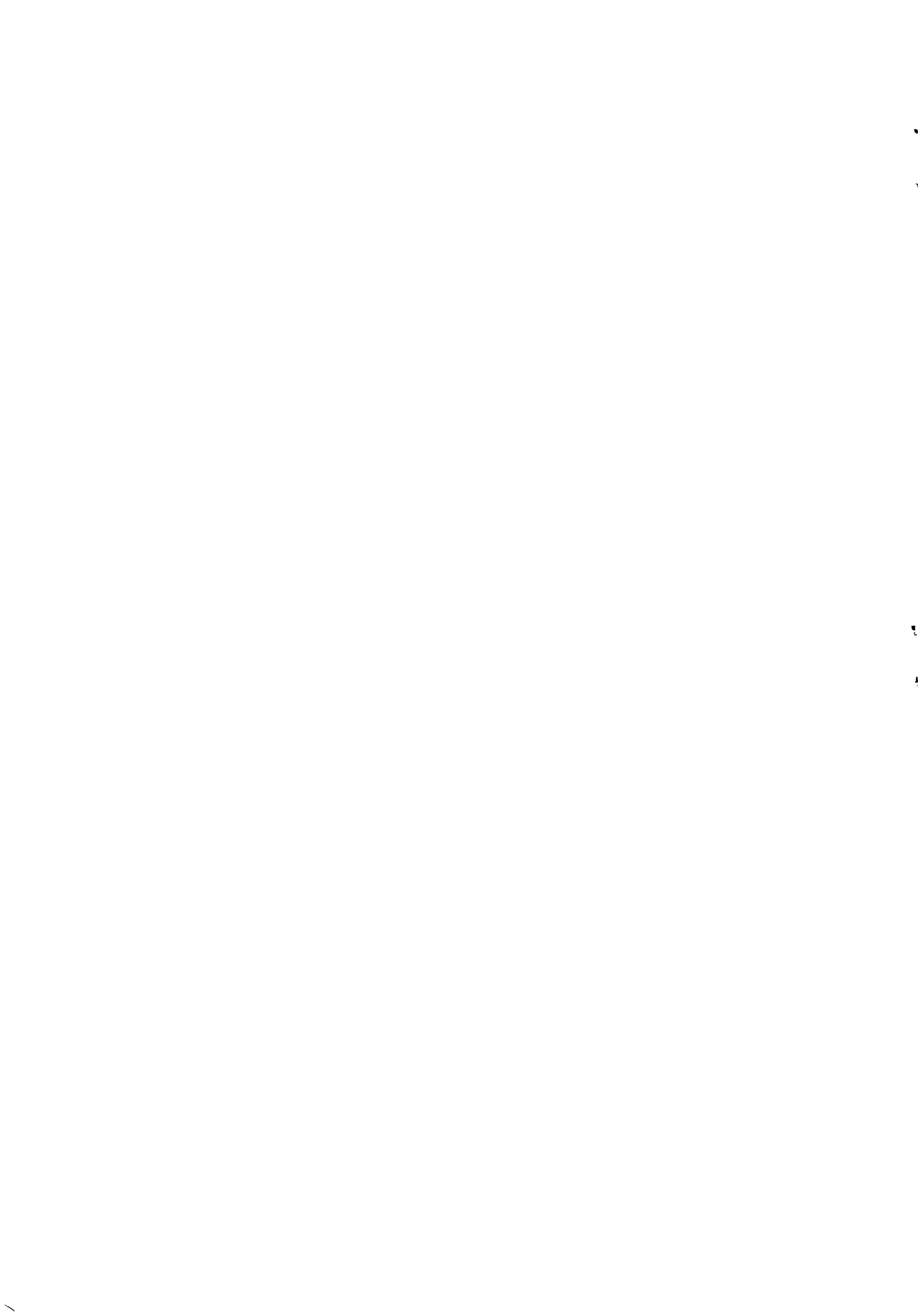
However, while significant strides have been made in your principle work areas in the provinces of Kratie and Steung Treng, much work remains to be done. Rural communities throughout these provinces as well as the other northeastern provinces of Ratanakiri and Monduliri continue to suffer great hardship due to a lack of potable water sources and appropriate sanitation. Given AICF/USA's experience in these areas, and the close relationships you have fostered with the MRD and other agencies, I am confident that a continuation of our work together will lead to significant results throughout the northeast, and we hope that you are successful your efforts at obtaining the financial support required.

Given the importance of the above to the rural populace throughout the northeast, as well as to the MRD's own institutional development efforts, please do not hesitate to contact me at (015) 919-420 or Tel/Fax 366-790

We hope you are successful with your efforts and we look forward to working with you in the upcoming months ahead.

Sincerely,

Ngy Chanphal  
Under Secretary of State





CD-11/96-034

12 June 1996

Dear Mr O'Brien,

On behalf of UNICEF Cambodia, I am pleased to write in support of the programmes carried out by AICF/USA, which clearly benefit the children and women of this country. When AICF/USA first arrived in Cambodia an excellent working relationship began between our two organizations, based on sharing of information and a partnership especially in the areas of water supply, health education and sanitation. This partnership has been greatly appreciated because AICF/USA has been working in a remote and difficult part of the country which UNICEF programs were not able to reach.

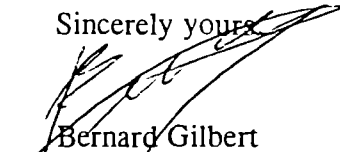
Over the last few year AICF/USA has developed one of the strongest WATSAN programs in the country backed up by a team of well qualified professional staff. The Programme is particularly impressive in that AICF/USA has built a good working relationship with a number of governments counterparts and which involves communities at all stages of the development of its projects.

We hope to be able to continue our collaboration with AICF/USA, particularly in the area of community development where UNICEF shares the strategy of working through communities. As UNICEF works through the same counterpart structures as AICF/USA, we will encourage these counterparts to give all possible assistance to AICF/USA projects in the north west. We are especially interested in developing an agreement where by UNICEF, MRD and AICF/USA cooperate in implementing standardized water and sanitation projects.

UNICEF looks forward to working with your organization in the future and hope you will continue and to expand your activities. In addition wish you the best in securing donor assistance to carry on your valuable work here in Cambodia.

With best regards,

Sincerely yours

  
Bernard Gilbert  
Programme Coordinator

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Mr Louis O'Brien  
Country representative  
AICF/USA  
Phnom Penh.



# World Food Programme

The Food Aid Organisation of the United Nations System



កម្ពុជា  
ស្បៀងអាហារពិភពលោក

ប្រព័ន្ធជំនួយស្បៀងអាហារ របស់អង្គការសហប្រជាជាតិ

WFP/CAM/468

18 June, 1996

To Whom It May Concern,

I would like to take this opportunity to offer a statement in support of the AICF-USA development proposal for the NorthEast Provinces of Cambodia. WFP has had the opportunity to work with AICF-USA in two provinces of the North East, Stung Treng and Kratie, for approximately two years. In both cases, WFP staff have been impressed with the professional approach adopted by AICF-USA in defining appropriate interventions for food aid, and in their cooperation on logistics and monitoring responsibilities.

During our interactions with AICF-USA, we found that the organization has established excellent support services to the Provincial Departments of Rural Development in the areas of management capacity building, technical training, and sound community development principles and practices, particularly in Stung Treng. The results of this support are evident in the strong commitment and accomplishments of the PDRD in food for work activities, and are notable in an environment characterized by the remoteness of poor settlements. WFP looks forward to a continued working relationship with AICF-USA and its government counterparts.

If you require further information, please do not hesitate to contact me

Philippe Borel  
Country Director, WFP Cambodia

Office Address: 250 Street 63 Phnom Penh, Kingdom of Cambodia  
Telephone: XX-855-23-426205 / 362171, Fax: XX-855-23-724081

Postal Address: World Food Programme, P.O. Box 937, Phnom Penh, Cambodia  
or World Food Programme, GPO Box 618, Bangkok 10200, Thailand  
E-mail: wfp-pnh@forum.org.kh



THE LeBRUN FOUNDATION  
200 THEATER PLACE  
BUFFALO, NY 14202

May 15, 1996

Mr. Jack Marrkand  
Executive Director  
AICF/USA  
1511 K Street, NW  
Suite 1025  
Washington, DC 20005


Dear Mr. Marrkand:

I am pleased to report that the Trustees of the LeBrun Foundation recently approved your request for a grant in the amount of \$41,975 to fund the rehabilitation of primary schools and rural clinics in northeastern Cambodia. This grant will be paid in early July 1996.

The Trustees wondered if more pictures of the existing schools rehabilitated would be available. One Trustee also thought it would be worthwhile seeing some type of schematic outline of the inside of the schools. It is difficult to tell whether they are one or two-room schools or what other facilities might be available. We simply seek a rough sketch and do not wish to put you to a great deal of work.

We also would be interested in knowing what other sources of funding you have. Reviewing the financial statement, it would make it appear that the LeBrun Foundation is the only agency outside of the government providing support. Please comment.

Very truly yours,

  
THOMAS R. SEIDER, JR.  
TRUSTEE

TRB:jm



**ព្រះរាជាណាចក្រកម្ពុជា**

**សាលាខេត្តក្រចេះ**

**ជាតិ សាសនា ព្រះមហាក្សត្រ**

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លេខ:  ៧៤  ល ក្រច

ក្រចេះ ថ្ងៃទី ១៦ ខែ មករា ឆ្នាំ ១៩៩៦

**អភិបាលខេត្តក្រចេះ**

**គោរពជូន**

លោក ហ្សាក ម៉ាកែន នាយកអង្គការ អេសអាយស៊ីអេហ្វ- យូអេសអេ

ផ្លូវលេខ ១៥១១ ភា ញ៉ែនយ៉ែក ១.០២៤

ទឹកស្អាត ឌីស៊ី ២០.០០៥

**លោក ម៉ាកែន បាទីស្ទេហា !**

ក្នុងនាមប្រជាពលរដ្ឋខេត្តក្រចេះ ខ្ញុំសូមលើកសរសើរដ៏ស្មោះ ចំពោះការងាររបស់ អង្គការ អេស អាយ ស៊ី អេហ្វ. យូ អេស អេ គាំទ្រ និងស្តារឡើងវិញ ហើយនិងសូមចូលរួមគាំទ្រទាំងស្រុង ចំពោះ ការបង្កើតម្មវិធី របស់លោកដ៏ល្អប្រពៃនេះ ។ ពិតមែនតែអង្គការ អេស អាយ ស៊ី អេហ្វ. យូអេសអេ បានបំពេញការងារសន្តិសុខសង្គម ក្នុងការកសាងសហគមន៍ ការអប់រំសុខភាព ការផ្គត់ផ្គង់ទឹកស្អាត ការអនុវត្តអនាម័យទូទៅ ការបណ្តុះបណ្តាលបុគ្គលិក ។ ប៉ុន្តែនៅមានភារកិច្ចការងារច្រើនទៀត តាម បណ្តាមូលដ្ឋានភូមិដែលត្រូវបំពេញ ។ បណ្តាភូមិនៅច្រើនទៀត ដែលបានជួបប្រទះកង្វះខាតទាំងស្រុង នូវទឹកស្អាត មានប្រព័ន្ធអនាម័យមិនគ្រប់គ្រាន់ និង កង្វះខាតនូវសមត្ថភាពចំណេះដឹង ក្នុងការអនុវត្ត អនាម័យទៀតផង ។ ដូច្នេះប្រជាពលរដ្ឋ តាមបណ្តាមូលដ្ឋានទាំងអស់នោះ នឹងជួបប្រទះនូវភាពលំបាក លំបិន ធ្ងន់ធ្ងរថែមទៀត ប្រសិនបើម្មវិធីអង្គការ អេស អាយ ស៊ី អេហ្វ. យូអេសអេ របស់លោក នឹងត្រូវបានបញ្ចប់ការងារនៅខេត្តក្រចេះ ។

ក្នុងករណីនេះ សូមលោកនាយក មេត្តាជួយពិនិត្យកែសម្រួលកម្មវិធីសុំអាទិភាពពីម្ចាស់អំណោយ ដើម្បីបន្តការងារនៅខេត្តក្រចេះ បន្តទៅទៀត ដែលខ្ញុំសូមផ្តល់លទ្ធភាពគាំទ្រទាំងស្រុង ។

ប្រសិនបើលោក នាយក ឬ វិទ្យុសាស្ត្រមានចម្ងល់ចង់ស្នើសុំយោបល់ សួររាយការណ៍មួយ ឬ ចង់បានព័ត៌មានអ្វី បន្ទាប់បន្សំទៀតនោះ សូមមេត្តាផ្តល់ដំណឹងមកខ្ញុំផ្ទាល់ជាបន្ទាន់ តាមការគួរ ។ ដោយការរាប់អានជានិច្ច អំពីខ្ញុំ ។



លេខ ១៥១១ ល ក្រច  
១៦ មករា ១៩៩៦  
លោក ហ្សាក ម៉ាកែន





ព្រះរាជាណាចក្រកម្ពុជា  
ជាតិ សាសនា ព្រះមហាក្សត្រ

សាលាស្រុកក្រចេះ  
១១១១១

លេខ: ០៧ ល.ស្រុកច

ក្រចេះ ថ្ងៃទី ១៤ ខែ មករា ឆ្នាំ ១៩៩៦

សូមគោរពជូនចំពោះ:

លោក ហ្វ្រាក - ម៉ា ឆែន នាយកអង្គការអភិវឌ្ឍន៍ សេ អេញ អ៊ុយ អេះ អា

លោក នាយក ម៉ា ឆែន ជាទីស្នេហា

តាងនាមរូបជាពលរដ្ឋទាំងអស់ក្នុងស្រុកក្រចេះ និង តាងនាមអភិបាលស្រុកក្រចេះ សូមលោកនាយក មេត្តាអនុញ្ញាតអោយខ្ញុំលើកសវសើរ ចំពោះលទ្ធផលការងារ ដ៏ ល្អ របស់អង្គការ អា អ៊ី សេ អេញ អ៊ុយ អេះ អា កន្លងទៅនេះ បើយុទ្ធសាស្ត្រ ទាំងស្រុង លើការបន្តកម្មវិធីរបស់លោក ។

ថ្វីតែអង្គការ អាអ៊ីសេអេញ អ៊ុយ អេះ អា... សំរេចបានលទ្ធផលយ៉ាងច្រើន ក្នុង ការរៀបចំ សហគមន៍ ការកសាងអាគារសិក្សា ការកសាងបង្គន់អនាម័យ ការផ្គត់ផ្គង់ ទឹកស្អាត ចុំខ្លួននាំមានភូមិច្រើនទៀត ដែលបាន និង កំពុងដួងប្រទះនូវការរលំពាក់លិច - ទាំងទឹកស្អាត តាំងអាគារសិក្សា ទាំងសមត្ថភាពចំពោះដឹង ក្នុងការប្រព្រឹត្តអនាម័យ ។

អាស្រ័យរំលឹកដល់ជំនាញរបស់លោក សូមលោកនាយក មេត្តាទៅបន្តកម្មវិធី របស់លោក តាមបណ្តាភូមិក្នុងស្រុកក្រចេះ តទៅទៀតដោយអនុគ្រោះ ។

ដោយមនោសញ្ចេតនារាប់អាន ជាទីច្នៃដ៏ខ្ពស់ ។

ស្រុកក្រចេះ  
  
សុខ ប៊ុន



ប្រតិបត្តិការប្រចាំថ្ងៃ

លេខ...១១១៤៦ ៧៣៧

ក្រសួងកសិកម្ម រុក្ខាប្រមាញ់  
និង ត្រីមាស ក្រសួងកសិកម្ម  
និង ត្រីមាស

ខ្សែក្រហម ១១១៤៦ ៧៣៧ ថ្ងៃទី ១៨ ខែ មករា ឆ្នាំ ២០២២

ទ រ ា វ ា រ ១ ១ ១ ៤ ៦ ៧ ៣ ៧

លោក ហ្វាត ម៉ាតិក ជាប្រធានអង្គការ អេ អាយ អ៊ី អេហ្វ . យូ អេស អេ  
នាំដៃគោលដៅ

លោកនាយក ម៉ាតិកនាំដៃគោលដៅ

ជាបឋមក្នុងនាមប្រជាពលរដ្ឋ ខ្ញុំសូមលើកសរសើរដល់ការចំពោះការងារ  
របស់អង្គការ អេ អាយ អ៊ី អេហ្វ . យូ អេស អេ ដែលបានជួយប្រើប្រាស់កម្លាំងទាំង  
នៃខ្ញុំសូមនាំទៅជម្រុញ ចំពោះការបន្តកម្មវិធីរបស់លោកក្នុងប្រទេស ។

ពិតមែនច្រើនថា : អង្គការ អេ អាយ អ៊ី អេហ្វ . យូ អេស អេ របស់លោក  
បានសន្តិសុខភាព ក្នុងការកសាងសហគមន៍ ការអប់រំសុខភាពអនាម័យ ការកសាងអាគារ  
សិក្សា ការផ្គត់ផ្គង់ទឹកស្អាតតាមបណ្តាភូមិ ប៉ុន្តែនាំមកនូវប្រជាពលរដ្ឋតាមភូមិច្រើនទៀតដែល  
បាន និង កំពុងអង្វរសុំការជួយឧបត្ថម្ភពីអង្គការ អេ អាយ អ៊ី អេហ្វ . យូ អេស អេ របស់លោក  
នាយក ។

អាស្រ័យដ្ឋានដ៏រាបជួនខាងលើ សូមលោកនាយក ជួយផ្តល់សុខភាពបន្តកម្មវិធីអង្គការ  
របស់លោក ក្នុងប្រទេសប្រសប់ទៅទៀតសម្របសម្រួលនឹងស្ថានភាព ទាមទាររបស់ប្រជាពលរដ្ឋខ្ញុំ។

ដោយគោរពភាពដ៏ស្មោះអំពីខ្ញុំ

ឯ. អ៊ី ត្រី មុន  


ថ្ងៃទី ១៨ ខែ មករា ២០២២







ប្រែសម្រួល

លេខ...០២...ឃ.ប្រ

ព្រះរាជាណាចក្រកម្ពុជា

ជាតិ សាសនា ព្រះមហាក្សត្រ

១១១១១១១១១១១១

ភ្នំពេញ, ថ្ងៃទី ២៧ ខែ មករា ឆ្នាំ ២០២០

ស្នងការដ្ឋាន  
១១១១១១១១១១១

លោក ហ៊ុន ម៉ាណែត រដ្ឋមន្ត្រីទទួលបន្ទុក អគ្គនាយកដ្ឋាន អនាម័យ ភ្នំពេញ . ឃ. ប្រ

វ៉ានិយតោនថ្ងៃ

លោក នាយកដ្ឋាន

ក្នុងនាមប្រជាពលរដ្ឋកម្ពុជា ខ្ញុំសូមថ្លែងសេចក្តីសម្រេចចេញកាត់ដីស្រែចម្ការ  
អនាម័យ ភ្នំពេញ . ឃ. ប្រ លេខ ០២ ចុះថ្ងៃទី ២៧ ខែ មករា ឆ្នាំ ២០២០ ដើម្បី  
កម្មវិធីរបស់លោក តទៅមុខទៀត ។

ថ្វីត្បិតតែអង្គការ អនាម័យ ភ្នំពេញ . ឃ. ប្រ បានចូលរួមជាមួយការ  
កសាងសេវាសុខាភិបាល ការអប់រំសុខាភិបាល ការផ្គត់ផ្គង់ទឹកស្អាត ការកសាងអាគារសិក្សា ប៉ុន្តែ  
ទៅមាណូលគ្មានភូមិប្រើប្រាស់ទៀត ទើបតែប្រទេសប្រទេសខ្មែរភាពក្រីក្រភ្នំពេញ ។

អាស្រ័យដូចជំនាបដូចជាដើម្បី សេចក្តីសម្រេចចេញកាត់ដីស្រែចម្ការ  
តទៅមុខទៀតដោយអនុប្រការ ដើម្បីជួសជុលសេវាសុខាភិបាលប្រជាពលរដ្ឋកម្ពុជាទាំងនោះ មានដើមដូច  
បណ្តាភូមិដីទី ។

លោក ហ៊ុន ម៉ាណែត រដ្ឋមន្ត្រីទទួលបន្ទុក

លោក ហ៊ុន ម៉ាណែត  
អគ្គនាយកដ្ឋាន  
រដ្ឋមន្ត្រីទទួលបន្ទុក  
អនាម័យ ភ្នំពេញ





**ព្រះរាជាណាចក្រកម្ពុជា**

សាធារណៈ ស្ទឹងត្រែង

ជាតិ សាសនា ព្រះមហាក្សត្រ

លេខ : 177 ២២១



ស្ទឹងត្រែង, ថ្ងៃទី ២៩ ខែ មករា ឆ្នាំ ១៩៩៦

**អភិបាលខេត្តស្ទឹងត្រែង**

**គោរពជូន**

**លោក ហ្វាត ម៉ាតេន នាយកអង្គការ អេស៊ីអេសអេស-អាមេរិក**

**ផ្លូវលេខ 1511 ភូមិ ឆ្នាំងត្រ 1025**

**ភ្នំស្រួច ខេត្ត ព្រះវិហារ ឆ្នាំ ២០០៥**

**លោក ម៉ាតេន ជាតិស្នេហា !**

ក្នុងនាមប្រជាពលរដ្ឋខេត្ត ស្ទឹងត្រែង ខ្ញុំសូមលើកសរសើរដល់ស្ថាប័នចំពោះការងាររបស់ អង្គការ អេស៊ីអេសអេស  
 .អាមេរិក នាឆ្នាំកន្លងទៅនេះ ហើយនឹងសូមចូលរួមគាំទ្រទាំងស្រុងចំពោះការបន្តកម្មវិធីរបស់លោក ដំលូប្រៃតែនេះ ។  
 ពិតមែនតែអង្គការ អេស៊ីអេសអេស.អាមេរិកបានបំពេញការងារដ៏សន្ធឹកសន្ធាប់ក្នុងការកសាងសហគមន៍ ការអប់រំសុខភាព  
 ការផ្គត់ផ្គង់ទឹកស្អាត ការអនុវត្តន៍អនាម័យទូទៅ និង ការបណ្តុះបណ្តាលបុគ្គលិក ប៉ុន្តែក៏នៅមានភារកិច្ចច្រើនទៀត  
 តាមបណ្តាមូលដ្ឋានភូមិដែលមិនទាន់បានអនុវត្តន៍នៅឡើយ ។ មានបណ្តាភូមិជាច្រើនទៀត ដែលបានជួបប្រទះ  
 នូវកង្វះខាតទាំងស្រុងផ្នែកប្រព័ន្ធទឹកស្អាត មានប្រព័ន្ធអនាម័យមិនគ្រប់គ្រាន់ និង កង្វះខាតនូវសមត្ថភាពចំណេះដឹង  
 ក្នុងការអនុវត្តន៍អនាម័យថែមទៀតផង ។  
 ដូច្នេះ ប្រជាពលរដ្ឋតាមបណ្តាមូលដ្ឋានភូមិទាំងអស់នោះ នឹងជួបប្រទះនូវភាពលំបាកលំបិនធ្ងន់ធ្ងរថែមទៀត ប្រសិនបើកម្មវិធី  
 អង្គការ អេស៊ីអេសអេស.អាមេរិករបស់លោកនឹងត្រូវបានបញ្ចប់ការងារនៅខេត្ត ស្ទឹងត្រែង នេះ ។

ក្នុងករណីនេះ សូមលោកនាយក មេត្តាជួយពិនិត្យកែសម្រួលកម្មវិធីសុំអាទិភាពពិម្ភាសអំណោយ ដើម្បីបន្តការងារនៅ  
 ខេត្ត ស្ទឹងត្រែងបន្តទៅទៀត ហើយខ្ញុំសូមផ្តល់លទ្ធភាពគាំទ្រទាំងស្រុង ។

ប្រសិនបើលោក នាយក ឬ វិរជនណាទៀតមានចម្ងល់ចង់ស្នើរយោបល់ សូមបញ្ជាក់ណាមួយ ឬ ចង់បានក៏មានអ្វីបន្ទាប់  
 បន្សំទៀតនោះ សូមមេត្តាផ្តល់ដំណឹងមកខ្ញុំផ្ទាល់ជាបន្ទាន់ តាមការគួរ ។

ដោយការរាប់អានពីម្ចាស់អំពីខ្ញុំ

**អភិបាលខេត្ត**

ស៊ី - ស៊ី



**ព្រះរាជាណាចក្រកម្ពុជា**

សាធារណៈ សៀម បាំង

ជាតិ សាសនា ព្រះមហាក្សត្រ

លេខ : \_\_\_\_\_



សៀម បាំង, ថ្ងៃទី ២៩ ខែ មករា ឆ្នាំ ១៩៩៦

**អភិបាលស្រុក សៀម បាំង**

**គោរពជូន**

**លោក ហ្វាត ម៉ាកែត តាយកង្ការ អេអាយស៊ីអេហ្វ-អាមេរិក**

**ផ្លូវលេខ 1511 កា ញ៉យ៉ក 1025**

**រ៉ាស៊ីនតោន ឌីស៊ី 20005**

**លោក ម៉ាកែត ជាតិស្តេហា !**

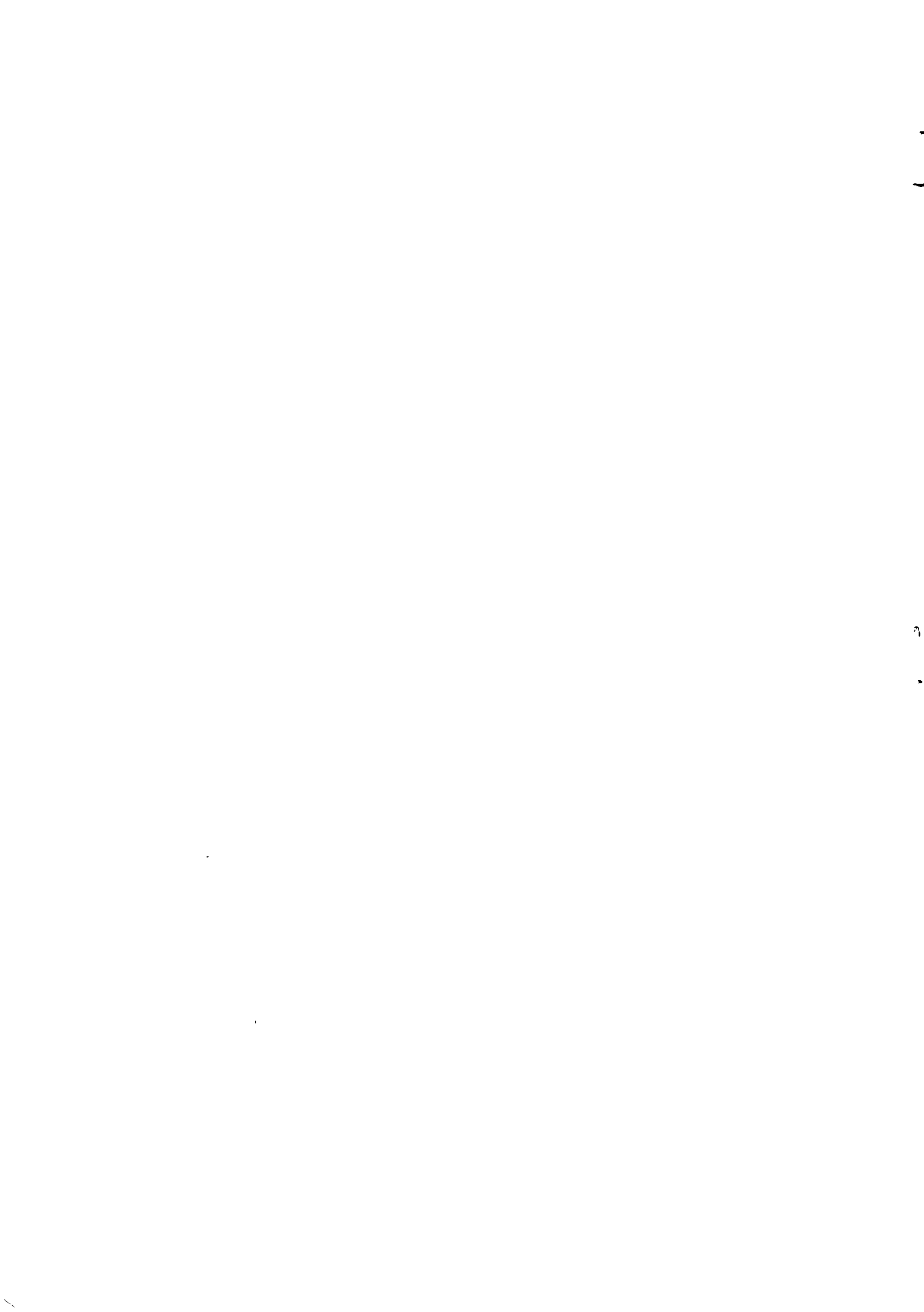
ក្នុងនាមប្រជាពលរដ្ឋស្រុកសៀម បាំង ខ្ញុំសូមស្នើសុំលើកិច្ចការពារការងារដ៏ល្អរបស់អង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក រយៈពេលកន្លងមកនេះ ហើយយើងខ្ញុំសូមគាំទ្រដល់ស្នើសុំក្នុងការបន្តកម្មវិធីរបស់លោកតទៅមុខទៀត ។

ថ្វីត្បិតតែ អង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក បានសំរេចលទ្ធផលជាច្រើនក្នុងការកសាងសហគមន៍ ការអប់រំសុខភាព ការផ្គត់ផ្គង់ទឹកស្អាត និង ការកសាងអគារសិក្សា ប៉ុន្តែនៅមានមូលដ្ឋានភូមិជាច្រើនទៀត ដែលជួបប្រទះនូវភាពកង្វះខាតទឹកស្អាត និង ភាពក្រក្រាបខ្ពស់ ។

អាស្រ័យដូចជំរាបជូនខាងលើនេះ សូមលោក នាយកមេត្តាជួយបន្តកម្មវិធីរបស់អង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក របស់លោកនៅក្នុងស្រុក សៀម បាំងតទៅមុខទៀតដោយអនុគ្រោះ ដើម្បីជួយសង្គ្រោះប្រជាពលរដ្ឋក្រក្រាបខ្ពស់នោះ ឱ្យបានរីកចំរើន ដូចបណ្តាភូមិដទៃទៀត ។

ដោយមគ្គុទ្ទេសក៍គោរពស្និទ្ធស្នាលដ៏ខ្ពង់ខ្ពស់អំពីខ្ញុំ

**អភិបាលស្រុក**  
  
ស៊ុក-សុផណា



**ព្រះរាជាណាចក្រកម្ពុជា**

សាលាស្រុក ថាឡាបរិវត្តន៍

ជាតិ សាសនា ព្រះមហាក្សត្រ

លេខ : ១០ ៧៤១



ថាឡាបរិវត្តន៍, ថ្ងៃទី ២៩ ខែ មករា ឆ្នាំ ១៩៩៦

**អភិបាលស្រុក ថាឡាបរិវត្តន៍**

**គោរពជូន**

**លោក ហ្វាត ហ៊ុន តាយកអង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក**

**ផ្លូវលេខ 1511 កា ញ៉យ៉ក 1025**

**រ៉ាស៊ីនតោន គីសី 20005**

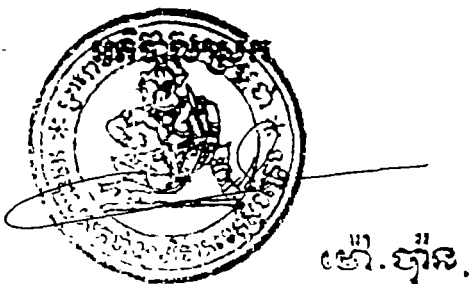
**លោក ហ៊ុន ហ៊ុន ហ៊ុន ហ៊ុន !**

ក្នុងនាមប្រជាពលរដ្ឋស្រុកថាឡាបរិវត្តន៍ ខ្ញុំសូមស្នើសុំលើកលែងចំពោះការងារដ៏ល្អរបស់អង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក រយៈពេលកន្លងមកនេះ ហើយយើងខ្ញុំសូមគាំទ្រដ៏ស្មោះក្នុងការបន្តកម្មវិធីរបស់លោកតទៅមុខទៀត ។

ច្បាប់តែ អង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក បានសំរេចលទ្ធផលជាច្រើនក្នុងការកសាងសហគមន៍ ការអប់រំសុខភាព ការផ្គត់ផ្គង់ទឹកស្អាត និង ការកសាងអគារសិក្សា ប៉ុន្តែនៅមានមូលដ្ឋានភូមិជាច្រើនទៀត ដែលជួបប្រទះនូវភាពកង្វះខាតទឹកស្អាត និង ភាពក្រក្រាបខ្ពស់ ។

អាស្រ័យដូចជំហរដូចខាងលើនេះ សូមលោក តាយកអេហ្វ-អាមេរិក របស់លោកនៅក្នុងស្រុក ថាឡាបរិវត្តន៍តទៅមុខទៀតដោយអនុគ្រោះ ដើម្បីជួយសង្គ្រោះប្រជាពលរដ្ឋក្រក្រាបខ្ពស់នោះ បានរីកចំរើន ដូចបណ្តាភូមិដទៃទៀត ។

ដោយមនោសញ្ចេតនាគោរពស្និទ្ធស្នាលដ៏ខ្ពង់ខ្ពស់អំពីខ្ញុំ



ហ៊ុន ហ៊ុន



**ព្រះរាជាណាចក្រកម្ពុជា**

អាជ្ញាស្រុក ស្ទឹងត្រែង

ជាតិ សាសនា ព្រះមហាក្សត្រ

លេខ : 64 bis



ស្ទឹងត្រែង, ថ្ងៃទី ២៩ ខែ មករា ឆ្នាំ ១៩៩៦

**អភិបាលស្រុកស្ទឹងត្រែង**

**គោរពជូន**

លោក ហ្សាត ហ៊ាតែន នាយកអង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក

ផ្លូវលេខ 1511 កា ញ៉យ៉ក 1025

រ៉ាស៊ីនតោន ឆីស៊ី 20005

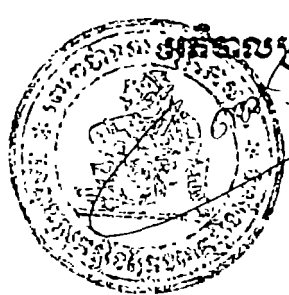
**លោក ហ៊ាតែន ជាតិស្នេហា !**

ក្នុងនាមប្រជាពលរដ្ឋស្រុកស្ទឹងត្រែង ខ្ញុំសូមស្នើសុំលើកិច្ចការងាររបស់អង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក រយៈពេលកន្លងមកនេះ ហើយយើងខ្ញុំសូមគាំទ្រស្មោះក្នុងការបន្តកម្មវិធីរបស់លោកកទៅមុខទៀត ។

ចិត្តព្រឺតៃ អង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក បានសំរេចលទ្ធផលជាច្រើនក្នុងការកសាងសហគមន៍ ការអប់រំសុខភាព ការផ្គត់ផ្គង់ទឹកស្អាត និង ការកសាងអគារសិក្សា បុន្តែនៅមានមូលដ្ឋានរួមជាច្រើនទៀត ដែលជួបប្រទះនូវភាពកង្វះខាតទឹកស្អាត និង ភាពក្រក្រាបខ្ពស់ ។

អាស្រ័យដូចជំហរចូលខាងលើនេះ សូមលោក នាយកមេត្តាជួយបន្តកម្មវិធីរបស់អង្គការ អេអាយស៊ីអេហ្វ-អាមេរិក របស់លោកនៅក្នុងស្រុក ស្ទឹងត្រែងកទៅមុខទៀតដោយអនុគ្រោះ ដើម្បីជួយសង្គ្រោះប្រជាពលរដ្ឋក្រក្រាបខ្ពស់នោះ បានរីកចំរើន ដូចបណ្តារូមិដទៃ ។

ដោយភាពស្និទ្ធស្នាលដ៏ខ្ពង់ខ្ពស់អំពីខ្ញុំ

 **អភិបាលស្រុក**  
ហ៊ាតែន ហ៊ាតែន





