

**AUSTRALIA-CAMBODIA COOPERATION
AGREEMENTS
2006-2011**

**Capacity Statement of
ADRA Cambodia**



Adventist Development & Relief Agency

**Submitted to AusAID
For the
INTEGRATED RURAL DEVELOPMENT
Program**

Introduction

ADRA began post-conflict operations in Cambodia in 1989 with funding from the Australian government to help government hydrology staff restore a major rural irrigation scheme in Siem Reap province. Since then, ADRA Australia (ADRA/A) has been a continuous partner with AusAID in rural development programs in Cambodia. In 1991, ADRA Cambodia (ADRA/C) signed an MOU with the Cambodian government and has since strategically expanded its programs into four rural provinces (Siem Reap, Preah Vihear, Kompong Thom, and Pursat) helping restore trust while increasing productivity and reducing poverty. With strong support from ADRA/A and the ADRA network, ADRA/C today is ADRA's largest country program in the Asia-Pacific region. Its innovative programming by competent professional staff is building sound capacity of rural families, civil society organisations and government. ADRA/C is well placed to continue partnering with AusAID through ADRA/A and effectively manage further funding in excess of A\$1M annually.

ADRA Cambodia organisational profile

ADRA/C's organisational structure is depicted in Figure 1. Horizontal differentiation is provincially based, financial management is centralised while program management is decentralised. Integration and control is achieved by a focussed set of policies, shared core values and a unified mission. ADRA's governance and administrative bodies exist to support field management units. ADRA/C is governed by an in-country board made up of representatives from the Cambodia Adventist Mission, ADRA/C's management staff and local professionals. The board oversees strategic and policy issues. A country director and an associate (both expatriates) lead the country operation. The board has empowered an administrative committee, chaired by the country director, to manage country-wide operational decisions. Provincial management committees (PMC) care for administrative decisions at the regional level, and project management teams care for specific project management operations. Expatriate development advisors are based in each of the rural provinces to guide the complex integrated program activities there. Every project is managed by a Khmer national. PROCOM, a programs "think tank" made up of all regional advisors, project managers and country administrators, meets quarterly to discuss issues related to programs and share lessons learned. The country administration support staff are all Khmer. These include the finance director (a female) who leads a team of 6 staff to care for finance, logistics and security needs; a recent MBA graduate (worked 7 years with ADRA) who cares for human resources and government affairs; and the IT manager, a computer science graduate who manages the computerised information technology systems country wide. Across all programs, there are approximately 150 staff of which one third is female.

ADRA/C focuses on integrated rural development programs. Elements integrated in various ways include home gardens, rice production, aquaculture, animal husbandry, agro-forestry, literacy, SED¹, micro-credit, CBOs², nutrition, water/sanitation, maternal child health, reproductive health, HIV/AIDs, and adventure learning. In addition to these, ADRA has taken a lead role in TOH³ advocacy and education at the national level. A diverse funding base now supports these programs

Figure 1: ADRA/C organisational structure

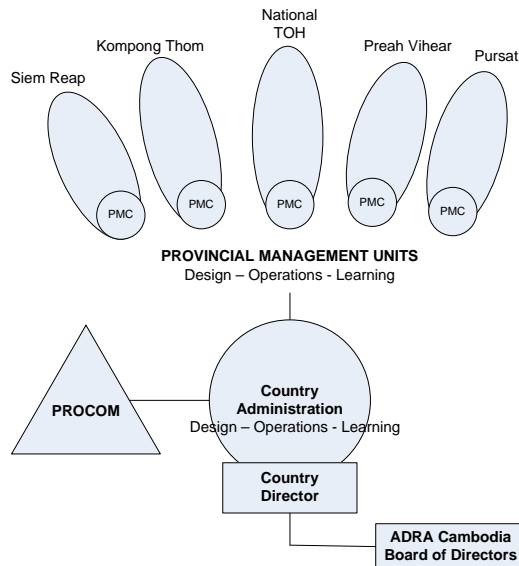


Table 1: ADRA/C current projects donor base

Donor type	A\$
Governments	6,337,000
ADRA Network Offices	1,182,000
Foundations & Private Organisations	544,000
Total program value	8,061,000

with over 20 different donors (summary in Table 1). Government grants provide 80% of funding (40% Australia; 40% USA; 9% Germany; 7% Canada; 4% NZ). For the six years from 1998-2003, the annual project expenditure increased steadily from A\$1.3M to A\$2.2M and administrative over-heads averaged 8.8%.

ADRA Cambodia's strategic approach

ADRA's corporate mission includes "providing assistance in situations of crisis or chronic distress, and working toward the development of long-term solutions with those affected". When ADRA began dialogue with Cambodia in 1987, Cambodia was emerging from a major civil crisis. Early programs focussed on rural infrastructure and farmer capacity building. This helped to reduce vulnerability of the most disadvantaged by enabling families to grow food, have access to water and develop a sound economic base. ADRA/C strategically decided to work in isolated rural communities where poverty was extreme and external support minimal. Two provinces, Siem Reap and Kompong Thom, were initially selected. As programs expanded, formal strategising was undertaken. In 1997, with the assistance of ADRA International, a review of ADRA/C was conducted along with a detailed environmental analysis. A 5 year strategy was formed focussing on communities where needs, capacity and opportunities intersected. Because of the scarcity of qualified Khmer development professionals, building staff capability was considered vital. Having diverse funding sources and dynamic partnerships with government and civil society institutions were identified as critical to sustainable programs. It was recognised that Cambodia's progress was being hindered by lack of trust and confusion of values. Consequently, a strategic decision was made to build ADRA/C as a practical, value based organisation applicable to the local cultural environment. The core values of *compassion*, *integrity* and *respect* were identified as vital for ADRA staff to internalise so that they could help Cambodians experience lasting peace and sustainable development, not merely increased productivity.

In 2002, ADRA/C's strategy was redefined by board members and staff using a balanced scorecard framework. Decisions were made to continue to emphasise quality staff and values but move away from a project approach in order to focus on integrated rural development programs. Learning was given renewed emphasis and action plans incorporated to ensure regular review and improvement of management systems. Preferred futures envisaged in 2002 included:

- We are working with rural poor and at risk populations in the provinces of Kompong Thom, Preah Vihear, Pursat and Siem Reap, as well as Phnom Penh.
- We are using integrated and holistic approaches to programs and projects
- We see involvement of clients through principle based relationships as imperative for the success of effective programs.

The building of local partner institutional capacity was considered of prime significance in this strategy. This has resulted in ADRA/C helping communities recognise their own capabilities and resources and involving local community members, CBOs and government personnel in all program activities from planning to evaluation. ADRA/C also assists local partners build networks with other communities and institutions in order to increase their social capital. Families are seen as society's most important building blocks with programs designed to facilitate local ownership and expand a family's opportunities and choices. Focussing on family ensures that participation and equity is available to all and the ensuing empowerment of the poor will have a positive impact on the most vulnerable – children. ADRA/C's approach to strategy identified core essentials that remain constant

over time while at the same time stimulating progress through flexible strategies (Collins and Porras 1997⁴). ADRA/C's core essentials include value based relationships, transparency, integration with step-wise introduction of innovations, participatory planning, learning, appropriate technology, and creating environments for genuine authorship and ownership. While the core is being preserved, flexibility is encouraged to enable emergent strategies to form following feedback from local partners.

The rural development program in Siem Reap illustrates well ADRA/C's approach to strategy. The Cambodian government first requested ADRA to help restore the Barai irrigation scheme. With funding from AIDAB, ADRA/C partnered with SMEC⁵ to build the capacity of the local government hydrology staff to do this work. Interaction with farmers revealed that support with crop production was also needed. This led to an AusAID funded three year program focussed on rice improvement within the Barai irrigation area in partnership with the local agronomy department and IRRRI⁶. Farmers involved in the project expressed strong interest in diversified crops and at the same time complained about health problems. Surveys indicated that vegetable production would be beneficial but would require localised wells to enable small crop production. A three year project focussing on diversified agriculture and integrating water followed. Research on health issues found that over 80% of males were smoking and this was having negative effects on their health and economy. Examination of approaches to TOH (Tobacco or Health programs) revealed that it would be best to work at the national government level, so a national program was initiated to combat the problems associated with smoking. This TOH program, initially funded by Australia has continued in an expanding manner. Further proposals have been developed in respect to other health issues, and are currently being reviewed by donors, to enable health to be integrated into existing food security areas in Siem Reap province. Another factor recognised as limiting productivity of rural enterprises was access to affordable credit and lack of cooperative efforts amongst families. While concepts such as Farmer Associations were initially rejected by the community as inappropriate because of the overtones from the Khmer Rouge period of communist rule, patient work by staff to find ways to develop trust within rural communities eventually led to the successful establishment of Farmer Associations. Clear evidence from recent surveys indicates that these community based associations are today proving to be a very appropriate and practical means of increasing the productivity and incomes of the rural poor in a sustainable manner. Credit programs operated by these associations are self supporting and also sustain other activities such as rice banks, literacy and agriculture extension. Values such as transparency, respect and cooperation are also being promoted within these associations. Consideration is now being given by the associations to finding ways to improve land use efficiency, increase credit availability, expand marketing networks, address post-harvest aspects of production, minimise post-harvest losses as well as minimise the effects of droughts and floods. One major current issue is the marked increase in rural families selling agricultural land to investors in order to gain a short term boost in cash. This is often spent in consumables which leave families in a more vulnerable position. ADRA/C considers that addressing the above issues in the context of Farmer Associations, or similar CBOs, is the major strategic challenge for at least the next five years. Provincial and national policy issues will need to be addressed at the same time and lessons learned working in advocacy in TOH will be applied to help farmers address these needs.

ADRA Cambodia management, administration and finance structures and systems

ADRA/C's management, administration and finance structures exist to support program team's activities. Transparency and accountability are taken seriously in both finance and programmatic areas. Sound fiscal control mechanisms are supported by the promotion of integrity as a core value amongst staff. Documented policies and procedures are a testament to ADRA as a learning organization. Through ADRA/C's strategic planning process, mechanisms are in place to ensure that policies enhance operations rather than hinder them through double loop learning approaches.

ADRA/C and ADRA/A are part of the ADRA global network. ADRA International's Operations Manual provides a sound basis for quality policy and systems. The ADRA Asia Regional office in Bangkok has assisted ADRA/C in adapting this to suit Cambodia's situation. Annual regional workshops help to keep management staff current on best practices. ADRA's global network of supporting offices that interact directly with ADRA/C provides a further safety net to help ensure ADRA/C operates according to best practice and internationally recognised standards.

ADRA/C considers its staff to be its most important asset. Human resource management systems exist to ensure that staff are highly motivated, committed to ADRA's mission and competent to carry out their designated team work. Approaches developed by *Pinnacle Performance Group*⁷ support performance management. The "22 Keys" developed by Tom Terez of *Better Workplace.com*⁸ guide in developing a meaningful workplace environment. Expectations for staff are documented in the staff handbook, individual contracts, and position profiles. Annual staff learning plans encourage continuous learning and provide opportunities for advanced formal studies. Managers and supervisors are regarded as coaches of staff and this enables on the job learning to be maximised. Learning and growth is not limited to technical capacity building as value building is also promoted through inspirational posters, weekly discussion groups, and mentoring. ADRA/C's approach to staff has paid off in low staff turnover even though salaries are in the mid to low range of NGOs in Cambodia. Current Khmer project managers have worked with ADRA/C for an average of 6 years and 4 have worked for more than 10 years. Expatriates make up 6% of the staff and between them have 41 years of accumulated experience working in Cambodia.

Teamwork is promoted throughout ADRA/C. The country director leads the administrative team in a consultative and participatory manner in decision making. Regional advisors coach each project manager to lead in a similar way. This approach is then practiced by staff when working with communities. Country administration remains constantly alert to program needs and works to facilitate smooth implementation of project activities. When delays or problems occur, project managers work with the administration team to ensure that problems are quickly resolved and systems are reviewed to prevent similar problems in the future. Three formal committee structures exist to facilitate program administration at the national, provincial and project level. These committees facilitate communication in all directions and expedite decision making. Staff meetings and retreats are avenues of open communication and provide opportunities for staff to give input into revision of policies, procedures and systems. Successes are also celebrated and reviewed. Documented dispute resolution procedures involving various levels of authority exist for handling potential problems. However, to date all problems have been resolved at the lowest levels.

Finance management, including payroll is centralised to increase efficiency and maintain controls. Detailed financial policies and procedures are included within the ADRA/C Policy Manual. Accounting systems operate in accordance with International Accounting Standards and external audits are performed per International Standards on Auditing. Administrative system audits are performed annually. Project compliance audits follow requirements of individual donors. ADRA/C has strict guidelines on handling cash. Today, in line with keeping up with expanding banking services, most transactions are by direct bank transfer or cheque. Imprest petty cash systems are used at the project level. Specialised staff are appointed at project level to manage petty cash and assist project management in processing documents for procurement. Finance and program staff work together to develop budgets that form the basis for program financial management and project managers are accountable for the management of their projects according to budget. The accounting office provides monthly financial reports to guide managers in analysis and forecasting. ADRA/C's approach to managing risk is multifaceted: it includes participatory planning, open communication, promotion of integrity, program decentralised management, promoting teamwork, strict internal

controls, building a meaningful work-place environment, a focus on putting people first, and insuring both personnel and physical assets.

ADRA/C has decentralised its M&E system making it a prime responsibility of regional advisors and project managers with close support from the country director and associate. ADRA/A has supported the development of a web based M&E system⁹ which will be used in new projects. The prototype of the software has been trialled with ADRA/C and is now ready for use. Periodic surveys guide management decisions and major evaluations are published and shared with partners. Each project conducts and documents monthly and quarterly reviews. ADRA/A monitors projects which it manages biannually and external evaluators evaluate major projects at mid-term and/or end of project periods. Appraisals are also made of project impacts after project completion. ADRA/C is currently engaging a consultant to review the impact of its water program in Kompong Thom province since it began in 1993. All of these aspects assist ADRA/C in quality assurance of its operations.

ADRA Australia support capacity

ADRA/A has full NGO accreditation status with AusAID under umbrella contract (No. 9782) which extends to June 2005. ADRA/C was favourably assessed by AusAID in 2000 as part of ADRA/A ORO accreditation review and again in 2002 as part of AusAID's ANCP ADPlan review. ADRA/A has been a member of ACFID (ACFOA) since 1996 and has formally adopted the ACFID code of conduct. During the past five years, ADRA/A has managed AusAID contracts in excess of A\$20M in PNG, Cambodia, Laos, Malawi and Mozambique. All of these projects have been in rural development sectors including integrated health and agriculture, informal education, HIV/AIDS, cashew reforestation, community water resources and sanitation. Currently, ADRA/A is managing 7 AusAID EOLs totalling more than A\$8M. Within all of these contracts ADRA/A has always been compliant with contractual obligations. Regular management and finance audits have demonstrated the quality and strength of ADRA/A's management competencies. ADRA/A has a team of highly qualified and experienced staff to manage international programs. Two have post-graduate qualifications in international development and two have under-graduate qualifications (currently completing post grad qualifications). Three of the 5 staff have extensive field experience in rural development community programs in Asia. This experience enables them to provide quality support in finance, HR and programs management to projects they oversee. Frequent monitoring and evaluation visits keep them abreast with field situations and provide appropriate guidance in a timely manner. Open communication by phone and email takes place in-between field visits. Risk management processes are utilised including monitoring of project/program outcomes and financial systems, a strategic program approach, appraisal processes, external evaluations contributing to capture of lessons learned, and an internet based Monitoring & Evaluation Information System.

ADRA/A has had a continuous partnership with Cambodia dating back to 1987. This partnership is currently documented in an MOU together with EOLs on an activity by activity basis. Inherent within the partnership arrangement is ADRA/A's commitment to supporting and contributing to the growth of ADRA/C's organisational capacity. ADRA/A has also assisted in identifying competent volunteers from Australia, including two from within AusAID's Youth Ambassador Program, to provide professional technical support. Technical backstopping and human resource capacity building is provided by ADRA/A in cooperation with the ADRA Asia Regional Office based in Bangkok.

The impact of ADRA Cambodia's integrated rural development program experience

The impact of ADRA/C's work on the lives of rural Khmers is extensive. Some of the key outputs relating to rural development achieved over the past 12 years include 7,600 adult literacy students with 86% pass rate (81% female); 5,600 cement ring wells, 2,200 treadle pumps, 3,100 latrines installed; over A\$400,000 in rural loans (1.8% default rate); 16 farmer associations, 10 Women's Empowerment Associations and 13 village development committees established; CBOs managing 20

rice banks, 3 community stores, 15 km of roads repaired, 54 village vets and 154 based extensionists supported; 2000 community health volunteers and 750 TBAs¹⁰ trained and upgraded; 15,000 new home gardens established; Rice yields increased by up to 300% in some situations through new varieties and SRI¹¹ methodologies. These outputs, however, only partially reveal the full picture. As a direct result of ADRA/Cs work, irrigation systems are now functioning and government staff are providing improved services to manage these systems. New, improved rice varieties and improved rice agronomy practices are helping to provide increased food and income to thousands of Khmer families. Improved basic health practices mean that families have increased time, energy and disposable income to spend on productive and enjoyable activities. Improved household water systems mean less burdensome labour for women and children as well as decreased water borne diseases, especially amongst children. Involvement in savings and credit groups provides affordable finance to support small enterprise development, thus increasing family income and providing meaningful work. Learning to read and write for illiterate adults is increasing their self-esteem and opening the door for life long learning. Preliminary survey results from the districts in Siem Reap where the AusAID funded 'SAFE' integrated rural development project operates indicate significant evidence of increased productivity and reduced poverty. Some of this is shown in Table 2.

Table 2: Poverty reduction indicators in ADRA/C's rural development SAFE program area

Poverty Reduction Indicators	2002 (%)	2004 (%)	% Change
Socio-economic level 1 (poorest)	25	8	-17
Socio-economic level 5 (wealthiest)	14	41	+27
Households with bicycles	42	59	+17
Very willing to participate (composite indicator)	26	77	+51
Willing to form groups in order to borrow money	44	60	+14
Households with TVs, radios, motorbikes & houses with zinc roofs all increased by			+6

Note: These are combined statistics from the remote districts of Kralanh, Angkor Chum and Varin in Siem Reap Province. Comparisons with the control district indicate that the impact of ADRA/C's programs is significant. ADRA/C is currently verifying these statistics.

Lessons learned

As expressed in ADRA/C strategy, integration is considered a goal to work towards in a stepwise manner at a rate dependent upon people's readiness. Economic, technical, and social factors are considered. Felt needs appropriate to each situation are incorporated as integrated elements. The focus first is on a specific felt-need intervention which achieves success and then as experience, expertise and trust are gained, additional elements are integrated. It is beneficial if broad research is done prior to program implementation to ascertain whether a community is ready - even for interventions identified in a participatory manner. Pilot projects help to clarify a community's true attitudes.

While ADRA/C helps in government capacity building at various levels, it also considers CBOs essential to effective rural development. In 1997 ADRA/C pioneered the development of Farmer Associations to manage credit programs and provide an avenue to increase participation of women in their community's development. Today Farmer Associations are proving to be one of the most successful components of ADRA/C's development strategies. This has strengthened communities' self-sufficiency in a sustainable manner and enabled ADRA's scale up and phase-out strategies. ADRA/C has learned that communities can cooperatively manage their financial and physical resources and reinvest in broader community concerns if programs meet felt needs and appropriate training is given. A large part of the success is due to project team members living within the communities they empower thus helping to break down barriers and build trust and confidence. The experience ADRA/C has gained in both mobilisation and management of CBOs in Siem Reap is now being transferred to programs in other provinces with local adaptations to meet each unique situation.

This includes Women's Empowerment Associations, village development committees and health centre management committees. Through these CBOs, rural people are becoming more aware of their rights and responsibilities as well as having a greater voice in community politics resulting in leaders being held more accountable and the rule of law being upheld more transparently.

When working with farmers, ADRA/C has learned to base things on what they know using low external input systems. Only technology that is within farmer's financial capability or accessibility and which will have a positive impact on the environment is introduced e.g. ADRA/C encourages organic farming and only promotes pumps that are readily available locally with cheap spare parts. The more a technology relies on readily available natural and human resources, the more sustainable that innovation will be (e.g. hand dug ring wells vs. drilled wells). Families that contribute to interventions, (e.g. paying for well rings and latrine components) demonstrate ownership by making better use of the technology and maintaining their systems suitably. As a result, communities continue managing their development with minimal external support. An important part of rural development is discerning when to encourage private ownership and when to encourage community ownership. This is an issue of particular importance with water supply systems. In ADRA/C's experience, focussing on private water systems increased community participation and created genuine ownership of the systems. In other situations, such as health centres, schools and temples, community ownership may be more appropriate. Cultural, social, political and historical factors interact in this so ADRA/C has sought to encourage rural families to take personal responsibility in both areas.

While "seeing is believing", demonstration plots alone will not guarantee adoption of new technologies – effective extension that increases farmer's critical thinking skills is vital. For this reason careful selection of community extensionists is most important. Minimum risk must be assured when promoting a new intervention as farmers fear economic failure. ADRA/C recognises that there is a limit on how much time and energy a family is willing to put into food production (even though poor with insufficient food), if it encroaches on social time. ADRA/C's programs therefore are flexible to meet the interests and readiness of different target communities.

To build effective civil society and social capital, ADRA/C encourages volunteerism. However, there are significant cultural and economic constraints to this as drop-out rates with volunteers have demonstrated. ADRA is currently researching how to develop more effective and sustainable volunteer approaches without relying on financial incentives¹². In addition to volunteerism, increasing the self-funding of development activities through CBOs is an important complementary approach. Appropriate attention to gender issues is also seen as vital to society building. ADRA/C believes that not only the role and responsibilities of women should be considered, but the status of each individual within the family unit from a local cultural perspective is critical. ADRA/C recognises different gender roles within Khmer society and works to increase the influence of women in a harmonious way that maintains family and cultural integrity yet does not add further burdens.

Promoting a vision of an improved personal or societal practice is a key to the community change process. ADRA/C has experienced that positive change advocacy directed at society leaders and influential persons is beneficial in the development process – particularly if there are misconceptions or entrenched obstacles to change. ADRA/C has extensive experience with advocacy in local rural areas in introduction of appropriate modern technology in agriculture and household/community water supply and sanitation, as well as improved health care service systems and behavior. At national and local levels extensive tobacco control advocacy with key leadership and influential institutions has provided foundational experience in building networks and relationships that result in increasing support of positive behavioral change. This advocacy has taken on many forms such as personal networking, live committee and group presentations, print, radio, and televised mass media.

Partnerships

As noted earlier, ADRA/C implements its rural programs in partnership with government departments, IOs, NGOs, LNGOs and local CBOs. Partnerships with the Royal Government of Cambodia have been continuous with each ministry where ADRA/C has an agreement, and all programming is in harmony with the government's development strategies. Through this close relationship, staff keep current on policy and protocol issues. ADRA/C works directly to build capacity of government staff, included training of staff at provincial departments of Hydrology and Agronomy; provincial, district and commune health centres; National Centre for Health Promotions; and MOH¹³ staff (including an MPH¹⁴ program). In some programs, the training is given directly, while in others, government staff are seconded to ADRA's programs and capacity is built directly during program implementation. These staff are given responsibility in leadership and management and as a result many have returned to work with the government (or other NGOs/IOs) in various roles. The partnership is bi-directional. ADRA/C has utilised the growing capacity of some government departments for training within its rural programs, such as with environmental training for staff in Siem Reap and Preah Vihear. In Kompong Thom province, ADRA/C partnered with department of Rural Development staff to help establish village development committees based on protocols from Seila¹⁵. Government staff provided initial training and then ADRA/C staff continued with capacity building in management, PRA¹⁶ and proposal writing, as well as providing 'seed funds' for credit programs and road projects. ADRA/C's TOH program has involved cross-ministerial partnerships at the national level including the MOH, Education, Cults and Religion, and Defence. The TOH program has also pioneered successful innovative approaches to bringing about behavioural change through partnerships with Buddhist monks. This has led to change influence at both a national government level and local community levels.

In respect to program funding AusAID has been a primary partner since 1989. Other's from the mid-1990s include CIDA, NZAid, Japan and ADRA Network. USAID partnership began in 2001, and Germany in 2003. Other funding partners include WFP¹⁷ in a number of Food-for-Work activities supporting rural development in Siem Reap and Kompong Thom province; RACHA¹⁸ in reproductive health projects in Pursat province; Pact International¹⁹ for HIV/AIDs programs; Thai Health foundation, Rockefeller foundation and LLU²⁰ in TOH activities. ADRA/C is partnering with local NGOs and NZAid to establish an agri-business facility to support marketing and post harvest production in Siem Reap province. Partners that have provided technical support for an extended period include HKI²¹ in home gardens; IDE in treadle pumps; WHO²² and Johns Hopkins University for TOH. Specific research partnerships include LLU and Thai Health (TOH research and education), Tulane University USA (solar disinfection of water) and GTZ (nutrition research). ADRA/C TOH is a member of SEAATC²³ which has enabled information sharing and research dissemination. VBNK²⁴ and ACE²⁵ have been regular partners providing management, leadership and English training to staff. Pact Cambodia has provided capacity building training to assist ADRA/C in developing LNGO capacity in Pursat province. ADRA/C with input from ADRA/A engages individual experts to provide technical guidance to programs. These have included Mr Roland Bunch²⁶ for food security programs, Dr Joe Remenyi²⁷ for micro-finance programs and Mr Pat Fulton²⁸ for village water systems. In some cases, these evaluations have included regional ADRA partners.

All of ADRA/C rural programs are complementary to CARDI, CAAEP²⁹ and AQIP³⁰ programs. ADRA/C staff are intimately involved in local technical working groups related to their specific sector. This keeps them abreast with local policy issues as well as enables them to share lessons learned from best practice. ADRA/C staff are active members of CCC³¹, MEDICAM³², WATSAN sector, the Food Security Forum and the newly formed CCFN³³.

Annex 1.1

Activity Name:	Rural Development Program – Siem Reap
Location:	Siem Reap Province
Duration:	Jun 1989 – Dec 2007
Funding Sources	AusAID-ADRA Australia, BMZ- ADRA Germany, CIDA/ New Zealand
Budget	AU\$6 million
<p>Description:</p> <p>With continuous support from AusAID since 1989, ADRA/C rural development program in Siem Reap province has evolved using innovative and low external input approaches to meet the needs of many of the poorest rural families in Cambodia. Beginning with restoring the Barai Irrigation Scheme and equipping and training local hydrology staff, the program moved to direct agricultural interventions. At first focusing on rice production and the training of project and agronomy department extensionists, the program expanded to include home gardens, horticulture, integrated pest management, soil management, aquaculture and animal husbandry, WATSAN and marketing. Interventions were managed in an increasing integrated manner within projects and between projects. During this time, support was also given to strengthen the agronomy department’s research capacity as well as the fisheries department fish hatchery. Provision of credit to rural farmers became a major component followed by the development of Farmer Associations through which extension and development activities were based. The current (ends 06/06) “Sustainable Agriculture & Family Empowerment” (SAFE) and partner projects includes the following integrated components:</p> <p>Management: Farmers are empowered through Farmer Associations to manage their own integrated and cooperative activities and build civil society. Women are participating in management aspects and have a strong voice in decision making. By increasing the capacity of these organizations to promote good governance through training in administration, management, leadership, record keeping, core values, and various other business and agriculture related activities, local people and communities are being empowered to effect sustainable development within their own communes.</p> <p>Literacy: The adult literacy component, addresses multiple concerns, including economic and social opportunities by empowering local women through functional literacy and numeracy. It is participatory and based around everyday living and includes health, nutrition, agriculture and environmental topics using books developed by UNICEF.</p> <p>SED: Agriculture -The agriculture component seeks primarily to improve food production and increase consumption and nutritional quality by encouraging and promoting diversified home gardens, improving rice production and associated activities including soil improvement, aquaculture, animal husbandry and agro-forestry. <i>Non-Agriculture</i> - These activities include developing various forms of traditional arts and crafts including silk weaving, basketry and other small business enterprises, linked with the Farmer Associations and their financial services.</p> <p>WATSAN: This component supports the installation of wells and latrines along with household hygiene education. Repairs to irrigation dams are also included.</p> <p>Financial Services: The financial service (micro-credit) activities are operated through the Farmer Associations in order that interest income generated is returned directly and wholly to the community in which the loans are released. This directly supports the operating costs of the Associations as well as supporting community promoters, and other community activities such as rice and cow banks, marketing and wholesale/retail supply outlets, thus providing a means of sustainability.</p>	

Annex 1.2

Activity Name:	Kompong Thom Water and Sanitation Program
Location:	Kompong Thom Province (KPT)
Duration:	1993 to present
Funding Agency	AusAID-ADRA Australia; Local Community Generated Funds
Budget	A\$2 million
<p>Description:</p> <p>ADRA Cambodia has implemented an extensive water/sanitation program in Kompong Thom province since 1993 covering a number of separate projects and phases. Funding from AusAID primarily supported this program until 2001, after which funds raised through the local communities enabled continuation. The program evolved in this period, initially focusing on a relief-based response to immediate needs of the local population and internally displaced people. During the first phase, 260 family-group wells with local labour contributions were completed. This was followed by a gradual transition to individual-family wells coupled with greater contributions from the recipient household. This later approach has proven instrumental in the success of the program in terms of outputs and for the use and maintenance of the individual units. The initial stages of the program focused on wells with other water and sanitation hardware added in later years. The production and installation of ring wells over the years has been refined.</p> <p>The use of community water technicians trained by the program has resulted in over 3600 ring wells in Kompong Thom being installed. Hygiene/sanitation training was provided at the water points and through the public school system. In 1999 the program diversified to include community requests for latrines, rain-water storage units and pumping devices. Over 2600 durable pour-flush latrines, 800 water tanks and 1100 treadle pumps have been installed in this period through community technicians. Also, 350 bores with treadle pumps have been installed in cooperation with the region's food security program. The program has also been innovative in its response to geographic challenges faced in some locations. Approximately 1200 wells have been installed in difficult rock strata using an innovative inverted cone technique designed by ADRA/C staff. ADRA/C has also worked closely with International Development Enterprises (IDE) in developing more durable stainless steel models of treadle pumps and adapting design of the structure for more energy efficient pumping.</p> <p>There is continuing demand for improved water and sanitation systems. The cost recovery approaches achieved during the project and the skills gained by the community technicians has enabled local communities to continue meeting their needs in areas where ADRA/C has phased out.</p> <p>This entire program has been implemented in close collaboration with the Department of Hydrology (previously) and the Department of Water Resources and Meteorology (currently). Six seconded government department staff worked with ADRA/C until the end of the AusAID funding. Of these, one is still working with ADRA/C in Kompong Thom, another is currently seconded to ADRA/C in Preah Vihear province and a third has consulted for ADRA/C in Pursat province. ADRA/C networked with other NGO's working in the water/sanitation sector and regularly participated and contributed to the WATSAN sector meetings.</p>	

Annex 1.3

Activity Name:	Kompong Thom Health and Nutrition Program
Location:	Kompong Thom Province, Santuk and Baray Districts
Duration:	2000 to 2006
Funding Agencies	USAID/AusAID-ADRA Australia (ANCP)/ ADRA International/NZAID/ GTZ
Budget	A\$2.8 million
Description:	
<p>The goal of this program is to improve community health and nutritional status thus reducing the morbidity and mortality of women of reproductive age and children under five in the Baray-Santuk districts of Kompong Thom Province. Community based interventions have focused on building capacity of Community Based Organisations (CBO) to manage common health and food security risks to individual families.</p> <p>This program developed out of lessons learned in both Siem Reap and Kompong Thom Provinces. Besides many challenges in maternal and newborn health care, it was reported that more than 50% of children within the target area were malnourished and lacking specific micronutrients. Nutritional deficiencies were also observed for many mothers. Program strategies include training and awareness for community leaders, developing management structures, community education and information dissemination, increasing access to food production and income generation activities.</p> <p>Nearly 1,000 community based extensionists (volunteers) have been trained and are raising awareness and demonstrating practical health seeking behaviour, with some providing practical training in both expanded and diversified agriculture techniques. Village Development Committee training is raising awareness of health, nutrition, and food security issues as well as empowering leaders to find solutions to ongoing community needs. Training is given to elected community members who serve on Health Centre Management Committees. As community personnel, they are providing an important voice and giving critical feedback to health centre staff on health related issues. In locations where water resources are scarce the program assists families to access water through using medium depth bored wells with treadle pumps and linking families to other water/sanitation opportunities within the Kompong Thom WATSAN program.</p> <p>Project activities have been phased over the life of the project to impact an increasingly broader target area while constantly learning and adapting new methods and techniques through the process. LQAS and “most significant change” approaches to M&E are being used effectively in support of this. The ‘positive deviant child development’ approach, successfully used in selected villages where home gardening is promoted, is funded by GTZ, with the specific aim of documenting the model for potential scale-up nationwide.</p> <p>At all stages project teams work cooperatively with partner community authorities and relevant government authorities – in this case the provincial and district rural development, agriculture, and health departments. This project is impacting over 10,000 families and progressive outcomes have been observed.</p>	

Annex 1.4

Activity Name:	Tobacco or Health Program
Location:	National, working out of Phnom Penh
Duration:	1997 to current
Funding Agency	AusAID-ADRA Australia / CIDA / ADRA Canada / Rockefeller Foundation / USNIH-Loma Linda University / Taiwan International Medical Alliance
Budget	A\$2.69 million
Description:	<p>ADRA's involvement in Cambodia's Tobacco Control began in 1995 after a survey within a MPH training program for Doctors, found that 80% of males in a number of provinces were smoking, resulting in a significant impact on their health and economy. ADRA took this as an opportunity to contribute to sustainable development and to become involved in global, regional and local efforts to address the Tobacco problem. ADRA initiated a Tobacco or Health (TOH) program that began with community awareness and school education activities. Primary project outputs have included the development of new and creative educational materials, the development of a Khmer Quit Now! Smoking Cessation program, an expansion into schools using creative drama approaches to tobacco health education, extensive media coverage, working within the religious community and conducting surveys that produce resources substantiating the tobacco challenges in Cambodia.</p> <p>Cambodians generally consider monks as important role models in their community and as such they have a major influence on the way individuals in society think and act. The example of a monk choosing to quit smoking has proven to be a powerful positive influence. Smoke-free wats now exist and many monks are advocating for a smoke-free life style. ADRA has hosted regional conferences for key monks from Sri Lanka, Thailand, Malaysia, Laos and Cambodia on TOH. From the first conference a major statement by monks was made identifying smoking as being contrary to Buddhist principles. Increased advocacy has resulted from these conferences.</p> <p>Realizing that effective advocacy is needed for tobacco control, ADRA has done research to monitor tobacco use, tobacco advertising, public opinion and understanding of tobacco control and tobacco related diseases and deaths. Advocacy for tobacco control policy development, done through networking and collaboration with Government departments, WHO and other NGOs, has resulted in Cambodia signing the Framework Convention on Tobacco Control (FCTC). ADRA is continuing to advocate with the government to ratify the FCTC. Networking has not been limited to Cambodia as ADRA is a strong member of the regional Tobacco Control community. This largely involves the sharing of information and resources. The current relationship with Loma Linda University (USA) in TOH leadership/research training utilizes and builds on these partnerships and is helping to build the capacity of TOH researchers in Cambodia and Laos.</p> <p>In 2004, ADRA began a process of developing strategic plans for regions and sectors. The TOH strategic plan emphasizes advocacy for tobacco control, strengthening the alliance for advocacy networking, extending programs to more rural and urban communities in Cambodia and continuing with cutting edge research to provide fresh information to be used in public awareness and education of the harmful effects of tobacco in Cambodia. ADRA is using the lessons learned in TOH Advocacy applying them in other health and integrated rural development programs.</p>

Annex 1.5

Activity Name:	The Women's WELL Project: Water-Empowerment-Learning-Livelihoods
Location:	Preah Vihear Province, Rovieng and Chey Saen Districts
Duration:	2002 to current
Funding Agency	AusAID-ADRA Australia
Budget	A\$1,087,773
Description:	
<p>The WELL Project has been integrating three main aspects of rural development: water/ sanitation; economic development; and learning. Preah Vihear was one of the last strongholds of the Khmer Rouge and hence received limited aid until the security improved. ADRA expanded its programs into this province in 2002 in harmony with its strategy to target rural poor in remote areas.</p> <p>Building on experience in both Kompong Thom and Siem Reap, the program in Preah Vihear chose to work with Women Empowerment Associations (WEA), adapted from Siem Reap's Farmer Associations. The ten commune-based WEAs are looking to address the learning and economic development needs of their members in a sustainable manner. These WEAs currently have a combined membership of over 1900 women engaging in activities including the provision of credit and savings, provision of vet services to meet animal treatment needs in the local area, the promotion of clean water and sanitation and a broad range of livelihood learning activities. Currently, the ten WEAs manage A\$65,000 of capital in their loan funds. The good management has generated sufficient funds to pay a small stipend to the facilitators, and also capital growth which in the future can be used for expansion of WEA activities. To date, there have been no loan defaults and the communities are enjoying expanded investment capacities.</p> <p>ADRA's approach to water/sanitation builds directly on experience from Kompong Thom. Two volunteers were selected and trained in each commune. These technicians are responsible for all technical aspects of well digging and installation, water tanks and latrine construction. While the water component initially had a slow start due to difficult digging conditions, it has shown exponential growth, (20 wells in the first year to 230 installed in the 2003 dry season).</p> <p>Learning activities are broad based and use a range of methods to achieve their objectives. Formal literacy classes, combined with the more informal "Reflect" approach using discovery based group discussions cover a range of topics that impact quality of life such as animal health, literacy, agriculture, expanded income generation and health. Gardening and the promotion of new income generation activities together with addressing marketing issues are being introduced in field classes. A significant innovative approach in this project is using "Adventure-based" learning to look at the less tangible issues in a community. This addresses issues of trust, teamwork, personal development and creative thinking in an attempt to help people develop and cope with their varied situations. A prime object of ADRA/C is to help people develop in a holistic manner. This project is exploring ways culturally appropriate, yet innovative, to help people live interdependently and cooperatively while increasing their productivity and improving the quality and security of their livelihoods.</p>	

Endnotes:

- ¹ SED - Small Enterprise Development
- ² CBO – Community Based Organisations
- ³ TOH – Tobacco or Health programs
- ⁴ 1997 Collins J. C & Porras J. I, *Built to Last: Successful habits of Visionary companies*
New York, Harper Business Press
- ⁵ SMEC – Snowy Mountain Engineering Corp.
- ⁶ IRRI – International Rice Research Institute Cambodia (pre CARDI)
- ⁷ <http://www.pinnacle-performance.com>
- ⁸ <http://BetterWorkplaceNow.com>
- ⁹ <http://www.aid-it.com.au>
- ¹⁰ TBA – Traditional Birth Attendant
- ¹¹ SRI – System of Rice Intensification
- ¹² http://www.worldvolunteerweb.org/dynamic/infobase/pdf/2004/041011_ aus _png.pdf
- ¹³ MOH - Ministry of Health
- ¹⁴ MPH - in association with Adventist International Institute of Advanced Studies,
Philippines.
- ¹⁵ Seila – Government of Cambodia’s program for development at the community level.
- ¹⁶ PRA - Participatory Rural Appraisal
- ¹⁷ WFP - World Food Program - UN
- ¹⁸ RACHA- Reproductive and Child Health Alliance
- ¹⁹ PACT - Partners
- ²⁰ LLU – Loma Linda University, USA. <http://www.llu.edu/>
- ²¹ Helen Keller International
- ²² WHO – World Health Organisation - UN
- ²³ SEAATC – South-east Asia Alliance for Tobacco Control
- ²⁴ VBANK – NGO based in Phnom Penh providing management and organisational training for
NGOs in the social development sector.
- ²⁵ ACE – Australian Centre for Education in Siem Reap and Phnom Penh.
- ²⁶ Roland Bunch – International Consultant and author; World Neighbours/ COSECHA
- ²⁷ Dr Joe Remenyi – Director of International and Community Development Deakin
University, Australia
- ²⁸ Pat Fulton – Independent Hydrology Consultant – Australia.
- ²⁹ CAAEP - Cambodia Australia Agriculture Extension Project
- ³⁰ AQIP – Agriculture Quality Improvement Project.
- ³¹ CCC – Cambodia Cooperation Committee. Consortium of development NGOs in
Cambodia.
- ³² MEDICAM – Consortium of NGOs involved with health in Cambodia.
- ³³ CCFN – Cambodian Community Financial Network, with assistance from the Canadian
Cooperatives Association.