

PADEK'S VISION MISSION GOAL AND STRATEGIES

PADEK founded as a NGO organization in 1980s by the donor consortium such Oxfam NOVIB (Oxfam Netherlands), Oxfam America Oxfam Belgium, and Oxfam UK. At that time PADEK registered in Hong Kong as International NGO. On 27 August 2002 PADEK de-registered in Hong Kong and changed to register with the Ministry of Interior of Royal Government of Cambodia on 27 April 2008. PADEK had signed MOU with the Ministry of Rural Development, Ministry of Foreign Affair and International Cooperation, and registered with the Council for Development of Cambodia (CDC) of the Royal Government of Cambodia.

PADEK is an NGO working with local community group to manage and coordinate resources for the totally development of their community with the aim of building and strengthening civil society organization by using a PADEK Integrated Community Development approach.

PADEK has been facilitating development work in Cambodia for over two decades and at present it had provided services in eight provinces (Svay Rieng, Prey Veng, Kompong Speu, Siem Reap, Phnom Penh, Kompong Thom, and Udor MeanChey) 105 communes, 1,046 villages, and 773,127 populations.

Total personnel 86, and have no expatriate staff. The main donor for PADEK is Oxfam NOVIB was signed contract for funding along the strategic plan 2009 – 2012.

I- Padek's Vision, Mission and Goal, Long Term Development Objectives and Indicators

Vision Mission and Goal

1-Vision:

An equitable, peaceful, self-reliant society where there is no poverty¹.

2-Mission:

To build and strengthen the capacity of appropriate people's organisations² in order that they can:

- ◆ become independent quickly
- ◆ access and manage necessary resources to meet basic needs and to prosper in a sustainable way and in a way that is not detrimental to other segments of the population and future generations
- ◆ support appropriate local initiatives
- ◆ network closely with government, NGOs and other people's organisations to promote and adopt appropriate models of development and to promote sustainable patterns of development for Cambodia
- ◆ promote human rights, child rights and promote gender equity

3-Goal:

To empower disadvantaged people to improve their quality of life in a sustainable way through building and strengthening civil society organisation³.

¹ Inspired by the concept of Human Security, Human Security Commission, "Final Report" ,www.humansecurity-chs.org/finalreport/

² Appropriate People's Organisations are informal groups who voluntarily come together to work towards a common goal in a way that is not detrimental to other segments of the population and future generations. It operates with principles of democratic decision making and transparency.

³ Padek defines Civil Society Organisation as a group of people who come together voluntarily out of some particular concern and who are committed to addressing those concerns related to poverty alleviation by safeguarding each other's interests without detriment to any member of the group or other segment of society and future generation. The CSO is well established, with a formal organisational structure, including governing statute, and vision, mission and goal.

4-Development Objectives and Indicators 2009-2012:

Given the fact that poverty in remote areas of Cambodia is multi-dimensional, Padek has designed interventions that address multiple sectors and employs an integrated approach of community development.

Objective 1: Organisation Building

Civil society organisations capable of managing and coordinating resources for the total development of their communities

Impact Indicators

- Increased functionality⁴ of (the above) civil society organisations that have the capacity to contribute to the cohesion of their communities by 10-20 per cent per year
- Increased number of women in leadership positions in those civil society organisations, to reach 50-70 percent. By the end of 2012, approximately 3,000 women will hold those leadership positions.

Objective 2: Food Security and Income Generation

Civil society organisations capable of improving the food security and income of their communities

Impact Indicators

- Increased percentage of family with sufficient food by 3-10 percent per year. i.e. by 2,556 to 6,800 families
- Increased percentage of women having equal access to food as men within the household by 2-5 percent per year. i.e. by 1,700 to 4,260 families
- Increased percentage of family with perceived reliance on safety net in time of food shortage by 5 -10 percent per year. i.e. by 4,260 to 8,520 families
- Increased percentage of family with increased income by 5 – 7 percent per year. i.e. by 4,260 to 5,960 families
- Increased percentage of family with perceived reliance on common property resources (CPR) in time of food shortage by 2 -5 percent per year. i.e. by 1,700 to 4260 families
- Increased percentage of women with the capacity to influence decisions related to household economic affairs by 2-5 percent per year. i.e. by 1,700 to 4,260 women
- Increased percentage of family that feels capable to cope with future disaster by 5 – 7 percent per year. i.e. by 4,260 to 5,960 families
- Reduced number of malnourished children below five by 3-7 per cent per year

Objective 3: Education and Culture

Civil society organisations able to network with government and other organisations in order to educate their communities about the value of education for all, and to nurture non-oppressive culture

Impact Indicators

⁴ The functionality of an civil society organisation can be assessed according to the following criteria:

- its ability to facilitate its own meetings and make decisions collectively and democratically
- its capacity in planning and managing community development activities in a way that are not detrimental to other segments of the population and future generations
- its ability to serve the needs of the disadvantaged people, including women, in the community
- its ability to mobilise and utilise, with transparency, internal and external resources for the development of its community
- its ability to foster solidarity and community spirit
- its ability to network and establish linkages with similar and other related organisations and institutions for sharing experience and/or for advocacy

- Increased percentage of school age children enrolled at school to reach 93 percent by 2012
- Increased percentage of school age girls enrolled at school to reach 88 percent by 2012
- Reduced percentage of school age children drop out before the end of grade six to reach 7 percent by 2012
- Reduced percentage of school age girls drop out before the end of grade six to reach 12 percent by 2012
- Increased adult literacy rate to reach 80-85 percent by 2012
- Increased adult women literacy rate to reach 70-80 percent by 2012
- Reduced incidence of violence against women (domestic violence and rape).

Objective 4: Health

Civil society organisations able to network with government and other organisations in order to promote and implement health and sanitation awareness and practice for all

Impact Indicators

- Increased rate of family having access to an assured source of clean water to 80 per cent by 2012
- Reduced rate of maternal mortality to 140 per 100,000 live births by 2012
- Reduced rate of mortality in children under five from 26 to 15 percent by 2012

II-PADEK PICDM AND OTHER STRATEGIES

1. Introduction

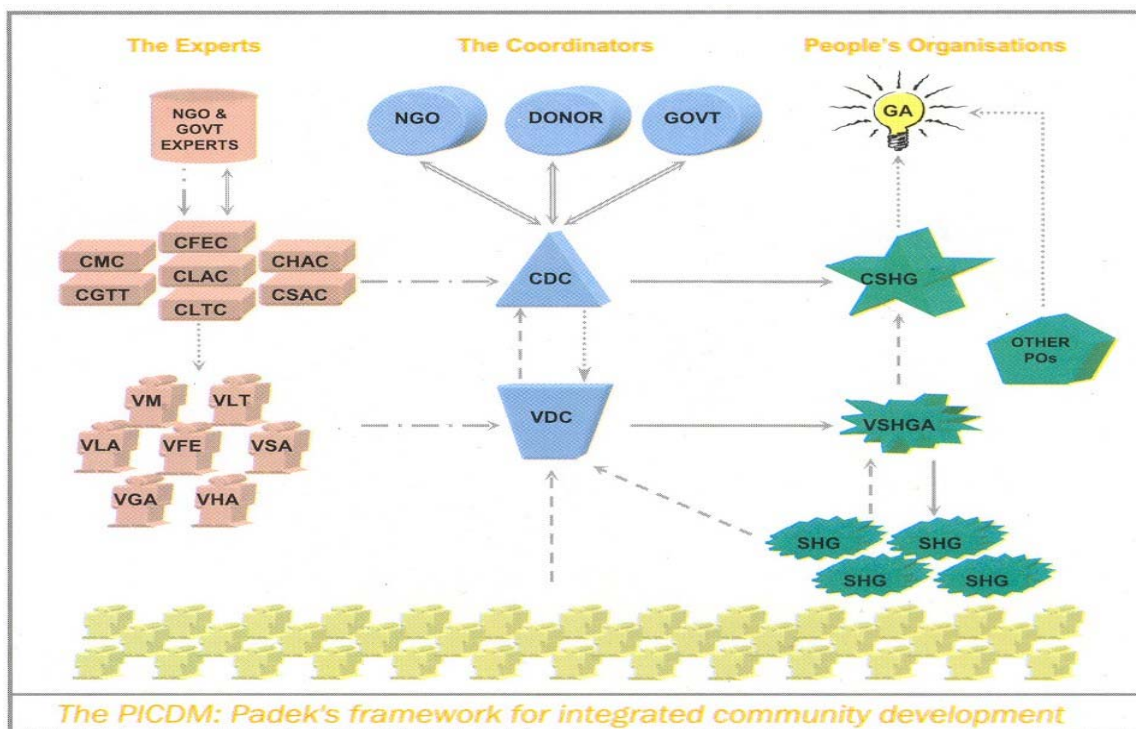
The PICDM is a consolidation of Padek's experience in community development in Cambodia, and evolved in reaction to the need for Padek to develop a clearer framework for its work across its ASUs. It was introduced in 1999, and has continued to develop and evolve throughout each strategic planning period, as a result of gaining experiences, monitoring progress, reviewing lessons from evaluations and incorporating inputs from stakeholders. Its application since then has enabled Padek to improve the model and ensure that it remains an appropriate strategy for poverty alleviation through policy and practice changes from the bottom.

Padek management, staff and community counterparts have committed to the PICDM; as a guide to planning interventions, which build the capacity of all stakeholders; as a framework within which to regenerate grassroots civil society, and as a way to promote just outcomes, not through violent conflict, but rather through a conscious distribution of resources in favour of the poor, in ways that people can control and direct.

2 The Elements of the Model

Padek's challenge is to build and strengthen civil society organisations. Padek does this primarily through a process of facilitating the formation of three development actor groups within the PICDM, and fostering interrelations between these groups based on experiencing the development opportunities possible when people work together. The three categories of development actors are: People's Organisations, The Coordinators and The Experts (see Figure 5.2)

Figure 2: the PICDM



2.1 People's Organisations and the Self Help Groups (SHGs)

People's organisations are groups of people working together to get a job done. Self Help Groups (SHGs) are the primary People's Organisations in the PICDM. SHGs are small civil society organisations (CSOs) in which members contribute savings to a group fund which they can borrow for their development needs. Governed by their own set of rules, SHGs are village based and meetings serve as a practical vehicle for discussing a range of development issues and concerns for their members and community. Along with SHGs, indigenous people's organisations such as pagoda associations and funeral committees are encouraged as a means to strengthen the social safety net in recognition of their potential for poverty alleviation.

By the end of 2008, Padek has facilitated the formation of 953 SHGs and 49 Commune SHG Federations (CSF) throughout Padek's project areas.

2.2 The General Assembly (GA)

The General Assembly (GA) is a commune wide gathering of the people and their representatives. Invited participants include community leaders, district and provincial government officials, NGOs, Donors and members of other CSOs. The GA provides a forum for the public to express their concerns and aspirations. It is the responsibility of the CSF to plan and coordinate commune annual GAs. Facilitating commune level GAs is one example of Padek's efforts to encourage dialogue between the people and the government in particular. Padek's role is to translate the issues discussed at the GA and advocate for them at the national level, until people can do this for themselves.

In the last strategic period, 5 GAs took place covering 35 communes.

2.3 The Coordinators: the VDCs and the CDCs

Within the PICDM, Padek works with two groups of coordinators – Village Development Committees (VDC) and Commune Development Committees (CDC). VDCs facilitate regular Village Leadership Meetings and as elected representatives of the people, they guide planning deliberations and ensure critical issues receive due attention. CDCs facilitate regular meetings with other commune leaders to plan and monitor inter-village cooperation. CDCs guide communities in mobilising internal resources and contacting others for external assistance. Padek works to improve the administrative

and management capacity of VDC and CDC members through training in skills including community development concepts, leadership, meeting facilitation, communications, proposal writing and project management, planning, monitoring and evaluation as well as knowledge on human rights, conflict resolution, gender equality.

By the end of 2008, Padek has facilitated trainings for over 437 elected VDCs and 57 CDCs, comprising over 5,000 people in 57 communes.

2.4 The Experts

Padek staff and external trainers work to build the capacity of the seven key Expert Groups within the PICDM (see Figure 5.1). Each village has 2 experts – a man and a woman – and they come together to form the Commune Expert Committee (CEC) to work with or act as advisors to VDC/CDCs on technical matters. Experts receive regular technical training and refresher training relevant to their field, as well as management, training of trainer, etc.

By the end of 2008, there are 56 CSACs, 56 CLACs, 52 CFECs, 12 CFCs, 42 CLTCs, 56 CTBACs⁵, and 55 CHACs, comprising over 6,000 people in 56 communes. They represent human resources in their communities, providing much needed technical, advisory and information services to their communities, in ways that promote social cohesion.

2.5 Time Line of the PICDM

The timing of the PICDM provides that in phasing into a commune, Padek, as facilitator, assists the community to implement integrated community development (ICD) for a period of 4-5 years when the community's capacity is gradually built. After that period the commune becomes a Commune Community-Based Organisation (CCBO) under the leadership of a Commune Resource Centre Management Committee (CRCMC). Registered with the Ministry of Interior, with legal status, the CCBOs continue to receive occasional capacity building for the CRCMCs. After ten years, Padek can successfully withdraw as the CCBO has developed the skills, knowledge and expertise to serve their constituents effectively.

Specifically, in Phase 1, a PRA is conducted to assist the community in identifying needs, the PICDM is introduced and SHGs are formed. Coordinators and Experts are elected and training begins around mid-year. In Phase 2, the consolidation phase, coordinators and experts continue to receive training and capacity building to improve their skills, while small scale infrastructure projects are supported. The consolidation phase also starts building and strengthening a sustainable network of organisations who will implement the commune development plans. In the 5th year, the transfer phase, the communes with whom Padek works become community-based organisations (CCBO1).

In line with Padek's goal of "...building and strengthening civil society organisations", the establishment of the Commune Community-Based Organisations (CCBOs) enables Padek and communities to continue the partnership mode that was started when Padek phased into their communes in a meaningful and sustainable manner. In the Phasing Over period during years 6-10, Padek continues to strengthen the capacity of the CCBOs (CCBO2) and supports them through the Small Project Fund (SPF) to enable them to truly serve and represent their constituents. At the same time, Padek helps them to register with the Ministry of Interior to gain legal status. After ten years, Padek phases out having successfully supported and strengthened a sustainable commune community based organisation capable of managing their own development activities and linking / networking with external agencies for necessary assistance.

⁵ The term CTBACs replaced the term CMCs to more accurately reflect the correct title, roles and responsibilities of these women and groups.

→ → → → → → → → → → **PICDM TIME LINE** → → → → → → → → → →

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6-10	Year 11
Phasing in	Consolidation			Transferring	Phasing Over	Phasing Out
Phase 1 (P1)	Phase 2 (P2)			CCBO1	CCBO2	
<ul style="list-style-type: none"> - Conduct PRA - Introduce PICDM - Form SHGs - Elect Coordinators and provide training (start at mid year) - Elect Experts and provide training (start at mid year) - Provide wells 	<ul style="list-style-type: none"> - Continue training to Coordinators - Continue training to Experts include TOT - Provide small scale infrastructure - Networking coordinators, experts and SHGs to relevant institutions 	<ul style="list-style-type: none"> - Provide training to farmers by experts - Delegate works to community step by step 	<ul style="list-style-type: none"> - Construction of Commune Resource Centre (CRC) - Formation of Commune Resource Centre Management Committee (CRCMC) - Assist CRCMC in developing their Status - Assist CRCMC's plan as partner in development (VMG) 	<ul style="list-style-type: none"> - CRCMC produces their own plan - Padek supports CRCMC with Small Project Fund. - Register CRCMC at Minister of interior - Introduce CRCMC to others donors - Padek provides advice and conducts monitoring 	<ul style="list-style-type: none"> - Padek stops working with CCBO 	

3 Padek's other Intervention Strategies

As a facilitator of development work and as an organisation, Padek's intervention strategies are imbedded with a commitment "to changing the status of women in society and, therefore, advancing the gender institution in Cambodia." (Padek Gender Policy, 2002, p.1) For Padek, gender mainstreaming means that "every development activity was designed to consciously address women's strategic needs and contribute to changing the position of women in society and changing the social relationship between men and women." (ibid. p.1)

Within the framework of the PICDM, the following are Padek's intervention strategies for the next four years:

3.1 Expansion of Project Areas

Padek will continue to expand project areas to enable increasing number of poor and marginalised population, the majority of who are women, to enjoy the benefit of Padek's interventions which include the enhancement of their access and control of economic, social and political resources. Women will be presented in large number in leadership positions (VDCs, CDCs, CRCMCs, Parents-Teacher Associations...), in vocational skill training (livestock, fishery, motor mechanic, handicraft...) that will enable them to advance their economic situation and at the same time are empowered to voice their concern and be part of decision making structure.

In the coming strategic period, Padek will expand its operational areas to cover more communes in the existing six provinces, and also expand to another two provinces: Kompong Thom and Oddor Meanchey. By the end of 2012, Padek will be working in eight project areas, in 105 communes (there are 1,621 communes nationwide), in 1,002 villages (there are 13,700 villages nationwide).

3.2 Partners in Development

After five years of implementing the PICDM, the various social structures/development actors are consolidated at commune level and form commune community-based organisations (CCBOs). Led by Commune Resource Center Management Committee (CRCMC), usually of equal male-female composition, the CCBOs are mature partners of Padek in a sense that they are capable of determining their commune's development need and understand that any form of violence against women is detrimental to the development of their communities. At the end of 2008, there are 30 CCBOs. Building their capacity (transparent and gender sensitive management, democratic leadership, equitable resources mobilisation, sustainable project implementation, disaster management,

networking and advocacy...) has been the task that requires substantial investment for the CCBOs to become functional and independent entities. By the end of 2012, there will be over 50 CCBOs who will be able to manage development work, build networks and advocate for the interest of their constituents. They are the grassroots organisations that Padek will provide technical and financial support (through Padek's Small Project Fund) into the future.

3.3 Commune Council (CC) and Decentralisation

In promoting the culture of dialogue and discussion between the CCBOs and the CCs around development intervention, Padek's aim is to elevate some specific gender issues in this male dominated arena. The abundant presence of women in the CCBOs will act as an impetus that the community development agenda is gender sensitive, including the issues of domestic violence, women's rights, gender mainstreaming and rape. It is important that the recently adopted domestic violence law, for example, is understood and enforced by local authorities – village chief, CC, law enforcement officers, etc.

As mediator, Padek aims to deepen democracy through promoting interaction between citizens and local authorities as they search for the right development interventions that bring about social coherence, improve livelihood and at the same time promote women's right in development. This work will, in turn, **build trust and respect** between citizens and authorities -- the most important prerequisite for sustainable development.

Padek will continue to strengthen the working relationship between CCBOs and CCs by nurturing the culture of dialogue and discussion. Examples of best practices of successful collaboration between CCs and CCBOs will be a subject for documentation and dissemination.

3.4 Community Finance and Health Insurance

Padek will strengthen the capacity of the Community Finance Unit (CFU) to enable it to become an independent entity during this strategic period. The CFU will promote Self Help Groups (SHGs) and their federations throughout Padek's project areas. Funds from Padek's previous and current saving/credit activities are to be consolidated under a structure called the Padek Development Financial Services (PDFS). A non-for-profit financial entity, the PDFS is to provide working capital assistant to SHGs and their members who are 60-70 per cent women so that they can further the economic development of their families in a way that help builds society at large in a sustainable manner. It is important that the CFU galvanises Padek's saving/credit programme by demonstrating that poor people's institutions, with women leadership, can be mechanisms for poverty alleviation.

The two SHG studies by Padek show that 70 per cent of the loans have been for productive purposes while 30 per cent have been for household consumption. On the consumption side, loans for healthcare and food are the predominant reasons people borrow, especially among woman members. In this strategic plan period, with specific focus on women and women-headed households, Padek will study and establish a health insurance programme. This is a relatively nascent concept in Cambodia and to date very few organisations have tried to address this issue.

3.5 Research, Networking and Policy Advocacy

Padek will continue to document and disseminate good development models in order to spread information and promote replication. In this strategic period, practices to be documented include partnership between CCBOs and CCs, partnership between Padek and CCBOs, etc. All to show that participation of women in decision making could promote good governance through social accountability. While working to structurally reduce poverty in over 1,000 villages (by the end of 2012) it is the development of sustainable models for dissemination and replication, which represents the final result of Padek's work.

At the national level, Padek networks with other development and human rights organisations to advocate for the government to adopt models and policy that address the needs of the poor; and for the government to fully assume its designated roles and responsibilities in providing protection and security in a sustainable way for all Cambodians.

3.6 Enterprise Development

Small-scale farmers, 60-75 per cent are women, are facing a number of important market opportunities and constraints. A significant opportunity exists in the substitute of vegetables imported from Vietnam and Thailand, which account for up to 60 per cent of all vegetables consumed in Cambodia. In this strategic period, Padek together with community agricultural experts, half of them are women, will learn, by cooperating with International Development Enterprises (IDE), to identify pro-poor market opportunities. Working with value chain stakeholders, a diagnostic market study will identify products and market niches. Woman farmers will learn new skills such as product aggregation, market development, post-harvest processing, packaging, transport, storage, etc. The primary outcome of this activity is to increase income of woman farmers by helping them to make the transition from subsistence agriculture to more market oriented production.

3.7 Disaster Management

The last few years saw an increase of Padek's work in the field of disaster management. With feet firmly on the ground, applying an integrated community development model, Padek has been contracted by World Food Programme (WFP), Oxfam GB and the RGC to work with affected communities. This included distribution of cash for food, cash for work, rice, seed, agricultural appliances and the construction of small-scale infrastructures (dam, culvert, community pond, family pond, etc.) in a way that emergency work becomes development work.

Recognising that natural disasters, in many cases, undermined the achievements the community has made in collaboration with Padek, and that women suffer more gravely than men, Padek is committed to integrating disaster management in its work. Within the framework of the PICDM, institutional capacity building will take place where community leaders from all sectors (VDCs, Expert groups, SHG members...) will be trained in community-based risk management. Using the Hyogo Framework, this will include community participation in planning, identifying and assessing risks, institutional capacity building, risk mapping and investment to build capacity, forecast and enhanced early warning, etc.

3.8 HIV/AIDS

Cambodia has been facing with the most pressing HIV/AIDS problem in the region. In 2000, almost 170,000 people were HIV-positive. It has been estimated that 94,000 people have died of AIDS since the disease has surfaced. It is predicted that this number could rise to over 230,000 people by 2010. Efforts by the RGC, donors and civil society organisations in the 1990's and 2000's has reduced prevalence rate from 3 per cent to 0.9 per cent. However, with poor health services, gender discrimination and the subordination of women, the epidemic has spread beyond the "high risk" groups of sex workers, male police officers and soldiers to married women and their children in both urban and rural areas. With all strata of society affected by this epidemic, Padek with technical and financial support from Oxfam Novib will mainstream HIV/AIDS at organisational, programme and institutional levels. In turn, Padek will be instrumental in helping Oxfam Novib's other partners in Cambodia to do the same.

3.9 Gender Mainstreaming

For Padek, gender mainstreaming is a concerted effort to work from a gender and development perspective at the (1) organisational level, (2) programmatic level, and (3) institution level.

At programme level, Padek's intervention must be overwhelmingly in favour of women, not only quantitatively, but qualitatively if Padek is to successfully address the existing concern about and the damage caused by social inequality between men and women.

As such, Padek's interventions are designed to ensure that more women than men receive literacy training (70 percent), more woman-headed household receive social land concession, a reduction in domestic violence will take place, more women receive skill training and be able to increase their family income, pre and post-natal health care available for all women and children, an increased in number of family with access to clean water will take place (reduce the workload of

women as this job is mostly done by them), more women become more resilience to natural disasters, etc.

At organisational level, Padek will continue to search and encourage women to take up positions with Padek using various type of affirmative action.

At institutional level, Padek will continue to network with government and non-governmental institutions, human rights and development actors to promote women's agenda at national and international level. Padek belongs to the GAD Network, the NGO Forum Gender Network, the CEDAW Network, the National Working Group on Gender Mainstreaming, etc. These groups together with the Ministry of Women's Affairs have been advocating for the adoption of various gender sensitive laws (Domestic Violence law, Trafficking law) and the inclusion of gender mainstreaming in various national policies such as the National Strategic Development Plan (NSDP) 2006-2010. Other tasks that Padek has recently took part include membership in the Joint Coordinating Committee for the Project on Gender Mainstreaming and Policy Development through Upgrading Information and Research Capacity of the Ministry of Women's Affairs, a round table discussion on the situation of women vis-à-vis the CMDGs organised by the Committee To Promote Women in Politics.

3.10 Social Land Concession

One of the reasons why poverty in rural areas persists and the agricultural sector stagnates is because farmers land holding is small. It is necessary for these land-poor farmers to acquire more land through some redistribution process. A sub-decree on social land concession was adopted in 2001 with complicated procedures for local authorities to follow. In this strategic period, Padek will upgrade its capacity and collaborate with other NGOs and local authorities to provide input and monitor activities related to social land concession and land reform, especially in Kratie province to ensure that more women are recipients of land and that they succeed economically in using the land. The three communes where Padek works in Kratie are targeted for social land concession. Padek's roles can include 1) assist the CCs in various administrative work 2) assist the CCs to prepare a just list of recipients 3) provide livelihood support to recipients at time of settlement and beyond 4) assist recipients in building support network using the PICDM 5) to raise awareness of the need for social land concession in other provinces and the accompanied work to ensure successful settlement.