

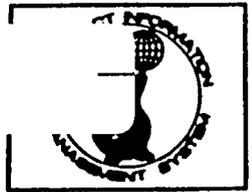


United States Agency for International Development

CONTRACT INFORMATION MANAGEMENT SYSTEM

442008

PD-ABG-821



DIRECT ACTION DATA FORM FOR GRANTS & COOPERATIVE AGREEMENTS

1. Basic Award Number <u>442-0108-00-2380-00</u>		(See CIB 89-30)
2. Recipient Name <u>Private Agencies Collaborating Together (PACT, Cambodia)</u>		
3. Award Description (This description will be seen by high level Agency officials, as well members of Congress.) <i>The recipient shall... provide skilled and culturally-sensitive manpower to provide humanitarian and development assistance, promote the peace process, and nurture democracy in Cambodia.</i>		
4. Principal Place of Performance <u>Cambodia</u>	5. Benefiting Country <u>Cambodia</u>	
6. Project Officer Office Symbol <u>USAID/Phnom Penh</u>   Name (Last, First) <u>Twentyman Lee</u>		
7. Grant Agreement Type <input type="checkbox"/> A. Disaster Assistance <input type="checkbox"/> B. American Schools & Hospitals Abroad (ASHA) <input checked="" type="checkbox"/> C. Other Than Those Listed Above <input type="checkbox"/> D. Title XII Authority	8. Basic Purpose <input type="checkbox"/> A. Tech. Services to Host Country <input type="checkbox"/> B. Commodities <input type="checkbox"/> C. Train. Services To Host Country <input type="checkbox"/> D. Research <input type="checkbox"/> E. Arch. & Engineering Services <input type="checkbox"/> F. Construction <b>ENTERED NOV 24 1992 Section</b>	
9. Taxpayer Identification Number <u>13-2702768</u>		
10. Business Organization Type <input type="checkbox"/> A. Corporation <input type="checkbox"/> B. Individual <input type="checkbox"/> C. University or College <input type="checkbox"/> D. Historically Black College or University <input type="checkbox"/> E. Educational Organization (other than University or College) <input type="checkbox"/> F. International Center <input type="checkbox"/> G. Research Organization (other than International Center) <input checked="" type="checkbox"/> H. Voluntary Organization <input checked="" type="checkbox"/> I. Foundation <input type="checkbox"/> J. Hospital <input type="checkbox"/> Z. Other		
11. If U.S. University, Host Country Institution <u>-</u>		
12. If obligated amount is in local currency, provide U.S. Dollar amount <u>-</u>		
13. a. Negotiator (Last, First, MI) <u>TIMA, NARINTR</u>	13. b. Signature <u>Maithing</u>	
14. a. Contract Officer (Last, First, MI) <u>EDIN, NEIL C.</u>	14. b. Signature <u>for Capt. H. Santavane</u>	

COPY OF AWARD DOCUMENT MUST BE ATTACHED TO THIS FORM



U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT  
USAID/THAILAND

USAID/THAILAND  
Box 47  
APO San Francisco 96346-0001  
International Address:  
USAID/Thailand  
37 Petchburi Soi 15  
Bangkok 10400 Thailand.

CABLE: USAID THAILAND

Telex: 20327 PROPERTY TH

Fax: (662) 255-3730

Telephone: 255-3650-9

September 30, 1992

Ms. Sarah Newhall  
Chief of Party  
PACT Cambodia  
No. 11B Street 57  
Phnom Penh, Cambodia

Dear Ms. Newhall:

Subject: Grant No. 442-0108-G-00-2380-00  
Cambodian - American Volunteer Project

Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D" or "Grantor") grants to Private Agencies Collaborating Together (hereinafter referred to as "PACT" or "Grantee"), the sum of \$1,000,000 (One million dollars) to provide skilled and culturally-sensitive manpower to provide humanitarian and development assistance, promote the peace process, and nurture democracy in Cambodia as described in the Schedule and Project Proposal of this Grant.

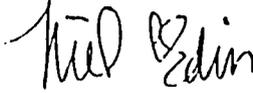
This Grant is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Grantee in furtherance of program objectives during the period of September 30, 1992 to September 30, 1994.

This grant is made to PACT on the condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1 "Schedule"; Attachment 2, Project Proposal and Attachment 3, "Mandatory and Optional Standard Provisions"; which have been agreed to by your organization.

In the event that there is a discrepancy or disagreement between the Standard Provisions and the Project Proposal or Grant Agreement, the Grant Agreement shall prevail.

Please sign the original and five copies of this letter to acknowledge your acceptance of the Grant Agreement and return the original and four copies to this office. Keep one copy for your records.

Sincerely,



Neil C. Edin  
Grant Officer

Acknowledged: BY : Sarah Newhall

TITLE: Chief of Party

DATE: September 29, 1992

Attachments:

1. Schedule
2. Project Proposal
3. Mandatory Standard Provisions and Optional Standard Provisions
4. Reporting Requirements
5. Certification Regarding Drug-Free Work Place Requirements
6. New Restrictions on Lobbying

Fiscal Data

PIO/T No.: 442-0108-3-20084  
Project No.: 442-0108  
Appropriation: 72-112/31021  
Budget Plan Code: HDH2-92-27442-KG13  
Total Estimated Amount: \$1,000,000 (without cost sharing listed)  
Total Obligated Amount: \$1,000,000  
Tax ID Number: 13-2702768  
Letter of Credit No.: 72001484

Funding Source: USAID/Bangkok

Funds Available: R. McClure date 9/30/92  
Richard McClure, Controller *RM* 9/30

Schedule

A. PURPOSE OF GRANT AGREEMENT

The purpose of this grant is to recruit Cambodian-Americans to serve with organizations in Cambodia that are helping to meet the country's urgent humanitarian and development needs, promote the peace process and nurture democracy as more fully described in Attachment 2.

B. PERIOD OF GRANT AGREEMENT

1. This Grant Agreement effective date is the date of the cover letter. The expiration date of this Grant is June 30, 1994.

C. GRANT AMOUNT AND METHOD OF PAYMENT

1. A.I.D. hereby obligates the amount of \$1,000,000 for the purpose of this Grant. The total estimated cost of this program is \$1,000,000. The A. I. D. cost-sharing requirement has been waived for this grant.

2. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3, Optional Standard Provision 1, "Payment - Letter of Credit".

D. BUDGET PLAN

The following budget is summarized as follows and is provided as part of Attachment 1. Revisions to the budget line item estimates may be made in accordance with the Standard Provision entitled "Revision of Grant Budget". Provided the total obligated amount shown in Paragraph C.1. above is not exceeded. Refer to Revision of Grant Budget (SP # 4) for revision of amounts below.

Cambodian-American Volunteer Project  
PACT\_Budget\_Summary

Line Item	USAID Contribution
Salaries/Field	\$343,723
Home Office	\$34,764
Travel/Per diem	\$62,995
Allowances	\$206,375
Training	8,415
Other Direct Cost	\$55,821
Direct Sub-Total	\$712,093
Subgrant	\$55,000
PACT Indirect	\$232,907
TOTAL PACT	\$1,000,000

S

## E. REPORTING AND EVALUATION

### 1. Financial Reporting

Financial reporting requirements shall be in accordance with Optional Standard Provision 1 entitled "Payment - Letter of Credit", as shown in Attachment 3.

The original and two copies of all financial reports shall be submitted to the Office of Financial Management, Agency for International Development, Washington, D.C. 20523.

In addition, two copies of the financial reports shall be submitted to the Controller, Office of Finance, USAID/Thailand and USAID Project Officer.

### 2. Program Reporting

a. Regular meetings will be held with the USAID/Phnom Penh Project Officer and PACT to discuss progress under this grant.

b. Annual workplans outlining activities to be undertaken will be prepared for each substantive programmatic area covered by this Grant. Such workplans will be reviewed with the USAID Project Officer on an annual basis, and clearly defined activities to be undertaken during the next twelve month period agreed upon.

c. Two copies each of detailed progress reports in English shall be submitted to Mr. Lee Twentyman, USAID Representative, Phnom Penh, American Embassy, #18 Street 228, Phnom Penh, Cambodia from the date of the Grant and such reports will become due within 30 days following the 3rd, 6th, 9th, 12th, 15th, 18th, 21st, and 24th month of the project. Reports will describe the progress and problems related to those project activities set forth in the project proposal, following the recommended reporting format (Attachment 4). The reporting of gender-segregated data on beneficiaries of project activities is also required.

A mid-term program assessment will be undertaken by the Grantee in September 1993. The report of this assessment will be made available to USAID/Thailand by October 31, 1993 and will be used by the Grantee and USAID, as the basis for discussions of necessary program adjustment.

d. A final evaluation report will be due within sixty days following the 24th month of the project (the terminal date of the project). Such evaluation report will be in sufficient detail, including gender-segregated data, that A.I.D. can judge the effectiveness of the project, the efficiency of implementation, and the impact of project activities.

e. Following completion of the sixth month of the Grant period, and at six-month intervals, the Grantee will submit an accounting of expenditures for the non-USAID portion of the budget.

F. STANDARD PROVISIONS

This Grant Agreement includes, as Attachment No. 3, the Mandatory Standard Provisions numbered 1 through 13 and the Optional Standard Provisions that are shown on the Index as applying to this Grant Agreement.

G. AUDIT

In the event that the independent audit reports on the Grantee or any sub-grantee or contractor, as provided for, and/or program reports, do not satisfy AID's requirements as determined by the A.I.D. Inspector General (Audit), and the A.I.D. Inspector General chooses to make an on-site fiscal or program audit, the Grantee agrees to USAID taking reasonable steps to coordinate the scheduling and conduct of such audit with the Grantee in advance, and to providing unrestricted access to its books and records, as further described in Mandatory Standard Provision No. 2. Note internal audits are now required for grants and sub-grants over \$25,000. A copy of the audits shall be submitted to the USAID Project Officer.

H. AUTHORIZED GEOGRAPHIC CODE

Order of preference in Optional Standard Provision 7(b) (1) shall apply. Local procurement is authorized for Cambodia (Waiver is on file).

I. INDIRECT COST RATE

Pursuant to the provisions of the Optional Standard Provision clause of this grant agreement entitled "Negotiated Indirect Cost Rate - Predetermined", a rate is established for the Grantee's accounting period as described below. Payments on account of allowable indirect costs shall be made on the basis of the following negotiated fixed rate applied to the base and for the period which are set forth below:

Rate	Base	Period
32.38	modified total direct costs less subgrants	From grant effective date until rate is amended by amendment to this grant

J. TITLE TO PROPERTY

Title to property procured under this grant with U.S. Government funds provided under the grant shall vest in the Grantee, subject to the conditions of Optional Standard Provision 20, "Title to and Use of Property (Grantee Title)".

## K. CLOSE-OUT PROCEDURES

The following uniform close-out procedures shall apply to this Grant:

1. The following definitions shall apply:

a. Close-out. The close-out of this grant is the process by which A.I.D. determines that all applicable administrative actions and all required program activities have been completed by the Grantee and A.I.D.

b. Date of Completion. The date of completion is the date on which all activities under this grant are completed, or the date given in the Grant document, or any supplements or amendments thereto, on which A.I.D. funding ends.

c. Disallowed Costs. Disallowed costs are those charges to the grant that A.I.D. or its representative determines to be unallowable in accordance with the applicable Federal cost principles, as outlined in OMB Circular A-122 and supplements and amendments thereto, or other conditions contained in the Grant.

2. A.I.D. close-out procedures include the following requirements:

a. Upon request, A.I.D. shall make prompt payments to the Grantee for allowable reimbursable costs under the grant being closed out.

b. The Grantee shall immediately refund any balance or unobligated or unencumbered cash that A.I.D. has advanced or paid and that is not authorized to be retained by the grantee for use in other grants or agreements.

c. A.I.D. shall obtain from the Grantee within 90 calendar days after completion of activities under the grant agreement all financial, performance, and other reports required as a condition of the grant. Extensions of this time may be granted by A.I.D. upon request of the Grantees.

d. The Grantee shall account for any property acquired with A.I.D. funds or received from the Government in accordance with provisions of OMB Circular 110, "Property Management Standards".

e. In the event a final audit has not been performed prior to the close-out of the grant, A.I.D. shall retain the right to recover an appropriate amount fully considering the recommendations on questioned costs resulting from the final audit when such audit is conducted.

#### L. SPECIAL GRANT PROVISIONS

1. Air travel and transportation clause in Optional Standard Provisions requires prior AID approval on all international travel. This approval is considered given when the Grant or amendment is signed and includes such travel if it was specifically broken out in the budget proposal by traveler's name, purpose of travel, origin/destination (including intervening stops), and estimated dates of travel. Grantee still will have to notify AID Project Officer and the Mission or Embassy of the destination country of final travel plans, notification will identify travelers, dates and times of travel and must be submitted at least one week prior to commencement of approved international travel. Note U.S. flag carrier requirements.

2. Ocean shipment of goods per Optional Standard Provision requires 50% freight shipment on or paid to U.S. flag commercial ocean vessels to the extent such vessels are available at fair and reasonable rates for such vessels.

3. Procurement of Goods and Services (refer to Optional Standard Provision for details) should be followed and procedures documented in the files. Eligibility rules (Optional Standard Provision) should be reviewed for ineligible goods, services, suppliers and restricted goods. Note order of preference for purchase of services and goods in same Provision and documentation required.

4. The grantee has 100% budget line items flexibility (interchange) except for training and overhead which are fixed maximums.

5. The names of all technical assistance personnel funded under this grant and undertaking activities in furtherance of program purposes should be submitted to USAID/Thailand for concurrence prior to contracts being executed, or other contractually binding arrangement being made with such persons. Such concurrence will be obtained in writing from the Project Officer during the course of project implementation.

6. USAID concurrence is required for all training of technical assistance activities undertaken using grant funds prior to such training or technical assistance activities being conducted. USAID concurrence with participants of all grant-funded training programs is also required. Such concurrence will be obtained from the USAID project officer in writing during the course of project implementation. If participant training is done outside of the country, the Optional Standard Provision on training shall apply.

7. The USAID Project Officer on this grant is Mr. Lee Twentyman.

8. All correspondence should be mailed to Mr. Lee Twentyman at the addresses listed below.

Mail from USA: Mr. Lee Twentymen  
Box P  
APO, AP 96546-0001

International Address: Mr. Lee Twentyman  
USAID Representative,  
U.S. Mission  
#18 Street 228  
Phnom Penh  
Cambodia

9. The grantee shall submit their travel, accounting and personnel policies immediately to OP/PS/OCC, AID/H for review and approval within the first six months of this grant to meet AID Handbook 13 requirements, if review has not already been done. Contact Mr. Deery at phone 703-875-1101 and ask him to notify this Grant Officer of review findings when completed.

**CAMBODIAN-AMERICAN  
NATIONAL DEVELOPMENT ORGANIZATION  
(CANDO)**

Proposed by

*PACT*

*Private Agencies Collaborating Together, Inc.  
1901 Pennsylvania Avenue, N.W.  
Washington, DC 20006*

Telephone: (202) 466-5666

Facsimile: (202) 466-5669

in partnership with

*Cambodian Network Council  
and  
United Cambodian Students of America, Inc.*

September 25, 1992

---

## TABLE OF CONTENTS

### EXECUTIVE SUMMARY

Page

#### I. INTRODUCTION

A. Background	1
B. Cambodian-American National Development Organization (CANDO) Goal Purpose	2
C. Program Description	3
D. Benefits of the Project	6
E. Organizational Capabili PACT, Inc. Cambodian Network Council United Cambodian Students of America, Inc.	6

#### II. ELEMENTS OF PROJECT IMPLEMENTATION

A. Program Justification	12
B. Program Strategy	13
Activities Implemented by CNC in USA	13
Activities Implemented by CANDO In Cambodia	19

#### III. PROJECT MANAGEMENT

A. Staffing	23
Phnom Penh Project Team	
Headquarters Support Team	24
Cambodian Network Council	24

#### IV. IMPACT ASSESSMENT

A. Program Monitoring and Evaluation	25
--------------------------------------	----

12

## V. PACT COST PROPOSAL

1-6

## VI. ATTACHMENTS

- A. Present Foreign Aid to Education by Donor
- B. Institutes of Higher Education and Vocational Training in Cambodia
- C. Resumes of Personnel
- D. Assurance of Compliance with Laws and Regulations
- E. NICR
- F. Financial Reporting Requirements

## EXECUTIVE SUMMARY

Private Agencies Collaborating Together (PACT) in partnership with Cambodian Network Council (CNC) and United Cambodian Students of America, Inc. (UCSA) are pleased to submit a proposal for a grant to establish the Cambodian-American National Development Organization (CANDO), to be based in Cambodia. As a team, the combined strengths of PACT, CNC and UCSA provide the mechanism needed to effectively implement and carry out such a project.

The project will identify Americans who are qualified and willing to work in Cambodia on a voluntary basis for one year to provide training and technical assistance to address the country's rehabilitation and reconstruction needs. Specifically, the volunteers will train "counterpart" Cambodians. The majority of Cambodian nationals have not had the opportunity to learn skills, from basic reading and mathematics, to technical and managerial functions. Due to Cambodia's past political situation, the majority of educated and skilled Cambodians were killed or fled from the country to escape death. Many of those who fled now reside in the U.S.A. There are many educated and technically trained Cambodian-Americans in the U.S.A, who given the opportunity, are eager to share their expertise with their Cambodian compatriots.

Bringing together qualified volunteers, establishing program strategies that are culturally sensitive to the specific needs of the Cambodian people, and providing effective monitoring and evaluation of such a project requires a special approach. With these factors in mind, PACT, CNC and UCSA propose to combine their institutional capabilities to establish a pioneering program which will create a channel for Cambodian-Americans to return to Cambodia to participate directly in the human resources development and general reconstruction of their homeland.

Along with the considerable institutional experience of each organization, the project will benefit from having managerial and logistical support from the PACT/Cambodia office located in Phnom Penh. This office is now the base for the USAID funded Cambodian Community Outreach Project. With the office fully functional, the CCOP management team can readily assist CANDO to set up operations soundly and quickly. PACT/Cambodia will also provide ongoing and strategic oversight to the project.

The long-range goal of the CANDO is to create a network of skilled Cambodian nationals who, through the continued efforts of the Cambodian-American community, will become less dependent on the full support of International PVOs in starting local initiatives in community and human resource development. By providing training and technical assistance to Cambodian nationals, the program will increase the skilled local labor force available and able to actively and effectively participate in reconstruction programs.

These newly trained Cambodian Nationals will in turn become the first generation of leaders to:

- establish indigenous non-governmental organizations
- participate with the private sector and the International PVO community in setting the direction for long term community development goals for Cambodia
- more fully understand the dynamics of a market oriented, open economic system more fully appreciate the benefits of a liberal, democratic system of government, grounded in the basic principles of human rights

# CAMBODIAN-AMERICAN NATIONAL DEVELOPMENT ORGANIZATION

## I. INTRODUCTION

### A. Background

The significant increase in the attention paid by the international community to Cambodia is both encouraging and necessary. The welfare of the Cambodian people has not had the priority it deserves, nor have the people of Cambodia received the level assistance which has so generously been given to the rest of the developing world.

The infrastructure in Cambodia, in every sector, is in a serious state of disarray. Today, the traditional agricultural system of Cambodia barely suffices to produce the minimum amount of food required to allow the people to subsist. The national education system does not have enough trained teachers to provide even basic education to the population. Many children, particularly in the Provinces have no school to attend. The state of the health care delivery system is inadequate in meeting even the most basic needs of the population. What services are available are insufficient to treat the most preventable diseases. Infant and maternal mortality rates are among the highest in the world. The physical infrastructure of Cambodia is in a chronic state of disrepair due to years of neglect. There are few good roads, no fully functioning water, power, and sanitation systems in place, and no coordinated, central planning to coordinate and finance such efforts. Added to the economic and social distress of the country is the problem of the ubiquitous presence of land mines, especially in the border areas of the western provinces of Cambodia.

In response to the enormous needs of the Cambodians, the number of international NGOs present in Cambodia has steadily increased in the last few years. As deliverers of humanitarian assistance many NGOs have established close working relationships with the Khmer Women's Association, farmers' club and other community groups.

Today in Cambodia, the provision of social services (health, education, welfare) by government has virtually ceased since state funds are not available to pay the salaries of the state employees. Such services are, for the most part, only available to those who can afford to pay for them. Cambodia's vulnerable populations, widowed heads of households, the very poor, the disabled, and orphans can only look to the over 80 NGOs now operational in Cambodia to fill the breach.

The horrors of the Khmer Rouge are well known. Up to one million Cambodians, the educated and technically skilled, were systematically murdered during the Pol Pot era. The overwhelming majority of the educated Cambodians who managed to escape the genocide did so only by fleeing their country. As a result, the largest number of skilled Cambodians now reside in the United States.

For the successful reconstruction of Cambodia, there is a great need for a well trained work force that is skilled, culturally sensitive and equipped with Khmer language skills to return to the country to train and provide technical assistance to Cambodian nationals. Cambodian-Americans, and other Asian-Americans, have earned a reputation as hard workers and scholastic achievers. Many in this pool of professionals are willing and anxious to aid in development activities. The Cambodian-American community also:

- embodies the largest group of Cambodians who have lived and actively participated in a democratic, free market system
- is united in its desire to participate in the rebuilding of the country
- has the cultural skills that would be a unique asset in meeting the needs of the vulnerable, promoting the peace and nurturing democracy in Cambodia.

## **B. Cambodian-American National Development Organization (CANDO)**

### **Goal**

The goal of CANDO is to establish a channel for Cambodian-American students and professionals to return to Cambodia to assist in strengthening the human resources base of Cambodian nationals. Through the exchange of knowledge, skills and experience with their Cambodian colleagues, CANDO will nurture and strengthen local leadership and institutions supporting democratic pluralism and peace.

### **Purpose**

CANDO will develop and increase the technical skills of Cambodian Nationals by placing Cambodian-American volunteers in training and technical assistance roles with International NGOs contributing to the education sector, in Cambodian Educational Institutions, and with indigenous, Cambodian led NGOs.

CANDO will:

1. Establish a mechanism for Cambodian-American students and professionals to participate in meeting the humanitarian assistance needs of vulnerable groups in Cambodia.
2. Place volunteers in critically needed training organizations and Cambodian Educational Institutions to increase the local human resources base of skilled Cambodian Nationals.
3. Facilitate activities which lead to the creation and strengthening of

indigenous, Cambodian managed private and non-governmental organizations in Cambodia.

4. Promote through the process of community building and reconciliation the comprehensive peace settlement and democratic practices in Cambodia.

### **C. Program Description**

PACT, in partnership with CNC and UCSA, will implement the Cambodian American National Development Organization (CANDO), which will aid Cambodian-Americans to return to Cambodia on a voluntary basis to provide training and technical assistance to Cambodian nationals served by International NGOs and through Cambodian Educational Institutions. The Cambodian-American community in the United States represents the largest pool of manpower that is skilled, culturally sensitive and equipped with Khmer language skills to help improve the human resource base in Cambodia. It is critical to tap this vital manpower pool now, and to actively provide opportunities for the 240,000 Cambodians residing in America to direct resources and energy toward the development efforts in Cambodia.

CNC has an extensive network of 58 organizational members through which to effectively promote the mission of CANDO. This network will identify 25 outstanding representatives from the Cambodian-American community interested and available to return to Cambodia for a one year volunteer placement. Already, through the implementation of the Cambodian-American Skills Bank Project in 1991, CNC fielded responses from over 1,417 Cambodian-Americans interested in returning to Cambodia to assist in humanitarian and reconstruction activities. In October 1992 this network will be reactivated to ascertain who is prepared to volunteer during the 1993 calendar year.

CNC will enlist a team of CANDO Advisors, who are respected leaders in the Cambodian-American community, to recruit, screen, interview, and select 25 finalists for the CANDO Program. The Advisors will be selected from States with the highest concentrations of Cambodian-Americans. These States include California, Washington, Ohio, Illinois, Texas, Massachusetts, and Washington, D.C. These Advisors will also be asked to assist in orienting the volunteers to living conditions in Cambodia, to the social and political history of the country, and also to assist them in gathering training and resource materials which will be useful in their volunteer placements.

The volunteers selected for CANDO must be American citizens, at least 18 years of age, and in good health. All volunteers must sign an Agreement which states that they will not participate in any political activity or any personal business ventures during their one year assignment. If a volunteer is found to be in violation of this Agreement, they will be removed from the program and returned to the USA immediately at their own expense. Each volunteer will sign a Letter of Commitment

which states their willingness to participate in the program for one year, and to abide by all of the policies and procedures of the CANDO Program.

While it is expected that most of the volunteers will be Cambodian-Americans, the program is open to all Americans who meet the eligibility criteria for volunteers, and who are able to meet the Khmer language requirement of speaking at the S3 Level. CNC will test all applicants in their Khmer language skills to ensure their eligibility for the program.

PACT will establish a CANDO office in Phnom Penh which is co-located with the already operational PACT Cambodian Community Outreach Project. The office will be directed by a Cambodian-American, and one support staff, who will be responsible for receiving, housing, orienting and placing the volunteers in carefully planned job placements with International and indigenous NGOs, and within Cambodian educational institutions.

Human resources development will be the priority for all job placements. CANDO will place an emphasis on establishing a partnership relationship with the network of International NGOs who are currently providing assistance in the broadly defined Education Sector. These NGOs provide training and technical support in a wide range of subject matter fields from health, economics, engineering, agricultural extension, fine arts, English language instruction, teacher training and others. There are over 20 NGOs in Cambodia providing support to improve the educational delivery system. Among these organizations are: Cambodia Development Resources Institute (CDRI), Jesuit Relief Services, Mennonite Central Committee, AFSC, OXFAM UK, PADEK, Quaker Service Australia, Redd Barna, Save the Children UK, World Education, World Concern, Handicap International, and World Vision, Inc. These organizations have formed an active Sectoral Committee called EDUCAM, under the auspices of the Cooperation Committee for Cambodia, which meets together regularly to coordinate services, to identify gaps in services, and to share resources. CANDO will approach each of these Education Sector NGOs regarding their interest in receiving a CANDO volunteer. (See Attachment A for a complete listing of present foreign aid to education by donor agency.) It is anticipated that the CANDO volunteers will be able to provide a range of services to these NGOs. Depending upon the skill level of the volunteer, they will participate directly in technical training, English language instruction, or administrative support services such as computer services, bookkeeping, office management, and/or English/Khmer translations.

CANDO will also work directly with the Ministry of Education to identify job placement opportunities. In the post-secondary education arena there are three major categories of institutions: a. institutes of higher education, b. professional training institutes, c. specialized secondary education institutes. These institutes are all lacking sufficient qualified instructors, adequate physical facilities, contemporary training materials, and eligible students. It is anticipated that some of the CANDO volunteers will have the requisite skills to provide useful roles in these institutions. Depending upon the skill levels of the volunteers recruited, they will be able to function in a range of activities including general instruction, English

language training to instructors or students, or administrative support services to the institution including computer assistance, financial management assistance, general offices assistance. They can also serve as role models and trainers to the local support staff in the offices. (See Attachment B for a complete listing of, the Institutes of Higher Education and Vocational Training in Cambodia.)

In addition to developing volunteer placements within the Education Sector, CANDO will maintain the flexibility to respond to requests for volunteers in other important arenas which arise during the program period.

The issue of English language training is in itself a critical issue. The overcrowded private English language classes currently given in Phnom Penh, providing training of dubious quality for a fee, and the large number of students enrolled at the Alliance Francaise, where French language classes are given, free of charge, indicate that there is an increasing demand by younger Cambodians to obtain new language skills. There is notable competition between French and English. To date no clear choice has been made by the Ministry of Education favoring one language over the other, although rumors are swirling that French will be made the National language. Presently, the tendency is to accept whatever aid is being offered. The medical sector, for example, seems to be dominated by French influence, both in terms of instructional programs and in the language used in the classroom. French is also increasingly present in at every level of teacher training at the University of Phnom Penh. This emphasis on French language will limit the possibilities for Cambodians to participate effectively in Regional Cooperation in which English is increasingly the language of training and trade. It is important, therefore, to increase the number of high quality, English language trainers available in Cambodia, particularly in Phnom Penh and Battambang. CANDO can supply a qualified cadre of English language instructors to assist these institutions. Under the auspices of CCC, all of the NGOs active in providing English as a Second Language training regularly meet to coordinate their program activities. CANDO will participate on this committee and most likely identify several volunteer placements with the active agencies involved.

In addition to the activities described above which relate directly to the placement of Cambodian-American volunteers in the Education Sector, the CANDO Program has a secondary, and longer term goal of facilitating the establishment of indigenous NGOs, led by Cambodian Nationals, working in the humanitarian assistance arena. There are currently five known indigenous NGOs in Cambodia, including Khemara, a community development organization for women, three Human Rights organizations, and the Buddhism for Development Project. These organizations are the pioneers in building the future leadership base of Cambodian development workers. CANDO will work to assist these organizations through the placement of volunteers, and also by marshalling increased support from the broader Cambodian-American community to recognize and support these efforts. It is just these kinds of local people's organizations which exemplify the essential fabric of a democratic society.

The partnership between PACT, CNC, and UCSA is a dynamic one which brings together the unusual and essential combination of a direct and vital link into the rich human resource base of the Cambodian-American community, with the organizational development expertise of PACT, which has a successful global track record in NGO institution and coalition building. Together these organizations will succeed in the trailblazing agenda of CANDO, and make an important contribution to building institutions supporting democratic pluralism in Cambodia.

#### **D. BENEFITS OF THE PROJECT**

The benefits of CANDO will be both tangible and intangible. They include the following:

1. Establishing the first direct, non-political, organizational link between the Cambodian-American community and Cambodian Nationals with the goal of Human Resources Development.
2. Placing 25 Cambodian-American volunteers in one year work experiences with International NGOs, indigenous NGOs and within Cambodian Educational Institutions.
3. Promoting and strengthening indigenous, Cambodian led NGOs.
4. Deepening the awareness and understanding between Cambodian-American and Cambodian Nationals through the exchange of knowledge, skills and experiences.
5. Promoting the comprehensive peace and democratic pluralism through community building and reconciliation initiatives.
6. Strengthening the communication between the Cambodian-Americans overseas and their fellow countrymen.

#### **E. Organizational Capability**

##### **PACT, Inc**

PACT is an international NGO consortium of 25 NGOs from developing and developed countries. Some of these NGOs are major consortia in their own countries.

PACT's overall goal is to help low income men and women in developing nations to make measurable and sustainable improvements in their lives. To achieve this goal, PACT strengthens the quality, sustainability and reach of development programs, and increases the effectiveness of NGOs in articulating and promoting policy. PACT plays its active, catalyst role in order to:

- Strengthen Regional and National NGOs and other independent sector institutions through Consortia, Support NGOs and others
- Build relationships and collaborations among diverse parties ( NGOs, PVOs, Government, donors, others) to innovate solutions to poverty
- Advance policies to make volunteerism a potent force, build the NGO sector's capacity in building participation and engage in policy reform and development

Current program initiatives are:

### **Policy Development Initiatives**

The goal of the Policy Development Program is the substantive involvement of NGOs in formulation of national policies that will have an affect on the lives of the people and communities that the NGOs represent. For example:

- ▶ In Bangladesh, PACT is engaged in a major program effort with the national NGO community. The program emphasis is on strategic planning, institution building and policy reform. The purpose of the program is to enable the poor to gain access to local government resources, and participate more directly in local governance. Strategic themes of the program are NGO self-financing mechanisms, NGO influence on government and donor policy, and NGO and local government collaboration.

PACT manages additional Policy Development Initiatives in Indonesia, Madagascar and Thailand.

### **Strategic Coalitions Initiatives**

The goal of the Strategic Coalition Program is to promote a collaborative approach to achieving programmatic and policy initiatives. PACT provides assistance to NGOs on how to establish strategic coalitions, build consensus, manage collaborative efforts and evaluate the impact of this approach. For example:

- ▶ In Thailand, PACT established a small and medium scale enterprise network of businesses, NGOs and local banks. The members are linked to training opportunities, technical assistance and resources through the network.

PACT promotes additional Strategic Coalitions initiatives in Bangladesh, Thailand, and Sahelian West Africa.

## **Humanitarian Assistance Program**

The goal of the Humanitarian Assistance Program is to harness the experience of the international voluntary community to address the immediate needs of societies in the midst of profound social or economic change from a developmental perspective. For example:

- ▶ In Vietnam, PACT initiated and now administers a volunteer youth program providing an opportunity to Vietnamese-American professional with practical skills to return and help in the reconstruction of their country of origin.

PACT manages Humanitarian Assistance initiatives in Cambodia and Romania.

## **Technical Assistance and Training Program**

The goal of the Technical Assistance and Training Program is to expand the technical and managerial capacity of the staff and board of directors of NGOs. For example:

- ▶ In South Africa, PACT is structuring training opportunities, technical assistance, and exchange visits for more than 30 progressive NGOs and civic organizations that will be critical to the leadership for the "new South Africa". This assistance is designed by PACT to address the organizational development requirements of each individual NGO.

Worldwide, through its Communications Development Service, PACT assists NGOs directly by providing expertise, models and curricula for training materials and training programs for a broad range of organizational development needs. PACT manages additional Technical Assistance and Training initiatives in Bangladesh, Nepal and the Philippines.

## **Grants and Resource Development Program**

The goal of the Grants and Resource Development program is to provide financial assistance strategically to voluntary organizations for their programs.

- ▶ Through its Project Fund, PACT has provided millions of dollars to voluntary organizations in support of their development programs throughout the world. The funds for this program were raised exclusively from A.I.D. for the express purpose of strengthening the voluntary sector's ability to reduce poverty.
- ▶ Through its Strategic Assistance Grant fund, PACT has provided millions of dollars in small grants (less than \$25,000) to voluntary

organizations throughout the world. The funds were targeted for specific activities with a strategic purpose -- i.e. to replicate a successful model or develop a needs assessment -- within the context of a broader developmental context.

Through its Institutional Development Grant fund, PACT has provided funding to voluntary organizations throughout the world. The grants were targeted to meet specific organizational development needs of recipients or specific strategic programmatic initiatives.

### **CAMBODIAN NETWORK COUNCIL.**

The Cambodian Network Council, a non-profit organization established in 1988, is the one national organization encompassing the diverse perspectives within the Cambodian community. With its 58 organizational members committed to working together, CNC integrates many individual efforts into a concerted whole to build grassroots leadership, and strengthen the Cambodian community.

The CNC has a firm mandate to bring together the Cambodian-American community. CNC has worked to create this unity in order to improve the living standards of less fortunate Cambodian-Americans, and build self-sufficiency of both individual refugees and local communities. CNC acts as a bridge organization for the 240,000 Cambodians residing in the U.S. and Cambodian Mutual Assistance Associations (MAAs). CNC voices the concerns of the MAAs and individual Cambodians, and builds coalitions both within the widespread Cambodian American community, and between them and mainstream American organizations.

The recently signed Cambodian Peace Treaty, and an ebb in the flow of Cambodian refugees has created new opportunities for CNC to expand its agenda. The Cambodian-Americans, who came to this country and prospered, feel honor-bound to reach across the seas to provide training and expertise to their decimated homeland. CNC is the only organization with the capacity to be a bridge for Cambodian communities scattered along the Thai-Cambodia border in Cambodia and throughout the rest of the world.

CNC in collaboration with the Mitchell Group, a consulting firm, carried out the Cambodian-American Skills Bank Project (CASBP). This project funded by USAID captured and expressed in useful terms the enthusiasm and desire of Cambodian-Americans to help in the reconstruction of Cambodia.

The purpose of the CANDO was to create a database of names, addresses, skills, education level, training and language capabilities of Cambodian-Americans. This data can now be accessed by various governments, and private and voluntary agencies participating in the reconstruction of Cambodia. Regional coordinators from various states within the U.S. were recruited to help with data collection and to maximize participation by all Cambodian communities.

As of March 14, 1992, there have been 1,417 responses to the CASBP survey, including eight from Cambodia. There were 231 responses from the West Central Region, 210 from the Northwest Region, 191 from the South Central Region, 203 from the Southeast Region, 195 from the Northeast Region, 115 from the North Central Region and 264 from the Southwest Region. Although the project has ended, CNC continues to receive responses from around the country. CNC will maintain the database as long as the need exists.

CNC has established itself at the national level with direct participation and involvement in both policy making, and program planning and delivery with other USPVOs. CNC has fostered a sense of cooperation and collaboration among key individuals in the Cambodian American community to work harder towards a common goal. CNC has established and maintained a line of communication through its quarterly newsletter with reports on discussions within local communities, as well as, through the national convention held annually. In addition, CNC has organized leadership workshops and technical training workshops that enhance the capabilities of key individuals and organizations serving the community.

#### **UNITED CAMBODIAN STUDENTS OF AMERICA, INC.**

The United Cambodian Students of America, Inc. (UCSA), with its headquarters in Long Beach, California, is a national, non-profit organization founded in May 1988, by a group of concerned students in the U.S. The purpose of UCSA is to develop and maintain a nationwide network of Cambodian students willing to provide support to students and youth across the U.S. through educational, cultural and charitable activities. In addition, UCSA provides educational and social services, that help integrate Cambodian and other minority students and youth into the wider American community.

UCSA has reached out to Cambodian students and youth in the U.S., especially in the states where there are large concentrations of Cambodian refugees, such as California, Connecticut, Illinois, Virginia, Washington State and Washington, D.C. It has also established relations with Cambodian students and youth in Canada and Europe.

UCSA members have been invited to speak on student and youth issues at many local, national and international conferences. In October 1988, a UCSA member was invited to speak at the International Conference on Khmer Studies, held in Paris, France. In September 1989, in collaboration with the Cambodian Network Council, UCSA co-sponsored an International Youth Forum that took place concurrently with CNC's First Cambodian National Convention held in Austin, Texas. Since 1989, UCSA has successfully co-sponsored Youth Forums at every CNC National Convention. In June 1990, two members were invited to take part in a Youth Meeting in Paris, France. In April 1991, UCSA-Northern California, successfully organized a Youth Leadership Spring Seminar in Stockton, California. For the past two consecutive years, UCSA has held its own Annual Winter Conference in Long Beach, California.

In August 1991, UCSA worked in cooperation with USAID in designing the Cambodian-American Volunteer Project. UCSA has played a major role in the formulation of the concept paper which was submitted to USAID. This concept now provides the framework for this project. UCSA has continued to work with USAID to bring this Project to fruition.

UCSA, with the cooperation of the Cambodian Students Society of California State University at Long Beach (CSULB), has opened three classes at CSULB to teach Khmer language and culture to younger students. These classes are conducted weekly by UCSA members who are themselves students. As a result of the success of this program UCSA is planning to add more classes including instruction in Khmer classical and folk dances, as well as, tutoring services. Furthermore, various UCSA Regional Offices, with the cooperation of local student organizations, are planning to initiate similar programs.

UCSA intends to continue its active role in the coming years. Included in its upcoming activities are: participating in the Cambodian New Year's celebration; cooperating in other youth activities with the Cambodian Family, Inc. of Santa Ana; and other established Cambodian organizations.

## II. ELEMENTS OF PROJECT IMPLEMENTATION

### A. Program Justification

The 1970's saw a war-ravaged Cambodia's traditional economy all but vanish. Apart from the massive United Nations humanitarian aid program between 1979 and 1981, Cambodia has been cut off from almost all major sources of international aid for nearly 15 years. Until recently, considerable assistance came from the Soviet Union and the Eastern Bloc countries. In response to the absence of bilateral and multilateral aid agencies, international NGOs have undertaken projects far beyond their capacity and mandate.

In addition to economic devastation, the country suffers from a profound shortage of well trained and skilled human resources required to achieve the successful reconstruction of the country. This lack of trained and experienced manpower is the primary constraint to development. The demand for outside technical know-how is evident due to:

- the withdrawal of Russian and former Eastern Bloc technicians leaving significant numbers of unfilled positions requiring a high level of professional skill
- the need for quality English language instruction so that Cambodia will have a work force which is able to integrate with the dynamic markets of the Asia-Pacific region
- the number of requests to international NGOs to supply trained counterparts to the governmental ministries, and technical institutes such as the Institute of Technology and Institute of Economics in Phnom Penh

In March 1991, at the first major NGO Workshop on Development ever in Cambodia, the highest service priority identified by the International NGO community was to direct all possible financial resources and manpower toward HUMAN RESOURCES DEVELOPMENT. Increasing the pool of skilled Cambodian Nationals to play the leadership roles in the future development of the country was the long term development mandate adopted by the NGO community during this Workshop. Currently, however, the NGO community, is caught in the transition between providing traditional emergency relief services, and becoming more deeply involved in longer term community development strategies. The demand for programs which are addressing this critical HUMAN RESOURCES DEVELOPMENT need continues to go unmet.

One response to meeting the HUMAN RESOURCES DEVELOPMENT needs is to develop a channel for qualified Cambodian-American volunteers to return to Cambodia to provide training in technical skills, English language instruction, and general assistance to educational and training organizations.

The two existing organizations in Phnom Penh attempting to bring overseas

Cambodians back to assist have not been able to adequately tap into the Cambodian-American community for such a purpose. These organizations are the United Nations Development Program, Transfer of Knowledge Through Expert Nationals, (TOKTEN) and the International Organization of Migration's, Khmer Expert Program, (KEP).

The TOKTEN program has placed only nine professionals to date. This program aims to place individuals with post-graduate level technical expertise into key government Ministries to provide necessary skills transfer. Because of the difficulty in identifying placement opportunities within the government, the UNDP is beginning to make placements in the NGO sector. The majority of placements through TOKTEN are from France. To date TOKTEN has not successfully tapped into the talent within the Cambodian-American community.

The Khmer Expert Program (KEP) has placed sixteen overseas Cambodians with NGOs, Cambodian Educational institutions, and UN agencies since May 1992. KEP's mission is to identify qualified Cambodian nationals in industrialized countries who are interested in a medium to long term return to Cambodia and to place them in positions relevant to the rehabilitation and reconstruction of Cambodia. Most of the recruitment has been from Australia, New Zealand and Canada. The average placement is expected to last one year.

PACT's Director in Cambodia has met several times with the Program Directors of both organizations. The Directors are very interested in establishing a collaborative relationship with each other. At the most recent meeting in September 1992, the three Directors agreed to meet on a monthly basis to coordinate their activities. Information sharing on job placements, interested candidates, and issues and concerns in the field will be useful. Each agency has a slightly different niche to fill. It is anticipated that competition will not be an issue. Generally speaking, both the KEP and TOKTEN pay higher salaries than CANDO. In the case of TOKTEN, placements are made from four weeks to three months.

The need for technically trained, culturally sensitive, Khmer language equipped individuals to return to Cambodia to contribute to its long term reconstruction is enormous. CANDO represents the best new strategy for beginning to meet this need.

## **B. Program Strategy**

### Activities to be Implemented by CNC in the USA

1. Outreach and Recruitment of Volunteers. The CNC and the UCSA both have extensive networks into the Cambodian-American community. CNC can reach out to its 58 member organizations and Mutual Assistance Agencies (MAA) to attract qualified volunteers with demonstrable achievements in the community. UCSA will tap into the pool of recent University graduates, who are considered the most likely group to participate in CANDO. Additionally, CNC will follow-up with

respondents to the Skills Bank to ascertain who, among the earlier respondents are actually prepared to return to Cambodia during 1993. The recruitment process should identify approximately 50 qualified candidates to refer for interviews.

During the implementation of the Skills Bank Project, one of the most frequent information and referral sources was from American sponsors of Cambodian refugees. These Americans have remained in close contact with their "Cambodian families" and connected them with the Skills Bank resource. CNC will make contact with American sponsors, friends, and teachers through public service radio announcements and the mainstream print media. The newsletters of the traditional Cambodian-American community will also be enlisted for help in promoting the program. And last, there is no substitute for direct word of mouth recruiting. CNC and UCSA will conduct an intensive telephone campaign to MAA leaders, Cambodian-American social service organizations, churches, student groups, and mainstream contacts directly asking them each to identify two or three candidates for CANDO.

A carefully designed Information Brochure and Application Form will be developed for CANDO. Applicants will be asked to supply letters of recommendations with their applications. These recruitment materials will be widely distributed to the networks mentioned below.

- Direct mail to all CNC Board of Directors and Commissioners
- Direct mail to the 58 member organizations of CNC
- Direct mail to the network of student groups affiliated with UCSA
- Follow-up with respondents to the CNC Skills Bank
- Articles in the mainstream press in communities with high concentrations of Cambodian-Americans
- Articles in the traditional Cambodian-American newsletters and publications
- Telephone outreach to key community and student group leaders with a direct request to make nominations
- Telephone contacts with known active American sponsors, churches to request referrals
- Design an Information Brochure and Application Form for CANDO

2. Screening and Selection. CNC will select a Team of CANDO Advisors to assist with screening and selection of 25 volunteers and several alternates. These Advisors will be active community leaders, preferably with recent exposure to Cambodia, who support the Goal and Purpose of CANDO. Representatives

from UCSA will be included among the CANDO Advisors. The CANDO Advisors will be based in states with high concentrations of Cambodian-Americans and active MAAs. The Advisors will assist the CNC staff with interviewing, assessing, and selecting finalists for CANDO. Interviews will be conducted in various decentralized locations. The locations may be matched to where the regional representatives for the Skills Bank were located. Final candidates will be recommended to CNC, and CNC in consultation with PACT/DC will make the final selection. The role of CNC in managing the screening and selection process is to:

- Identify at least eight senior level Cambodian-American leaders who will make a time commitment to screen, interview, assess, and select volunteers for CANDO in their own geographic region
- Orient the Advisors to the Goal, Purpose, and Implementation Strategy of CANDO
- Establish a clear selection criteria for volunteers
- Provide CANDO Advisors with written applications from prospective volunteers
- Assist in structuring the interview process
- Carefully document each interview for the record
- Send a follow-up letter to each candidate interviewed
- Compile a list of all finalists selected and present list of final recommendations to CNC
- CNC, in consultation with PACT, will make the final selection based on a balance of skills needed, work experience and educational background, gender composition of the group, time availability, commitment to service, and standing in the community
- Send 25 selected candidates a Letter of Agreement which they will sign stating that they will not participate in any political activities or personal business ventures, and a Letter of Commitment with the terms and conditions of their appointment. Candidates will have one week to decide whether or not they actually want to participate in the program.

### 3. Eligibility Criteria for Volunteers

The CANDO Program is experimental in nature and it is not yet known exactly who will volunteer for the program. It is anticipated that the majority of applicants will fall in the post University 22-28 year old age group. However, CANDO hopes to attract a range of age groups and skill levels. The recruitment process will be open, and the Eligibility Criteria has, therefore, been left

purposefully general and includes:

- a. 18 years of age or older and in good health
- b. an identifiable skill which can be transferred to Cambodian Nationals, in addition to English language instruction
- c. academic training credentials or commensurate work experience required to fill identified positions
- d. good communication skills
- e. ability to speak Khmer language at the S3 level
- f. an American citizen
- g. positive references from local community representatives
- h. a strong interest in contributing to the reconstruction of Cambodia
- i. willing to commit to a one year work experience

#### 4. Logistics.

CNC will coordinate with PACT the travel and hotel accommodations for the volunteers. CNC will ensure that all volunteers have physical exams, get the required vaccinations, have a valid passport and other necessary visas and travel authorizations, are enrolled in the CANDO medical plan, and have provided a list of emergency contact information to CNC before departure. Reimbursement procedures will be arranged between PACT and CNC.

#### 5. Pre-Departure Orientation Materials.

CNC will be responsible for providing Pre-Departure Orientation Materials to the volunteers. CNC has already consulted with the Peace Corps about how to prepare volunteers for departure. CNC will also consult with Experiment in International Living and International Voluntary Services to gain expertise in planning a comprehensive Pre-Departure Orientation Packet.

CNC will produce a packet of Orientation Materials for each CANDO volunteer. This packet will include:

- Overall goal and objective of CANDO
- Benefit package for volunteers
- Memorandum of Understanding/expectations of volunteers
- Facts about daily living in Phnom Penh
- What to expect upon arrival
- What to bring, handling finances, health care

Recommended reading prior to departure  
Brief history of Cambodia  
Description of cultural norms and customs  
Brief description of potential job placements  
List of key contacts in the USA and Cambodia

CNC will link volunteers with individuals in their geographic region who have recent experiences in Cambodia. These individuals can answer questions from the volunteers about all aspects of life in Cambodia. This will be the most cost-effective, and practical way to orient the volunteers to the daily realities they will face.

PACT and CNC will assist the volunteers to gather training and resource materials produced by existing Cambodian-American organizations and refugee service providing agencies which will be useful to them in their job placements. Available ESL training materials will be especially sought after.

Local MAAs will be asked to sponsor volunteers from their geographic area to provide extra support and encouragement. These MAAs will be encouraged to establish a long term linkage with CANDO.

## 6. Visibility Campaign

CNC and UCSA will promote CANDO regularly in Cambodian-American newsletters, publications and the mainstream press.

- Volunteers will write and submit articles from Phnom Penh for publication through CNC
- CANDO will be featured at Cambodian-American conferences and workshops at the state and national level
- CANDO will be promoted in international journals and publications

## 7. U.S.A. Based CANDO Advisory Committee

CNC, with assistance from the UCSA, will establish a CANDO Advisory Committee to broaden the base of awareness and support for CANDO in America. This Advisory Committee should be composed of figureheads in the Cambodian-American community, as well as active supporters in the mainstream community. Possible Advisory Committee members include Sichan Siv, former aide to President Bush, Dith Pran, writer for the New York Times, Nady Tan, Executive Director of International Refugee Center of Oregon, and advisor to Prince Sihanouk, Kompha Seth, Director of Cambodian Employment Agency in Illinois, and Than Pok, Executive Director of the United Cambodian Community in California. Mainstream representatives will be selected from the leadership of International Private Voluntary Organizations and Refugee Advocacy Groups.

The purpose of the CANDO Advisory Committee is to advocate for the continued active participation of the Cambodian-American community in reconstruction activities in Cambodia. Specifically the function of the Advisory Committee is:

- To promote the need for and the contributions of CANDO volunteers to the broader community
- To provide policy and program advice to the CNC Executive Director relating to CANDO
- To assist in resource development for CANDO
- To help facilitate the establishment of an independent CANDO organization in Phnom Penh

CNC will select members to the Advisory Committee and develop working procedures which are manageable and cost effective. The Advisory Committee may meet in conjunction with the Annual Meeting of the CNC for expediency and convenience.

#### 8. Program Monitoring and Evaluation

CNC will participate in the Monitoring and Evaluation of CANDO through a variety of methods. The CANDO Program Director will maintain ongoing communication with CNC throughout the duration of the Project. CNC, UCSA and PACT representatives will meet regularly to discuss program objectives and progress toward meeting them.

- Attend quarterly meetings with PACT to discuss and evaluate program implementation issues
- Review Monthly Progress Reports submitted by volunteers
- Review Quarterly Narrative Reports submitted by the CANDO Program Director
- Develop a database of all publicity for CANDO
- Develop a database of community groups which are providing active support to CANDO and follow-up with these groups
- Monitor resource development activities
- Identify issues where assistance from CNC and UCSA are required and develop plans for providing such assistance

## Activities Based in Cambodia and Implemented by the CANDO Program

1. Establish Office. CANDO will establish an office in Phnom Penh which will be co-located with the PACT Cambodia Community Outreach Program. The CANDO staff will receive ongoing technical support from the PACT/Cambodia Program. PACT/Cambodia will provide office space, security, and maintenance as an in-kind contribution to CANDO. The CANDO Program Director will be considered to be part of the PACT/Cambodia Management Team.

- Provide all program materials to the Ministry of Foreign Affairs (MFA) regarding CANDO and develop the necessary Protocols with MFA
- Develop all CANDO Informational Materials, stationery, business cards, brochures, program reporting forms, job placement forms
- Inform the NGO community through a letter of introduction that CANDO is now in operation
- Make necessary introductions with the Ministry of Education and other relevant Ministries regarding the status of CANDO

2. Reception and Housing of Volunteers. CANDO will organize airport reception for volunteers. Housing will be secured prior to the arrival of the volunteers. CANDO will negotiate one year leases for 3 or 4 single family dwellings in which to house the volunteers. Placing volunteers in group living situations will provide security for the volunteers and also be cost effective. The houses will be in close proximity to the PACT office.

- Coordinate arrival times of volunteers with CNC to insure airport reception.
- Secure adequate housing for volunteers in large single family dwellings near the PACT office
- Hire guards and housekeepers for the houses
- Purchase basic household furniture for the volunteers
- Assist volunteers in procuring additional necessary items for comfortable living

3. Volunteer Orientation. CANDO will design and implement a comprehensive orientation for the volunteers. CANDO will consult with such organizations as IOM, TOKTEN, VSO and OSB about their orientation programs in order to take advantage of their longer experience working with volunteers. Other local groups will also be asked to assist in designing the orientation.

The orientation will include three components:

a. Daily living in Phnom Penh. This will include information about basic services such as where to eat, where to shop, where to get medical care, transportation, mail service, telephone/fax services, recreation etc. Outings will be organized to the markets, hospitals, temples, other points of interest. Issues relating to personal safety will be discussed, culture and local customs, how to live successfully in a group setting, establishing household rules, etc.

b. Civic life in Cambodia. This will include an overview of the SNC and SOC governmental structure, visits to key Ministries such as Foreign Affairs, Education, Health and Social Action, the role of UNTAC and other UN organizations, lectures on the status of women, electoral law, issues facing the vulnerable groups such as demobilized soldiers, internally displaced persons, disabled victims of war. Visits to the American Embassy and USAID Mission, other points of interest such as National Monuments, the killing fields will be included. Experts will be invited from UNTAC, NGOs, and the ministries to discuss the contemporary situation in Cambodia.

c. Job Selection. Most job placement decisions will be made after the volunteer arrives in Cambodia. Information will be shared on the range of available jobs with site visits to some of the placement sites. Employers will be invited in to discuss job expectations, the working situation in Cambodia and how to resolve any job related problems which may arise.

There will also be regular, bi-monthly information sharing sessions organized for the volunteers around topics of interest determined by them. This will serve the dual purpose of providing an ongoing forum to discuss personal or program related problems, and of expanding the knowledge base of the volunteers.

4. Job Placement. CANDO will identify 30-35 quality, one year job placements for 25 volunteers. These placements will be with International NGOs involved in the training and education sector, with Cambodian Educational Institutions, and with indigenous Cambodian led NGOs. CANDO will solicit interest in these arenas and make site visits to all prospective placement sites. Priority will be given to organizations which can demonstrate a clear need and work plan, and which can provide adequate supervision to the volunteer. The prospective employers will attend a CANDO orientation session where the goal, purpose and requirements of employers will be set forth.

Send an introductory letter explaining the CANDO program to International NGOs in the education sector, to Cambodian educational institutions, and local Cambodian NGOs soliciting interest in having a volunteer placement

- Make site visits to organizations expressing an interest, and to organizations identified as priorities.
- Review completed job descriptions and work plans and negotiate any

in-kind contributions from the receiving agency

- Schedule an orientation for prospective employers
- Present job placement options to volunteers
- Execute matches of volunteers with placement sites
- Provide CNC with job placement information as early as possible to assist them in more targeted recruitment

5. Coordination with existing Overseas Cambodian Job Placement Programs. CANDO will coordinate its activities with the UNDP TOKTEN program and the IOM Khmer Expert Program. Each organization has a distinctive orientation so that competition can be avoided. In some instances CANDO will be able to combine resources with IOM so that particularly talented Cambodian-Americans in specialty fields can afford to return to assist. This category of volunteer is the most difficult to place because they require salaries or stipends commensurate with top paying positions in the USA. The CANDO stipend level is \$725.00/month. If CNC identifies top notch candidates, who would like to return to work, but who cannot manage at that stipend level, CANDO will refer them to IOM and TOKTEN and work together to create an acceptable funding package. A small fund has been set aside in the budget to meet unique needs of especially talented Cambodian-Americans.

In addition to the two programs named above, which exclusively place overseas Cambodians, the British Volunteer Service Organization (VSO), and the Australian Overseas Service Bureau are currently running successful volunteer programs for their country nationals in Cambodia. The Program Directors of these two agencies are willing to share information, and to coordinate activities and resources when appropriate. As the CANDO program gets launched, every effort will be made to draw on the experience of each of these organizations, which have long tenures working within the volunteer arena.

- Attend monthly meetings between directors of CANDO, TOKTEN, and IOM
- Coordinate and refer candidates to each others programs
- Identify highly trained specialists and establish a viable funding package for them
- Compare quarterly placement summaries

6. CANDO Advisory Committee in Cambodia. The CANDO director will establish a local Advisory Committee which will act as support/mentors to the volunteers, advise on long term policy for CANDO, and which may transition into a permanent Board of Directors for an independent CANDO NGO over an 18 month

period. The CANDO director will select both Cambodian-Americans living in Cambodia, Cambodian Nationals, and advocates for local initiatives to serve on the Advisory Committee. Several honorary members such as American Representative, Charles Twining, USAID Representative, Lee Twentyman, Truong Mealy, Chief of Cabinet for Prince Sihanouk, and Judy Ledgerwood, UNTAC Communications and Anthropologist are possibilities for appointment to these positions. The CANDO Advisory Committee will play an important role in bridging relationships between the Cambodian-Americans and Cambodian Nationals, in identifying community issues and needs, and forming the basis for a sounding board on joint resolutions to emerging issues.

- Appoint members to the Advisory Committee
- Develop working procedures and a work plan with the Advisory Committee
- Conduct regular meetings of the Advisory Committee
- Promote the goal and purpose of CANDO in the local media and through other existing networks in Cambodia
- Provide the CANDO director with program guidance and policy recommendations.

7. Produce a quarterly CANDO Newsletter to promote CANDO, the activities of the volunteers, and the positive role being played by Cambodian-Americans in the reconstruction of Cambodia.

- Identify the volunteers with the best writing skills and set up an editorial committee to design and produce a low budget newsletter
- Develop feature stories on volunteers and other Cambodian-Americans making notable contributions
- Regularly send information pieces to CNC and to the Stateside press for inclusion in their publications

### **III. PROJECT MANAGEMENT**

The management of the project will be organized in two teams. PACT will place a Project Director and an Administrative Assistant in its Phnom Penh office to administer the project. The Project Director will start as of November 1, 1992. The Project Team will be responsible for the successful implementation and all reporting requirements for the project. The PACT Director in Phnom Penh, heading the Cambodian Community Outreach Project, will provide leadership and support to the project. The CANDO will be co-located at the PACT Cambodia office.

The Project Team in Phnom Penh will be supported by a headquarters management team. This team will comprise PACT's Associate Director for International Programs, and a Project Coordinator, still to be hired by PACT. PACT will enter into a Subgrant with CNC for the recruitment, screening, selection and orientation of volunteers, and promotional outreach to the Cambodian-American community. In addition, CNC will work with PACT to ensure the longer term sustainability of the program.

#### **A. Staffing**

##### **PHNOM PENH PROJECT TEAM**

Project Director - Vannath Chea. Vannath Chea is a Cambodian-American with 10 years of experience in the development and management of refugee resettlement programs. She has worked with the Department of Human Resources, Oregon State, the Center for Urban Education, Oregon, and other PVOs in planning, designing and implementing refugee early employment programs. Ms. Chea has worked in Cambodia with the Ministry of Finance, Government of Cambodia, for nine years between 1966 and 1975. She has been actively involved in the activities of the Cambodian-American community in the U.S. Ms. Chea is on the Board of Directors of the Cambodian Network Council, USA, the Secretary of the Steering Committee of the International Consultation on Women Refugees Conference, Geneva, and the Executive General Secretary, Santepheap Khmer a non-profit Cambodian-American association in Oregon. Ms. Chea has a Master's degree in Public Administration from Portland State University, Oregon. She is fluent in English, Khmer and French.

Administrative Assistant/Accountant. To Be Determined. PACT/Cambodia will seek to fill this position locally with someone in the S.E. Asia region, a Cambodian-American or a Cambodian national. PACT will seek an individual who is bilingual and has some experience in office management, administrative and logistical planning. The individual will have knowledge of and experience in book-keeping and financial reporting on a computerized system. The individual will have a demonstrated ability to prepare narrative and financial reports for the program, provide coordination and support to the volunteers.

PACT/Cambodia Director - Sarah Newhall. Sarah Newhall has twenty years work experience in the public and non-profit sectors ranging from founding a

community-based family counselling center to managing a City bureau coordinating the activities of 92 neighborhood associations and four Citizens's commissions. In Oregon she had the opportunity to work directly with the leaders of the Laos, Cambodian and Vietnamese refugee community in Portland in incorporating a Federation, now known as the International Refugee Center of Oregon. More recently, with the Population and Community Development Association (PDA), Thailand, Ms. Newhall established the Global Innovations Program, and designed and implemented their small grants program. She also served as planner and donor liaison for the Asian Center, PDA's international training arm. Simultaneously, Ms. Newhall was the Regional Representative for South and Southeast Asia for Ashoka: Innovators for the Public. Ms. Newhall has a Master's degree in Public Administration from Portland State University, Oregon.

### **PACT HEADQUARTERS HOME OFFICE SUPPORT TEAM**

Team Leader - Bindu Sharma. Bindu Sharma is PACT's Associate Director for International Programs. Ms. Sharma came to PACT in early 1990, as the Debt for Development Program Officer responsible for proposal development, marketing debt swap opportunities for PACT and the PVO/NGO community, and contract management tasks. She was previously employed for three years with VAM Organic Chemicals, Ltd. in India where she served as the Executive Finance Manager developing, consolidating, and coordinating the departmental budgeting process, in addition to analyzing department performance relative to the budget. Ms. Sharma is currently responsible for Programs in Asia. She holds Master's degrees from Duke University, U.S.A. and the Delhi School of Economics, India.

Project Coordinator (1/2time). To be determined. PACT will seek to fill this position with a Cambodian-American. PACT will seek an individual who is bilingual and has experience in office management, administrative and logistical planning. The individual will have a demonstrated ability to prepare narrative and financial reports for the program, liaise with CNC and the larger Cambodian-American community. The project coordinator will have some experience in working with Cambodian nationals relocated in the U.S., cross cultural sensitivity, and demonstrated ability to mobilize community interest and resources. The individual will have strong writing skills, and the ability to interact and liaise with the international NGO community, as well as multilateral development institutions.

### **CAMBODIAN NETWORK COUNCIL**

CNC Executive Director - Thida Khus. Ms. Khus has 15 years of professional and personal experience in working with the Cambodian-American community in refugee resettlement, program design, organizational development and grants management. She managed the Khmer Society of San Antonio (KSSA) for five years prior to joining CNC. Under her leadership KSSA won two awards for outstanding service to the refugee community and in volunteer management. She has received numerous awards including the 1989 Community Award given by the Cambodian Buddhist Temple in Houston; the Woman of the Week Award given by the San Antonio Light; and the 1900 Runner-up Woman of the Year Award.

## **IV. IMPACT ASSESSMENT**

### **A. Program Monitoring and Evaluation**

Monitoring and evaluation is a distinct strength of PACT. It is used not only to measure end-of-project results, but to adjust routine project strategy. It is used both as a mechanism for accountability and a tool for diagnosing technical deficiencies that can then be promptly addressed.

PACT will submit a detailed Program Monitoring and Implementation Plan (PMIP) for CANDO to USAID within 60 days of signing the Agreement. The program will list major activities required to achieve the outputs of the program and set dates for carrying out these activities.

Internal evaluations will be done by PACT and its partners. Each volunteer will evaluate its quantitative performance against goals set for that period and identify factors assisting and impeding progress, and establish new goals for the next six month period. This data will be accessible for comparison throughout the project.

The volunteers will be asked to write monthly progress reports following an established format, and to submit the reports to the Project Director. The volunteers will also meet monthly to solve problems they are encountering. The Program Director will meet quarterly with the placement supervisors at the NGOs and at the Cambodian Educational Institutions. A quarterly evaluation conducted by PACT, its partners, and the donor will be a major vehicle for reviewing project achievements. The evaluations will provide opportunities for reviewing and assessing project objectives and outputs, and planning follow up activities.

The Project Director will also meet monthly with the Project Advisory Committee. This committee will review the progress of the volunteers and address program policy issues.

The feedback from the evaluation will be especially helpful in comparing the purpose and outputs with actual project experience. The mid-term evaluation will indicate whether the fundamental strategy should be adjusted for the remainder of the project. The end-of-project evaluation will provide important information concerning the best approach for the continuation of CANDO.

The project Director will also submit the required Program Narrative Reports and the required Financial Reports to USAID Phnom Penh. The Project Director will meet all reporting requirements as set forth by PACT and USAID. PACT has a fully integrated financial management system designed specifically to meet reporting requirements of donors. The Field Operations Manual is used by all PACT's country offices to ensure effective financial control and accountability.

In addition to the above, the project will prepare reports and publish materials in order to disseminate information about the activities being undertaken.

These will include:

- quarterly progress reports, both narrative and financial
- profiles of each volunteers progress and effectiveness
- training materials adapted and developed under the project
- conclusions and results of workshops and seminars

Reporting and evaluation will be used as a practical tool to assist in adjusting plans and activities to changing circumstances and to analyze project results.

**PACT COST PROPOSAL: USAID/CAMBODIAN-AMERICAN  
NATIONAL DEVELOPMENT ORGANIZATION (CANDO)**

**BUDGET NOTES:**

1. Fringe justification statement attached
2. Fringe for local personnel is 25%
3. Volunteer Stipend Supplements (IOM). \$36,451 has been allocated to supplement the stipends of highly technically trained Cambodian- Americans who cannot participate within the parameters of a \$725/month stipend, but who can make major contributions to the reconstruction of Cambodia. These supplements will be made in coordination with IOM
4. Flying to and from Cambodia via Thailand requires a one night stopover in Bangkok
5. A car will not be purchased for this project, therefore renting a car and a driver will be necessary
6. Travel between the CNC Office and PACT/DC Office is expected to occur regularly through the life of the project
7. Housing allowances for the volunteers is low because they will be housed together in small groups
8. Settling in expenses are for volunteers to purchase beds, dressers, and other basic household items
9. Cambodia has a post differential of 25%
10. CANDO will organize two in-country orientations of five days for volunteers when they first arrive in Cambodia.
11. Health insurance includes medivac and life insurance in addition to regular health coverage

DESCRIPTION			YEAR 1	YEAR 2	TOTAL
<b>A. SALARIES PERSONNEL / VOLUNTEERS – FIELD</b>					
1. Project Director	@ 17 months	\$40,000	40,000	17,500	57,500
Fringe *[1]	28%		11,200	4,900	16,100
SUBTOTAL Director			51,200	22,400	73,600
2. Admin. Assistant / Accountant	@ 17 months	\$750	0 000	3 038	17 038

SUMMARY SCHEDULE

PACT COST PROPOSAL

A.I.D. / CAMBODIAN-AMERICAN NATIONAL DEVELOPMENT ORGANIZATION  
(CANDO)

SCHEDULE	YEAR 1	YEAR 2	TOTAL
A. SALARIES / FIELD	262,026	81,697	343,723
B. HOME OFFICE	22,796	11,968	34,764
C. TRAVEL / PER DIEM	57,084	5,911	62,995
D. ALLOWANCES	157,000	49,375	206,375
E. TRAINING	8,100	315	8,415
F. OTHER DIRECT COSTS	48,441	7,380	55,821
Direct Sub-Total:	555,447	156,646	712,093
G. SUBGRANT	55,000	0	55,000
PACT INDIRECT	182,404	50,503	232,907
TOTAL PACT	792,851	207,149	1,000,000

DESCRIPTION		YEAR 1	YEAR 2	TOTAL
<b>C. TRAVEL / PER DIEM</b>				
<b>1. International</b>				
Volunteers RT USA / Cambodia *[3]		\$1,800	45,000	45,000
Trips	25			
Layover in Bangkok *[4]				
To Cambodia	25	\$75	1,875	1,875
Returning from Cambodia	25	\$75	1,875	1,875
Project Dir. D.C. consultation		\$1,800	1,800	1,800
M&IE @ days	6	\$34	204	204
Lodging @ days	6	\$110	660	660
Layover in Bangkok *[4]	2	\$75	150	150
<b>SUBTOTAL International Travel / Per Diem</b>			<u>49,689</u>	<u>51,564</u>
<b>2. In-country Travel</b>				
Car Rental w/driver / 17mos *[5]		\$550	6,050	9,350
Maintenance/gas @ month		\$75	900	1,373
Local Travel (taxi / cyclo / etc.)			325	525
<b>SUBTOTAL In-Country Travel</b>			<u>7,275</u>	<u>11,248</u>
<b>3. U.S. Local Travel</b>				
Travel between PACT and CNC offices in D.C. *[6]				
@ year	\$120	120	63	183
<b>SUBTOTAL U.S. Local Travel</b>			<u>120</u>	<u>183</u>
<b>TOTAL C. TRAVEL / PER DIEM</b>			<u>57,084</u>	<u>62,995</u>

44

DESCRIPTION		YEAR 1	YEAR 2	TOTAL
-------------	--	--------	--------	-------

**D. ALLOWANCES**

**1. Quarters Allowance @ month**

Project Director 17 mos		\$1,500	18,000	7,500	25,500
Volunteers @ 12mos *[7]	25	\$500	112,500	37,500	150,000

**2. Settling-in Expenses \*[8]**

Project Director		\$4,000	4,000		4,000
Volunteers	25	\$500	12,500		12,500

**3. Post differential Project Director \*[9]  
25% of salary**

			10,000	4,375	14,375
--	--	--	--------	-------	--------

**TOTAL D. ALLOWANCES**

			157,000	49,375	206,375
--	--	--	---------	--------	---------

**E. TRAINING**

**1. Two In-Country Orientations \*[10]**

Meals: 2 sessions X 5 meals X 25 people		\$10	2,500		2,500
Materials: 2 sessions		\$600	1,200		1,200
Two Consultant Fees @ / 10 Days		\$200	4,000		4,000

**2. In-Country Workshop Meetings**

			400	315	715
--	--	--	-----	-----	-----

**TOTAL E. TRAINING**

			8,100	315	8,415
--	--	--	-------	-----	-------

45

DESCRIPTION		YEAR 1	YEAR 2	TOTAL
<b>F. OTHER DIRECT COSTS</b>				
1. DBA Insurance Project Director		1,116	488	1,604
	@ 2.79% base salary			
2. Medevac Project Director	\$125	125	131	256
	Admin. Assistant	125	131	256
3. Health Insurance – Volunteers *(11)	25 \$816	20,400		20,400
4. Medical examinations Volunteers	25 \$200	5,000		5,000
5. Vaccinations	25 \$100	2,500		2,500
6. Visas	25 \$60	1,500		1,500
7. Passports	25 \$45	1,125		1,125
8. Computer Equipment	\$3,000	3,000		3,000
9. Office furnishings	\$1,000	1,000		1,000
10. Communications Yr (Telephone / fax / courier / etc.)	\$7,000	7,000	4,200	11,200
11. Reproduction Costs Yr	\$1,200	1,200	630	1,830
12. Equipment Repair / Maint Yr	\$200	200	105	305
13. Office Supplies Yr	\$2,200	2,200	745	2,945
14. Publications, Books, Materials	\$1,000	1,000	200	1,200
15. Parcel Delivery		250	250	500
16. Service Charges		700	500	1,200
<b>TOTAL F. OTHER DIRECT COSTS</b>		<b>48,411</b>	<b>7,380</b>	<b>55,821</b>

46

DESCRIPTION	YEAR 1	YEAR 2	TOTAL
SUBTOTAL DIRECT COSTS A, B, C, D, E, F	555,447	156,646	712,093
Indirect 32.38%	179,654	50,503	230,157
G. SUBGRANT to CNC *[12]	55,000		55,000
Indirect 5%	2,750		2,750
TOTAL PACT DIRECT/INDIRECT COSTS	792,851	207,149	1,000,000