



Cambodia
Development Resource
Institute (CDRI)

របាយការណ៍ប្រចាំឆ្នាំ
ANNUAL REPORT
CDRI
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About Us

CDRI's Mission

As an independent Cambodian development policy research institute, the mission of the Cambodia Development Resource Institute (CDRI) is to contribute to Cambodia's sustainable development and the well-being of its people through the generation of high quality policy-relevant development research, knowledge dissemination and capacity building.

CDRI works to achieve this mission in partnership with Cambodian public institutions and civil society, and their regional and international development partners, with respect for the capacity of the Cambodian people and their institutions, for the value of local knowledge and experience and for Cambodia's history and culture.

What We Do

CDRI works to produce independent, objective, high quality policy-relevant development research, to maximise its accessibility to policy makers, influencers and stakeholders and to have it affect policy in five interrelated areas that are key for Cambodia's sustainable development:

- economy, trade and regional cooperation;
- poverty reduction, agricultural development and rural livelihoods;
- democratic governance and public sector reform;
- natural resources and the environment;
- human security, peace building and conflict transformation.

CDRI undertakes its programmes and projects in partnership with Cambodian government agencies and their international development partners, other research and tertiary education institutions and civil society organisations. To support its research and capacity building, it also offers library, information and publishing services, and both hosts and participates in local and international conferences, seminars and training programmes on development issues.

Located in the Phnom Penh suburb of Tuol Kork, CDRI has 70 staff including management, professional and technical staff, administrative and support staff, of whom 64 are Cambodian. CDRI has a strong commitment to the capacity development and professional skills of its staff, many of whom, after being trained at CDRI, go on to contribute to other Cambodian and international organisations involved in their country's development.



Entrance to CDRI's campus



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Design and layout: OUM Chantha and PEM Than
Editor: Allen Myers

Photographs: Courtesy of CDRI staff

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សេចក្តីប្រកាសបេសកកម្មរបស់ វិបសអ

ក្នុងលក្ខណៈជា វិទ្យាស្ថានឯករាជ្យមួយរបស់កម្ពុជាខាងការស្រាវជ្រាវពិភពលោកយោបាយ អភិវឌ្ឍន៍ វិបសអ មានបេសកកម្មចូលរួមចំណែកដល់ការអភិវឌ្ឍន៍ប្រទេសកម្ពុជា ប្រកបដោយចីរភាព និងការលើកកម្ពស់សុខុមាលភាពរបស់ប្រជាពលរដ្ឋកម្ពុជា តាមរយៈការស្រាវជ្រាវមានគុណភាពខ្ពស់ពិភពលោកយោបាយអភិវឌ្ឍន៍ ការផ្សព្វផ្សាយ ចំណេះដឹង និងការកសាងសមត្ថភាព ។

វិបសអ ប្រឹងប្រែងបំពេញបេសកកម្មនេះ ដោយធ្វើការងារជាដៃគូជាមួយស្ថាប័ន សាធារណៈ និងសង្គមស៊ីវិលកម្ពុជា ស្ថាប័នអភិវឌ្ឍន៍ក្នុងតំបន់ និងពិភពលោក និងដោយគោរពដល់សមត្ថភាពរបស់ប្រជាពលរដ្ឋ និងស្ថាប័នកម្ពុជា ចំណេះដឹងនិង បទពិសោធន៍ក្នុងស្រុក ព្រមទាំងប្រវត្តិសាស្ត្រ និងវប្បធម៌របស់ប្រទេសកម្ពុជា ។

Message from the Executive Director



Larry Strange
CDRI Executive Director

I am pleased to present CDRI's 2005–6 annual report, the third since I took up the position of executive director in late 2003. Over that time, we have seen much change, in both Cambodia and CDRI. In recent months in particular, there have been promising political developments that we hope will mean greater stability for Cambodia and greater cooperation and commitment between those with major roles in Cambodia's development: the government and its international development partners, the private sector and civil society. The government has endorsed a new 2006–10 National Strategic Development Plan (NSDP), and the government's international development partners, at the March 2006 Consultative Group meeting, pledged significant new development assistance to support the NSDP's objectives. Major international donors have also made a strong commitment to greater donor coordination and harmonisation for improved aid effectiveness and better development outcomes. These are all welcome developments.

Prior to the Consultative Group meeting, the government released the results of its 2004 Cambodia Socio-Economic Survey (CSES), undertaken by the National Institute of Statistics and the Ministry of Planning, and

the World Bank released its 2006 Cambodia Poverty Assessment. The World Bank's publication is based on the findings of the CSES, with input from two major studies undertaken by CDRI—the Moving Out of Poverty Study for the World Bank, and the Tonle Sap Participatory Poverty Assessment for the Asian Development Bank.

The CSES and the poverty assessment had both good and bad news. In the 10 years 1994–2004, there has been a substantial reduction in the number of Cambodians living below the poverty line, from 47 percent in 1994 to 35 percent in 2004. This is a significant achievement along with, and related to, the achievement of peace and stability and steady economic growth. However, poverty reduction has been very uneven across the country, and much remains to be done to improve livelihoods and living standards for the rural poor, with an urgent need to focus attention and effort on developing agriculture as an engine of economic growth and poverty reduction, as reflected in the government's Rectangular Strategy and the new NSDP. This focus affirms CDRI's programme areas: macroeconomy and trade; poverty reduction, agricultural development and rural livelihoods; governance and public sector reform; natural resources and the environment; and human security, peace building and conflict transformation.

Over the past six months, in response to our changing environment, the CDRI board of directors, management and staff have been involved in reflection and review, discussion and planning to chart directions for CDRI over the next five years. These directions are now reflected in the new 2006–10 CDRI Strategic Plan, a summary of which is included in this report. The complete plan has been published on CDRI's web site. The plan commits CDRI to three broad strategic objectives, each linked to specific strategies, programme activities and performance indicators, over the next five years.

These are to enhance the quality and impact of our policy-relevant development research and maximise its accessibility to participants in Cambodia's development, particularly in relation to the priorities of the 2006–10 NSDP; to build a sustainable future through institutional development, the capacity building of our staff, with a focus on Cambodian middle and senior management, and longer term programme-oriented support; and to achieve the highest standards of institutional governance, quality management and service delivery.

This annual report demonstrates that 2005–6 was not only an important year of planning, but also a busy year of achievement for CDRI. It provides an overview of major achievements and details of activities and products by programme. One particular highlight was the December 2005 release of the first issue of CDRI's new publication, the Annual Development Review (ADR), covering 2004–5. This publication replaces the former Annual Economic Review. Each year the ADR will provide an overview of key development issues for Cambodia and bring together the outcomes and lessons of CDRI's

research and policy work in a series of peer-reviewed articles written by CDRI researchers. From the 2006 issue, the English-language ADR will be accompanied by a set of accessible Khmer-language research and policy briefs to communicate major development issues to a broader Cambodian audience.

I would like to express my gratitude to our board of directors, particularly its co-chairs, to our programme and resource partners, both in Cambodia and overseas, for their support and partnership, and to my colleagues at CDRI, for their hard work, support and commitment over the past busy year, and for the pleasure of working with them. We look forward to working together to build CDRI into a stronger and more effective organisation, and to making a useful contribution to Cambodia's development.

Larry Strange

Larry Strange
Executive Director
April 2006



CDRI Board Meeting December 2005: (Clockwise) Mr Larry Strange, Co-Chair Ms Jenny Pearson, H.E. Dr Ing Kantha Phavi, Incoming Co-Chair H.E. Dr Hang Chuon Naron, H.E. Gosta Edgren, Dr Jayant Menon, Guests at Board reception, CDRI thanks to retiring Co-Chair H.E. Sok Chenda Sophea

Major Achievements in 2005–06

Poverty Research and Poverty Reduction Strategies

In 2004–5 CDRI played a key role in the development of a new poverty assessment for Cambodia, launched by the World Bank in February 2006, which incorporated findings of two major CDRI studies: the Moving Out of Poverty Study in partnership with the World Bank, and the Tonle Sap Participatory Poverty Assessment in partnership with the ADB. These studies, involving both quantitative and qualitative research, will also indicate longer term multi-disciplinary poverty and policy research for CDRI's new strategic plan. In recognition of its deepening expertise, CDRI was invited to join the Technical Working Group on Poverty Reduction and Planning, which is overseeing the implementation of the government's 2006–10 National Strategic Development Plan and its associated poverty reduction strategies.

Annual Development Review

In December 2005, CDRI published the first issue of its new Annual Development Review.



Each year the ADR will bring together the outcomes and lessons of CDRI's major research and policy work, in a series of peer-reviewed articles written by CDRI researchers. The articles in the first issue cover areas that now form the core of CDRI's research and policy work: trade and its potential contribution to poverty reduction and development, and the role of key industries such as garment manufacturing and tourism; governance and public institutional reforms such as decentralisation and deconcentration; natural resources and environmental management, agricultural development and the related issue of effective strategies for poverty reduction, particularly in rural Cambodia. From 2006, at the same time as the ADR is released in English, a set of research and policy briefs and information papers in Khmer will be released to communicate the major development issues in the ADR to a broader Cambodian audience.

Conflict Prevention in Cambodian Elections: COPCEL II—National and Provincial

In August 2005, CDRI launched Conflict Prevention in Cambodian Elections (COPCEL) Phase II at national and provincial levels, with support from UNDP. COPCEL II brings together the major groups involved in Cambodia's elections—government agencies such as the national and provincial election committees, all political parties, civil society organisations, provincial, district and commune officials and police and security agencies—in a respectful, frank, open and constructive dialogue, to identify problems or issues that might cause conflict in elections and to address them. COPCEL II will continue until after the July 2008 national elections.



Managing Cambodia's Forests— Policy Briefs

In March 2006, CDRI's Natural Resources and Environment Programme published a series of policy briefs on forest management in Cambodia, based on the research of CDRI's Danida-supported natural resource economics (NRE) programme. The briefs covered trends and dynamics of deforestation and forest degradation, the value of forest resources for rural livelihoods in Cambodia, timber productivity in selected Cambodian forest types and forest management options. They were well received by both policy makers and civil society organisations involved in forest issues as a useful contribution to policy discussion. Such accessible research-based policy briefs, in both English and Khmer, will be a major feature of CDRI's future research outputs.

Research Capacity Development on Water Resource Management and Governance

Throughout 2005–6, CDRI worked closely with the Royal University of Phnom Penh and the University of Sydney, with encouragement from the Australian Agency for International Development (AusAID), on a major new five-year programme to develop research capacity

on water resource management and governance in Cambodia, to begin in mid-2006. The programme will involve research on irrigation and other water management issues, but also offer PhD, master degree and professional development opportunities to Cambodian researchers to build national research capacity on this critical issue for agricultural and rural development.

Democratic Governance and Decentralisation—Service Delivery, Accountability, Responsiveness

CDRI's Policy Oriented Research Programme on Decentralisation (PORDEC), supported by DFID and Sida, has continued to make a significant contribution to the analysis of decentralisation and fiscal deconcentration, with policy-relevant work on local service delivery, own-source revenue options for communes, provincial government roles and accountability and social responsiveness. The programme has come to be seen as a very useful source of local expertise and knowledge on the strengths and weaknesses of the reforms so far and policy options and priorities for the future.



Irrigation system at Kampong Poy, Battambang Province



CDRI delegation's presentation at the second ARTNeT consultative meeting in October 2005, Macao University, China

Trade Research Capacity Building

CDRI is a founding member of the Asia-Pacific Research and Training Network on Trade (ARTNeT), established by UNESCAP in 2004 with support from the International Development Resource Centre of Canada. In 2005 CDRI completed a major study, commissioned by ARTNeT, on the capacity-building needs of trade research institutions in the Asia-Pacific region, the findings of which were presented to a meeting of regional trade policy makers and other ARTNeT research institutes in Macao, China, in October 2005. The report will be of particular assistance to ARTNeT in responding to the trade research capacity building needs of research institutes in the least developed countries of the region.

Environmental Economics— EEPSEA Partnership

Since July 2005, CDRI has been host to the sub-regional office for Cambodia, Vietnam and Laos of the Economy and Environment Programme for South-East Asia (EEPSEA).

EEPSEA's main office is in Singapore where it operates to develop capacity for environmental economics research in south-east Asia since 1993. The partnership between CDRI and EEPSEA has involved building CDRI researchers' knowledge and skills in environmental economics through training and small research support, the provision of EEPSEA technical expertise and advice to CDRI's NRE programme and the co-hosting of a new seminar series on Valuing Nature since October 2006. To date it has sponsored seven seminars on topics like environment service payments, solid waste pricing, and land allocation analysis in forestland, among others. CDRI has in turn helped publish in Khmer a series of policy briefs produced by EEPSEA.

Development Analysis Network— Cross-Border Movement of People in the GMS

In 2005 CDRI was awarded a further three years of support from the Rockefeller Foundation for the Development Analysis Network (DAN), including resources for the expansion of DAN to include the Centre for Development Studies in Kunming, Yunnan province of China. DAN will now more closely reflect the membership of the Greater Mekong Sub-region (GMS), with its major work in 2005–8 on the

cross-border movement of people within the GMS, including Yunnan, with particular focus on the impact of movements on the poor and the implications for the design of national and regional policies of poverty reduction and pro-poor development. DAN's 2004–5 study of the cross-border economies of Cambodia, Laos, Thailand and Vietnam has proved to be a resource highly valued by policy makers, the private sector and other researchers.

Tonle Sap Initiative Learning Resource Centre

In late 2005 CDRI was invited by the Asian Development Bank to be the host institution for its Tonle Sap Initiative Learning Resource Centre. The new facility, based in CDRI's library, will bring together a vast amount of easily accessible data useful for government agencies, development practitioners and researchers working on the poverty and environmental challenges of the Tonle Sap basin and surrounding areas. The centre will be fully established and inaugurated by mid-2006.



Some of the documents available at TSI Learning Resource Centre

2006–10 CDRI Strategic Plan and Institutional Development

In the second half of 2005, CDRI developed a new strategic plan for 2006–10, a summary

of which is included in this report. The plan, along with a revised mission statement and new institutional model that will strengthen CDRI for the future, was developed through a careful review, external consultation and the involvement of CDRI's board, management and staff. The plan, which is consistent with the priorities of the government's 2006–10 NSDP, commits CDRI to improving the quality of its research and policy impact in five priority areas for Cambodia's sustainable development, building the capacity of its Cambodian staff and strengthening its institutional structure and systems.

Community Peace Building and Conflict Transformation

In 2005–6, CDRI's Centre for Peace and Development, with the support of Novib (Oxfam Netherlands), continued to offer its unique community peace building and conflict transformation training programmes to provincial, district and commune officials, commune council members, local non-government organisations, local temple and women's associations, monks and police and security officials, in Phnom Penh, Pursat, Battambang, Kampot and Kratie provinces.

Regional and International Networks and Presentations

Over the past year, CDRI's researchers have been increasingly active and visible in regional and global conferences, seminars and workshops. The Moving Out of Poverty Study team presented their Cambodia Synthesis Report at the World Bank's Global Moving Out of Poverty Workshop in St. Petersburg, Russia, in January 2006. Other researchers presented findings on trade and capacity building at a regional meeting in Macau, on economic issues at conferences in Vietnam and on deconcentration issues at a regional meeting on fiscal reform in India; participated in a mobile workshop on poverty and environmental issues that travelled from southern China through northern Laos and northern Thailand; and attended regional conferences on community-based poverty monitoring and on election-related conflict, in Sri Lanka.

សមិទ្ធផលសំខាន់ៗក្នុងឆ្នាំ២០០៥-០៦

ការស្រាវជ្រាវពីភាពក្រីក្រ និងយុទ្ធសាស្ត្រកាត់បន្ថយភាពក្រីក្រ

នៅឆ្នាំ២០០៤-៥ វិបសអ បានដើរតួយ៉ាងសំខាន់ក្នុងការអភិវឌ្ឍន៍វិធីថ្មីមួយសំរាប់វាយតម្លៃពីភាពក្រីក្រនៅកម្ពុជា ។ ការងារនេះផ្ដើមដោយធនាគារពិភពលោកនៅខែកុម្ភៈ ២០០៦ និងមានបញ្ចូលលទ្ធផលស្រាវជ្រាវសំខាន់ៗពីរបស់ វិបសអ គឺគំរោងសិក្សាពីការចេញឱ្យផុតពីភាពក្រីក្រ (MOPS) សហការជាមួយធនាគារពិភពលោក (WB) និងគំរោងសិក្សាពីការវាយតម្លៃភាពក្រីក្រដោយមានការចូលរួម នៅជុំវិញតំបន់ទន្លេសាប (PPA) សហការជាមួយធនាគារអភិវឌ្ឍន៍អាស៊ី ។ ការសិក្សាទាំងពីរនេះប្រើវិធីសាស្ត្រស្រាវជ្រាវបែបបរិមាណ និងគុណភាព ហើយនិងផ្តល់ជាគំនិតនៅក្នុងគោលនយោបាយ និងការស្រាវជ្រាវទាំងឡាយ ពាក់ព័ន្ធនឹងភាពក្រីក្រនាពេលអនាគត សំរាប់ផែនការយុទ្ធសាស្ត្រថ្មីរបស់ វិបសអ ។ ដោយទទួលស្គាល់ពីភាពស្មាតជំនាញក្នុងការស្រាវជ្រាវ និងវិភាគពីភាពក្រីក្រនៅកម្ពុជា វិបសអបានទទួលការអញ្ជើញឱ្យចូលរួមក្នុងក្រុមការងារបច្ចេកទេសស្តីពីផែនការ និងការកាត់បន្ថយភាពក្រីក្រ ដែលកំពុងជួយពិនិត្យតាមដាន ការងារអនុវត្តន៍ផែនការយុទ្ធសាស្ត្រជាតិ ២០០៦-២០១០ របស់រាជរដ្ឋាភិបាលកម្ពុជា និងយុទ្ធសាស្ត្រកាត់បន្ថយភាពក្រីក្រផ្សេងទៀត ។

របាយការណ៍អភិវឌ្ឍន៍ប្រចាំឆ្នាំ

នៅខែធ្នូ ២០០៥ វិបសអ បានបោះពុម្ពផ្សាយរបាយការណ៍អភិវឌ្ឍន៍ប្រចាំឆ្នាំលើកទី១ ។ ជារៀងរាល់ឆ្នាំ វិបសអ នឹងបោះពុម្ពលទ្ធផលពីការស្រាវជ្រាវ និងការងារគោលនយោបាយរបស់ខ្លួននៅក្នុងរបាយការណ៍នេះជាជំពូកៗដែលសរសេរដោយអ្នកស្រាវជ្រាវវិបសអ ។ ជំពូកនីមួយៗនៅក្នុងការបោះពុម្ពលើកទីមួយនេះមានប្រធានបទសំខាន់ៗដែលបច្ចុប្បន្ន គឺជាចំណុចគន្លឹះសំរាប់ការងារស្រាវជ្រាវ និងគោលនយោបាយរបស់ វិបសអ ដូចជាពាណិជ្ជកម្ម និងការរួមចំណែករបស់វាក្នុង ការអភិវឌ្ឍន៍ និងការកាត់បន្ថយភាពក្រីក្រ តួនាទីរបស់វិស័យសំខាន់ៗដូចជាទេសចរណ៍

និងឧស្សាហកម្មកាត់ដេរ, អភិបាលកិច្ច និងកំណែទម្រង់ស្ថាប័នសាធារណៈ ដូចជា វិមជ្ឈការ និងវិសហមជ្ឈការ ការគ្រប់គ្រងបរិស្ថាននិងធនធានធម្មជាតិ ការអភិវឌ្ឍន៍វិស័យកសិកម្ម និងបញ្ហា



ការសំភាសន៍ជាក្រុមដោយ អ្នកស្រាវជ្រាវ វិបសអ

ទាក់ទិននឹងយុទ្ធសាស្ត្រកាត់បន្ថយភាពក្រីក្រ ឱ្យមានប្រសិទ្ធភាពជាពិសេសនៅតំបន់ជនបទ ។ ចាប់ពីឆ្នាំ២០០៦ តទៅ ទន្ទឹមពេលនឹងរបាយការណ៍នេះបោះពុម្ពចេញជាភាសាអង់គ្លេស កំរងឯកសារជាភាសាខ្មែរដែលមានទាំងឯកសារសំរាប់គោលនយោបាយ និងឯកសារខាងស្រាវជ្រាវនិងផ្តល់ព័ត៌មានផ្សេងៗទៀត ក៏នឹងបោះពុម្ពចេញផងដែរ ដើម្បីផ្សព្វផ្សាយពីបញ្ហាអភិវឌ្ឍន៍សំខាន់ៗដល់អ្នកអានជាភាសាខ្មែរ ។

យុទ្ធការបង្ការជំនាស់ក្នុងការបោះឆ្នោតនៅកម្ពុជា- ខែវិច្ឆិកា ២០០៥ ដំណាក់កាលទី ២ នៅខេត្ត-ក្រុង

នៅខែកក្កដា ២០០៥ ដោយមានការគាំទ្រពីកម្មវិធីអភិវឌ្ឍន៍របស់អង្គការសហប្រជាជាតិ វិបសអ បានដំណើរការគំរោងនេះនៅតាមខេត្តក្រុងទូទាំងប្រទេសកម្ពុជា ។ តាមរយៈវេទិកាប្រជុំ

គំរោងនេះបានសំរួលសំរួលកិច្ចពិភាក្សាយ៉ាងរីករាយ ស្មោះត្រង់ និងប្រកបដោយន័យស្ថាបនា ដើម្បីរកបញ្ហាដែលអាចបង្កទំនាស់នៅក្នុងការបោះឆ្នោតរវាងភាគីសំខាន់ៗ ដូចជា គណៈកម្មាធិការជាតិរៀបចំការបោះឆ្នោតថ្នាក់ជាតិ និងខេត្ត គ្រប់គណបក្សនយោបាយ អង្គការសង្គមស៊ីវិល អាជ្ញាធរថ្នាក់ឃុំ ស្រុក និងខេត្ត ព្រមទាំងនគរបាល និងទីភ្នាក់ងារសន្តិសុខផ្សេងៗ ។ គំរោងនេះនឹងបន្តរហូតដល់ពេលបញ្ចប់ការបោះឆ្នោតជាតិ នៅខែកក្កដា ២០០៨ ។



ក្នុងគំរោង វាយតម្លៃពីភាពក្រីក្រដោយមានការចូលរួម

ការគ្រប់គ្រងធនធានព្រៃឈើនៅកម្ពុជា-ឯកសារសម្រាប់គោលនយោបាយ

នៅខែមីនា ២០០៦ កម្មវិធីគ្រប់គ្រងបរិស្ថាននិងធនធានធម្មជាតិរបស់ វិបសអ បានបោះពុម្ពផ្សាយឯកសារសំរាប់គោលនយោបាយមួយចំនួនស្តីពីការគ្រប់គ្រងធនធានព្រៃឈើនៅកម្ពុជា តាមលទ្ធផលនៃការស្រាវជ្រាវរបស់ វិបសអ ដែលឧបត្ថម្ភធិការដោយ DANIDA ។ ឯកសារគោលនយោបាយទាំងនេះ ផ្តោតលើនិន្នាការ និងចរន្តនៃការកាប់បំផ្លាញព្រៃឈើ និងការធ្វើឱ្យរេចរិលព្រៃឈើ តំលៃនៃធនធានព្រៃឈើសំរាប់ជីវភាពនៅជនបទកម្ពុជាផលិតភាពឈើហុបនៅក្នុងប្រភេទព្រៃមួយចំនួន និងជំរើសផ្សេងៗសំរាប់ការងារគ្រប់គ្រងព្រៃឈើ ។ ឯកសារទាំងនេះ មានប្រយោជន៍ជាខ្លាំងដល់ការងារខាងគោលនយោបាយ ទាំងសំរាប់អ្នកកសាងគោលនយោបាយ និងសង្គមស៊ីវិលពាក់ព័ន្ធនឹងបញ្ហាព្រៃ

ឈើ ។ វិបសអ នឹងបង្កើនការបោះផ្សាយឯកសារសំរាប់គោលនយោបាយចំពោះលទ្ធផលស្រាវជ្រាវផ្សេងៗទៀត ។

ការអភិវឌ្ឍន៍សមត្ថភាពស្រាវជ្រាវខាងការគ្រប់គ្រងធនធានទឹក និងអភិបាលកិច្ច

ក្នុងកំឡុងពេលពីឆ្នាំ២០០៥-៦ វិបសអ ដោយមានការគាំទ្រពី AusAID បានសហការយ៉ាងជិតស្និទ្ធជាមួយសាកលវិទ្យាល័យភូមិន្ទភ្នំពេញ និងសាកលវិទ្យាល័យស៊ីដនី ប្រទេសអូស្ត្រាលី លើកម្មវិធីថ្មីដ៏ធំមួយមានរយៈពេល៥ឆ្នាំដើម្បីអភិវឌ្ឍន៍សមត្ថភាពស្រាវជ្រាវខាងការគ្រប់គ្រងធនធានទឹក និងអភិបាលកិច្ចនៅកម្ពុជាដែលចាប់ដំនើរការនៅពាក់កណ្តាលឆ្នាំ២០០៦ ។ ក្នុងកម្មវិធីនេះនឹងមានការស្រាវជ្រាវពីបញ្ហាធារាសាស្ត្រ និងការគ្រប់គ្រងទឹកព្រមទាំងមានផ្តល់ការសិក្សាថ្នាក់បណ្ឌិត អនុបណ្ឌិត និងឱកាសអភិវឌ្ឍន៍ជំនាញផ្សេងៗទៀត ដល់អ្នកស្រាវជ្រាវខ្មែរ ដើម្បីកសាងសមត្ថភាពស្រាវជ្រាវពាក់ព័ន្ធនឹងបញ្ហាដ៏សំខាន់បំផុត សំរាប់កសិកម្ម និងការអភិវឌ្ឍន៍ជនបទនេះ ។

វិមជ្ឈការ និងអភិបាលកិច្ចបែបប្រជាធិបតេយ្យ-ការផ្តល់សេវា គម្លាតភាព និងការឆ្លើយតប

កម្មវិធីវិមជ្ឈការ និងវិសហមជ្ឈការរបស់ វិបសអ ដែលគាំទ្រឱ្យកាដោយ DFID និង SIDA បានបន្តចូលរួមចំណែកធ្វើការវិភាគលើបញ្ហាវិមជ្ឈការ និងការងារគោលនយោបាយផ្សេងទៀតដែលពាក់ព័ន្ធជាមួយនឹងការផ្តល់សេវានៅមូលដ្ឋាន ជំរើសប្រភពចំណូលសំរាប់ឃុំ-សង្កាត់ គណនេយ្យភាព (ការទទួលខុសត្រូវ) និងតួនាទីអាជ្ញាធរថ្នាក់ខេត្ត ព្រមទាំងការឆ្លើយតបរបស់សង្គម ។ កម្មវិធីនេះ បានក្លាយជាប្រភពដ៏មានប្រយោជន៍សំរាប់អ្នកឯកទេស និងចំណេះដឹងក្នុងមូលដ្ឋានស្តីពីភាពខ្លាំង និងភាពខ្សោយនៃកំណែទម្រង់ និងគោលនយោបាយសំរាប់អនាគត ។

កសាងសមត្ថភាពស្រាវជ្រាវផ្នែកពាណិជ្ជកម្ម

វិបសអ បានក្លាយជាសមាជិកស្ថាបនិករបស់បណ្តាញស្រាវជ្រាវនិង បណ្តុះបណ្តាលតំបន់អាស៊ីប៉ាស៊ីហ្វិកស្តីពីពាណិជ្ជកម្ម (ARTNet) បង្កើតដោយ UNESCAP នៅឆ្នាំ២០០៤ ដោយមានការគាំទ្រពី IDRC ។ នៅឆ្នាំ២០០៥ វិបសអ បានបញ្ចប់ការសិក្សាចំបងមួយ

គាំទ្រដោយ ARTNet ស្តីពីតំរូវការកសាងសមត្ថភាពស្ថាប័នស្រាវជ្រាវពាណិជ្ជកម្មនៅតំបន់អាស៊ីប៉ាស៊ីហ្វិក ។ លទ្ធផលនៃការស្រាវជ្រាវនេះ បានបង្ហាញនៅក្នុងអង្គប្រជុំអ្នកកសាងគោលនយោបាយពាណិជ្ជកម្មតំបន់ និងស្ថាប័នស្រាវជ្រាវ ARTNet ផ្សេងទៀត នៅម៉ាកាវ ប្រទេសចិន ខែតុលា ២០០៥ ។ របាយការណ៍លទ្ធផលនេះមានប្រយោជន៍យ៉ាងច្រើនដល់ ARTNet ក្នុងការដោះស្រាយតំរូវការកសាងសមត្ថភាពស្រាវជ្រាវផ្នែកពាណិជ្ជកម្មក្នុងប្រទេសកំពុងអភិវឌ្ឍន៍នៅក្នុងតំបន់ ។

បច្ចេកទេស និងផ្តល់យោបល់ដល់កម្មវិធីគ្រប់គ្រងបរិស្ថាន និងធនធានធម្មជាតិ ព្រមទាំងកិច្ចសហការរៀបចំសិក្ខាសាលាមួយខ្សែស្តីពីការវាយតម្លៃធនធានធម្មជាតិ ចាប់ពីខែតុលា ២០០៦ ។ រហូតមកដល់បច្ចុប្បន្ន ការិយាល័យតំណាងនេះ បានជួយរៀបចំសិក្ខាសាលាចំនួន ៧ លើប្រធានបទ ដូចជា ការបង់ថ្លៃសេវាបរិស្ថាន តំលៃកាកសំណល់រឹង ការវិភាគពីការបែងចែកដីព្រៃ និងប្រធានបទផ្សេងៗទៀត ។ វិបសអ បានជួយបោះពុម្ពជាភាសាខ្មែរនូវ ឯកសារសំរាប់គោលនយោបាយជាច្រើនរបស់ EEPSEA ។



ការប្រមូលអនុផលព្រៃឈើមានចិរិយភាព: ឫស្សី អាចប្រើការបានច្រើនយ៉ាង និងដុះលូតលាស់បានឆាប់រហ័ស

សេដ្ឋកិច្ចបរិស្ថាន (វិស័យ EEPSEA)

ចាប់តាំងពីខែកក្កដា ២០០៥ នៅ វិបសអ មានការបើកការិយាល័យអនុតំបន់របស់កម្មវិធីសេដ្ឋកិច្ច និងបរិស្ថានតំបន់អាស៊ីអូស្ត្រេលី (EEPSEA) សំរាប់ប្រទេសកម្ពុជា ឡាវ និងវៀតណាម ។ ការិយាល័យនេះរបស់ EEPSEA ស្ថិតនៅស្ទឹងប៊ុរី ហើយធ្វើការអភិវឌ្ឍន៍សមត្ថភាពស្រាវជ្រាវខាងសេដ្ឋកិច្ចបរិស្ថាន នៅតំបន់អាស៊ីអូស្ត្រេលីតាំងពីឆ្នាំ១៩៩៣ មក ។ ភាពជាដៃគូរវាង EEPSEA និង វិបសអ បានជួយឱ្យមានការកសាងបំណិន និងចំណេះដឹងអ្នកស្រាវជ្រាវ វិបសអ លើផ្នែកសេដ្ឋកិច្ចបរិស្ថានតាមរយៈវគ្គសិក្សាខ្លីៗ ការគាំទ្រគំរោងស្រាវជ្រាវខ្នាតតូច ការផ្តល់អ្នកជំនាញការ

មណ្ឌលវិភាគអភិវឌ្ឍន៍ (DAN) - ជនចំណាកស្រុកឆ្លងដែននៅតំបន់ GMS

នៅឆ្នាំ២០០៥ វិបសអ បានទទួលការគាំទ្រពីមូលនិធិ Rockefeller រយៈពេល ៣ឆ្នាំ សំរាប់គំរោង DAN នេះ ដែលមានបន្ថែមសមាជិកទៀត គឺមជ្ឈមណ្ឌលអភិវឌ្ឍន៍សង្គមនៅ គន់មីងខេត្តយូណាន ប្រទេសចិន ។ ដូច្នេះ គំរោង DAN បច្ចុប្បន្ន តំណាងបានល្អនូវសមាជិកនានានៃ GMS ។ នៅឆ្នាំ២០០៥-២០០៨ គំរោងមានការងារចំបងស្តីពី ជនចំណាកស្រុកឆ្លងដែននៅតំបន់ GMS រួមទាំងខេត្តយូណាន ជាពិសេសផ្ដោតលើផលប៉ះពាល់នៃចំណាកស្រុកលើអ្នកក្រ និងភាពពាក់ព័ន្ធផ្សេងៗ លើការរៀបចំ

គោលនយោបាយជាតិ និងតំបន់ នៃការកាត់បន្ថយភាពក្រីក្រ និងការអភិវឌ្ឍន៍ដែលអំណោយផលដល់អ្នកក្រ ។ គំរោង DAN ឆ្នាំ២០០៤-០៥ ស្តីពីសេដ្ឋកិច្ចឆ្លងដែនកម្ពុជា ឡាវ ថៃ និងវៀតណាមបានទទួលការវាយតម្លៃខ្ពស់ពីអ្នកធ្វើគោលនយោបាយ ក្រុមហ៊ុនឯកជន និងអ្នកស្រាវជ្រាវនានា ។

បង្កើនបណ្តាញធនធានសិក្សាតំបន់ទន្លេសាប

នៅចុងឆ្នាំ ២០០៥ វិបសអ បានទទួលរៀបចំមជ្ឈមណ្ឌល ធនធានសិក្សាតំបន់ទន្លេសាប តំកល់ឯកសារ ADB នៅក្នុង បណ្តាញយុទ្ធសាស្ត្រ វិបសអ ដែលអាចផ្តល់ព័ត៌មានយ៉ាងច្រើន និង ងាយប្រើប្រាស់ដល់មន្ត្រីរាជការ អ្នកអនុវត្តការងារអភិវឌ្ឍន៍ និង អ្នកស្រាវជ្រាវដែលកំពុងធ្វើការពាក់ព័ន្ធនឹងភាពក្រីក្រ និងបរិស្ថាន នៅជុំវិញ និងក្នុងអាងទន្លេសាប ។ មជ្ឈមណ្ឌលនេះ នឹងបើកឱ្យ ប្រើប្រាស់ពេញលេញនៅពាក់កណ្តាលឆ្នាំ២០០៦ ។

ផែនការអភិវឌ្ឍន៍ស្ថាប័ន និងផែនការយុទ្ធសាស្ត្ររបស់ វិបសអ សំរាប់ឆ្នាំ២០០៦-១០

នៅឆមាសទី២ ឆ្នាំ២០០៥ វិបសអ បានអភិវឌ្ឍផែនការយុទ្ធសាស្ត្រ ថ្មីសំរាប់ឆ្នាំ២០០៦-១០ ហើយខ្លឹមសារសង្ខេបមាននៅក្នុងរបាយការណ៍ ប្រចាំឆ្នាំនេះ ។ ផែនការថ្មី ព្រមទាំងកំណែសម្រួលសេចក្តីប្រកាស បេសកកម្ម និងគំរូថ្មីនៃការអភិវឌ្ឍន៍ស្ថាប័ន ដែលនឹងធ្វើឱ្យ វិបសអ កាន់តែរឹងមាំថែមទៀត ត្រូវបានរៀបចំឡើងដោយមានការពិភាក្សា និងពិនិត្យដ៏ត្រឹមត្រូវ និងមានការចូលរួមពីក្រុមប្រឹក្សាភិបាល អ្នកដឹកនាំ និងបុគ្គលិក វិបសអ ។ ផែនការនេះដែលស្របទៅនឹង ផែនការអាទិភាព NSDP របស់រដ្ឋាភិបាល សំរាប់ឆ្នាំ២០០៦-១០ កំណត់ឱ្យ វិបសអ ពង្រឹងថែមទៀតនូវគុណភាពស្រាវជ្រាវ និង ផលប៉ះពាល់ខាងគោលនយោបាយលើប្រាំផ្នែកសំខាន់ៗ សំរាប់ការ អភិវឌ្ឍន៍មានចីរភាពរបស់កម្ពុជា ការកសាងសមត្ថភាពបុគ្គលិក កម្ពុជា និងការពង្រឹងប្រព័ន្ធ និងហេដ្ឋារចនាសម្ព័ន្ធនៃស្ថាប័នខ្លួន ។

ការកសាងសន្តិភាពក្នុងសហគមន៍ និងការបម្រើទំនាស់

នៅឆ្នាំ២០០៥-៦ ដោយមានការគាំទ្រពី Novib (Oxfam Netherlands) មជ្ឈមណ្ឌលដើម្បីសន្តិភាពនិងអភិវឌ្ឍន៍ នៃ វិបសអ បន្តផ្តល់ កម្មវិធីបណ្តុះបណ្តាលបច្ចេកទេសទំនាស់ និងកសាងសន្តិភាពសហគមន៍

ដល់មន្ត្រីថ្នាក់ឃុំសង្កាត់ ស្រុក និងខេត្ត សមាជិកក្រុមប្រឹក្សាឃុំ សង្កាត់អង្គការមិនមែនរដ្ឋាភិបាលសមាគមនារីវត្តអារាមព្រះសង្ឃ កងសន្តិសុខ និងនគរបាលនៅទីក្រុងភ្នំពេញ ខេត្តពោធិសាត់ បាត់ដំបង កំពត និងក្រចេះ ។

បទបង្ហាញ និងបណ្តាញភរិតតំបន់ និងសាកលលោក

នៅឆ្នាំកន្លងទៅ អ្នកស្រាវជ្រាវ វិបសអ បានចូលរួមយ៉ាងសកម្ម នៅក្នុងសន្និសីទ និងសិក្ខាសាលាក្នុងតំបន់ និងឆាកអន្តរជាតិ ឯទៀត ។ ក្រុមស្រាវជ្រាវលើយុទ្ធសាស្ត្រកាត់បន្ថយភាពក្រីក្រ បានបង្ហាញរបាយការណ៍ពីលទ្ធផលនៃការស្រាវជ្រាវនេះ នៅឯ សិក្ខាសាលាភរិតសាកលលោក ស្តីពីការចេញឱ្យផុតពីភាពក្រីក្រ របស់ធនាគារពិភពលោកនៅទីក្រុង St. Petersburg ប្រទេស រុស្ស៊ី នៅខែមករា ២០០៦ ។ អ្នកស្រាវជ្រាវផ្សេងទៀត បាន បង្ហាញពីគំហើញលើបញ្ហាកសាងសមត្ថភាព និងពាណិជ្ជកម្មក្នុង កិច្ចប្រជុំនៅម៉ាកាវ បញ្ហាសេដ្ឋកិច្ចនៅសន្និសីទនៅវៀតណាម និងបញ្ហាវិមជ្ឈការនៅក្នុងកិច្ចប្រជុំនៅឥណ្ឌា ។ អ្នកស្រាវជ្រាវ មួយក្រុមទៀត បានទៅចូលរួមក្នុងសិក្ខាសាលាលើស្តីពីបញ្ហា បរិស្ថាន និងភាពក្រីក្រ ដែលមានកម្មវិធីផ្ទៃក្នុងលើទស្សនកិច្ចតាំងពី ភាគខាងត្បូងប្រទេសចិន រហូតដល់ភាគខាងជើងឡាវ និងថៃ ។ អ្នកស្រាវជ្រាវខ្លះទៀត បានទៅចូលរួមក្នុងសិក្ខាសាលាស្តីពី ការ តាមដានភាពក្រីក្រនៅក្នុងសហគមន៍ និងទំនាស់ទាក់ទងនឹងការ បោះឆ្នោតនៅប្រទេសសេរីលង្កា ។



បុគ្គលិក វិបសអ ចុះវាយតម្លៃពីការនៅមូលដ្ឋានក្នុង ការងារដោះស្រាយទំនាស់

Major Projects in 2005–06

- | | |
|--|--|
| 1. Agricultural Marketing and Trade: | The efficiency of marketing, internal agricultural trade and exports in the Mekong region |
| 2. ARTNeT Study: | Trade research capacity-building needs of research institutions in least developed and low-income countries of the Asia-Pacific region |
| 3. Centre for Peace and Development: | Building a culture of peace and community-based peace training |
| 4. Decentralisation: | Policy analysis and research in support of decentralisation and deconcentration |
| 5. Development Analysis Network (DAN 4): | The impact of cross-border trade in Cambodia, Laos, Thailand and Vietnam |
| 6. Development Analysis Network (DAN 5): | The impact of tourism on livelihoods in Cambodia, Laos, Thailand, Vietnam and Yunnan, China |
| 7. Land Impact Baseline Survey: | Impact baseline survey on the socio-economic effects of the titling of land |
| 8. Land Tenure: | A review of land tenure databases to support policy making in agriculture and rural development |
| 9. Moving Out of Poverty Study: | The dynamics of poverty and poverty reduction in local communities |
| 10. Natural Resources: | Policy research on managing natural resources for poverty reduction |
| 11. Poverty Impact of Regional Economic Integration: | Cross-border economic interactions and their implications for cross-border livelihood strategies and policy |
| 12. Public Expenditure Tracking Survey in Education: | A survey of public expenditure tracking systems in education |
| 13. Service Delivery Study: | The potential for local service delivery by commune councils |
| 14. Tonle Sap Participatory Poverty Assessment Study: | A poverty study in six Tonle Sap provinces |
| 15. Conflict Prevention in Cambodian Elections (COPCEL): | A structured series of dialogues between election participants |
| 16. ASEAN-China Free Trade Agreement: | A study of the impact of the Early Harvest Programme |



CDRI researchers participating in the second ARTNeT capacity building workshop, April 2006, Thailand

Summary of the CDRI 2006–10 Strategic Plan

The December 2005 meeting of the CDRI Board of Directors endorsed a new Strategic Plan 2006–10. The plan includes a revised mission statement, which appears at the beginning of this report, and an institutional development model to guide CDRI's growth. Here we present a summary of the main elements of the plan.

Process

The plan was developed through intensive internal and external consultation, drawing on the ideas and experience of CDRI's board of directors, management and staff, key development actors in the government and civil society and the international development community. CDRI brought together management and staff for a retreat in Sihanoukville in November 2005 to promote understanding and ownership of the plan, to identify issues that would need to be addressed in the plan's implementation and to build trust, commitment, motivation and team spirit.

As part of the process, a survey of the views of government, international development partners and civil society was also conducted. The survey covered CDRI's role, clients, products and services, and the priorities on which it should focus over the next five years. The results of the survey are reflected in the plan.

Context

Building on its current strengths and capacity, CDRI's strategic priorities over the next five years will reflect, support and complement those of the government and its development



CDRI staff discussing the Strategic Plan

partners, particularly the objectives of the government's NSDP, the policy commitments of the government's Rectangular Strategy for Growth, Employment, Efficiency and Equity and Cambodia's commitments under the UN Millennium Development Goals. CDRI will also retain the flexibility to respond to new development policy research priorities as determined by the government and by CDRI's own independent research and policy agenda.

Strategic Goals and Performance Indicators

In 2006–10 CDRI will seek to achieve three broad strategic goals:

- (i) To produce independent, objective, high quality policy-relevant development research, and to maximise its accessibility to policy makers, influencers and stakeholders and its policy impact, in five interrelated areas that are key for Cambodia's sustainable development:
 - economy, trade and regional cooperation;
 - poverty reduction, agricultural development and rural livelihoods;
 - democratic governance and public sector reform;
 - natural resources and the environment;
 - human security, peace building and conflict transformation.

CDRI will achieve this by:

- focussing and deepening its policy research to build on its strengths, and developing an independent CDRI country strategy and research strategy that support and complement Cambodia's NSDP 2006–10;
- producing research products that are more flexible and appropriate to Cambodia, including accessible Khmer-language development policy briefs, modular policy products for use by other Cambodian organisations in capacity building and training and audio-visual materials on development issues;
- building long-term partnerships with leading universities and research institutes, think-tanks and networks in the Asian region and internationally for collaborative research, research quality control through access to technical expertise and peer review and access to postgraduate study and professional development opportunities for staff;
- restructuring CDRI's research departments to improve the management and supervision of programmes and projects, to improve quality control and to provide research management and supervision opportunities and associated professional development and skills building for the researchers;
- building the capacity of CDRI's researchers through mentoring and peer review by experts in their fields, study opportunities for master and PhD degrees and professional development opportunities to build technical expertise and research management, communication and presentation skills.

(ii) To build a sustainable future for CDRI as Cambodia's leading development policy research institution through the strengthening of its institutional development model, the "Cambodianisation" and capacity development of its management and staff and programme-oriented support.

CDRI will achieve this by:

- implementing, over time, the agreed elements of a new institutional model that will build on its strengths and address its

vulnerabilities to ensure its continued quality and relevance;

- "Cambodianising", carefully and incrementally, to strengthen its character as a Cambodian-owned, led and managed institution;
- developing and implementing a resource mobilisation strategy of moving, over time, from project to programme-based financing and to broader and better coordinated donor support for CDRI's core operating costs.

(iii) To achieve the highest standards of institutional good governance, quality management and service delivery.

CDRI will achieve this by:

- promoting compliance with ISO 9000 of its management systems and their administration and monitoring (governance, finance and administration, human resource) and their documentation;
- "Cambodianising", over time, its management structure and team, focussing the first step on building a strong Cambodian middle management team, followed by a gradual transition to Cambodian leadership and management, with associated capacity building, mentoring and supervision and trust-building;
- incremental upgrading of service delivery, information technology, publishing, library and information services, as an integrated platform for the establishment of, or transformation into, a development knowledge or resource centre.

Reporting, Evaluation and Review

CDRI staff will report progress on objectives in the 2006–10 strategic plan and annual operational plans to CDRI's board of directors at each twice yearly board meeting, and to a broader group of those concerned at an annual consultation. CDRI will hold a mid-term evaluation and review of achievements of the objectives in the strategic plan in mid-2008 and make adjustments to reflect changes in CDRI's environment. CDRI will hold a final evaluation and review in the second half of 2010 for reporting to the full annual board of directors meeting in December 2010.

សេចក្តីសង្ខេប ផែនការយុទ្ធសាស្ត្រឆ្នាំ២០០៦-១០

កិច្ចប្រជុំក្រុមប្រឹក្សាភិបាលនៅខែធ្នូ ២០០៥ បានអនុម័តផែនការយុទ្ធសាស្ត្រថ្មីសំរាប់ឆ្នាំ២០០៦-២០១០ រួមទាំងសេចក្តីប្រកាសបេសកកម្មថ្មី ដែលបានបង្ហាញនៅលើទំព័រដើមនៃរបាយការណ៍នេះ និងគំរូអភិវឌ្ឍន៍ស្ថាប័ន ដើម្បីបង្ហាញពីទិសដៅរីកចំរើនរបស់វិបសអ ទៅអនាគត ។

ដំណើរការរៀបចំផែនការ

ផែនការនេះ បានរៀបចំឡើងតាមដំណើរការនៃការពិភាក្សាផ្ទៃក្នុង និងខាងក្រៅយ៉ាងហ្មត់ចត់ដោយបានប្រមូលគំនិតនិងបទពិសោធន៍ពីក្រុមប្រឹក្សាភិបាល អ្នកគ្រប់គ្រងនិងបុគ្គលិកព្រមទាំងអ្នកពាក់ព័ន្ធខាងក្រៅសំខាន់ៗនៅក្នុងជួររដ្ឋាភិបាល សង្គមស៊ីវិល និងសហគមន៍អភិវឌ្ឍន៍អន្តរជាតិ ។ ការលំហែធ្វើផែនការរបស់បុគ្គលិក និងអ្នកដឹកនាំនៃ វិបសអ បានប្រព្រឹត្តទៅនៅខែវិច្ឆិកា ឆ្នាំ២០០៥ នៅក្រុងព្រះសីហនុ ដើម្បីលើកកម្ពស់ការយល់ដឹង និងការទទួលខុសត្រូវលើទិសដៅនៅក្នុងផែនការ ស្វែងរកគន្លឹះនៃជោគជ័យនៅពេលដំណើរការផែនការ ព្រមទាំងកសាងទំនុកចិត្ត ការប្តេជ្ញា ការលើកទឹកចិត្ត និងឆន្ទៈរបស់ក្រុមការងារនៅក្នុងអង្គភាព ។

នៅក្នុងផ្នែកមួយនៃដំណើរការធ្វើផែនការនេះដែរ ក៏មានការស្ទាបស្ទង់ទស្សនៈអ្នកពាក់ព័ន្ធខាងក្រៅសំខាន់ៗ នៅក្នុងជួររដ្ឋាភិបាល សង្គមស៊ីវិល ព្រមទាំងសហគមន៍អភិវឌ្ឍន៍អន្តរជាតិ ។ ការស្ទាបស្ទង់ ផ្តោតលើតួនាទីរបស់ វិបសអ អ្នកទទួលប្រយោជន៍ពីការស្រាវជ្រាវ លទ្ធផលស្រាវជ្រាវ ព្រមទាំងសេវាផ្សេងៗទៀតរួមទាំង ការកំណត់អាទិភាពសំរាប់រយៈពេល ៥ឆ្នាំខាងមុខ ។ លទ្ធផលទទួលបានពីការស្ទាបស្ទង់ បានដាក់បញ្ចូលទៅក្នុងផែនការនេះដែរ ។

បរិបទ

ដោយឈរលើភាពរឹងមាំនិងសមត្ថភាពបច្ចុប្បន្នរបស់ខ្លួន អាទិភាពជាយុទ្ធសាស្ត្រ វិបសអ សំរាប់រយៈពេល ៥ឆ្នាំខាងមុខ នឹងគាំទ្រព្រមទាំងរួមចំណែកបំពេញបន្ថែមលើការងាររាជរដ្ឋាភិបាលកម្ពុជា ហើយនិងដៃគូអភិវឌ្ឍន៍ និងអ្នកពាក់ព័ន្ធផ្សេងទៀតរបស់រាជរដ្ឋាភិបាល ជាពិសេស ទិសដៅរបស់រាជរដ្ឋាភិបាល ផែនការអភិវឌ្ឍន៍យុទ្ធសាស្ត្រជាតិ ២០០៦-១០ (NSDP) ការប្តេជ្ញាចិត្តរួមចំណែកក្នុងការងារគោលនយោបាយនៃយុទ្ធសាស្ត្រតុកោណរបស់រាជរដ្ឋាភិបាល លើកំណើនការលូតលាស់ ប្រសិទ្ធភាព និងសមភាព ហើយនិងការប្តេជ្ញាចិត្តរបស់រដ្ឋាភិបាលកម្ពុជានៅក្នុងគោលដៅអភិវឌ្ឍន៍សហស្សវត្សរ៍របស់អង្គការសហប្រជាជាតិ (CMDGs) ។ វិបសអ ក៏នឹងរក្សាលទ្ធភាពអាចបត់បែនខ្លះ ដើម្បីឆ្លើយតបទៅនឹងអាទិភាពថ្មីៗ ក្នុងស្រាវជ្រាវសំរាប់ការងារគោលនយោបាយតាមការកំណត់ដោយរដ្ឋាភិបាល និងកម្មវិធីស្រាវជ្រាវនិងគោលនយោបាយរបស់ វិបសអ ។



បុគ្គលិក វិបសអ ពិភាក្សាអំពីផែនការយុទ្ធសាស្ត្រ ឆ្នាំ ២០០៦-១០

**គោលដៅយុទ្ធសាស្ត្រអំពីការងាររបស់ របស់អ
សម្រាប់ឆ្នាំ២០០៦-១០ និង អំពីឱកាសបញ្ជាក់លទ្ធផល**

នៅឆ្នាំ២០០៦-១០ របស់អ នឹងព្យាយាមសំរេចឱ្យបាននូវគោល
ដៅយុទ្ធសាស្ត្រធំៗបី៖

១. ធ្វើការស្រាវជ្រាវខាងអភិវឌ្ឍន៍ ទាក់ទងនឹងគោលនយោបាយ
ដែលឯករាជ្យ ប្រាកដនិយម មានគុណភាពខ្ពស់ និងបង្កើនជា
អតិបរមានូវការផ្សព្វផ្សាយចំណេះដឹងខាងអភិវឌ្ឍន៍ទាំងនេះ
ឱ្យបានទៅដល់អ្នកកសាងគោលនយោបាយ អ្នកមានឥទ្ធិពល
និងអ្នកពាក់ព័ន្ធនានា ព្រមទាំងផលប៉ះពាល់នៃការស្រាវជ្រាវ
ទៅលើគោលនយោបាយ, នៅក្នុងវិស័យសំខាន់ៗទាំង ៥ ដែល

របស់អ នឹងអនុវត្តកិច្ចការនេះឱ្យបានជោគជ័យដោយ៖

- ផ្ដោតលើ និងធ្វើឱ្យកាន់តែស៊ីជម្រៅនូវការស្រាវជ្រាវខាងគោល
នយោបាយដោយផ្អែកលើកំលាំងរបស់ខ្លួន និងការកសាង
យុទ្ធសាស្ត្រសំរាប់ប្រទេស និងយុទ្ធសាស្ត្រស្រាវជ្រាវរបស់
របស់អ ដែលមានលក្ខណៈឯករាជ្យ និងដែលជួយទ្រទ្រង់
និងបំពេញបន្ថែម លើផែនការអភិវឌ្ឍន៍យុទ្ធសាស្ត្រជាតិ
ឆ្នាំ២០០៦-១០ របស់ប្រទេសកម្ពុជា
- ផ្តល់ផលិតផលស្រាវជ្រាវខាងគោលនយោបាយ ដែលកាន់តែ
សមស្របសំរាប់កម្ពុជា និងងាយស្រួលបត់បែនមានជាអាទិ៍៖
អត្ថបទសង្ខេបគោលនយោបាយខាងអភិវឌ្ឍន៍ជាភាសាខ្មែរ
ឯកសារខាងគោលនយោបាយផ្សេងៗ សំរាប់ឱ្យអង្គការកម្ពុជា



ប្រសូលលទ្ធផលពិភាក្សាអំពីផែនការយុទ្ធសាស្ត្រ ឆ្នាំ ២០០៦-១០ នៅពេលសំរាកធ្វើផែនការ ខែ វិច្ឆិកា ឆ្នាំ ២០០៥

ជាប់ទាក់ទងគ្នា សំរាប់ការអភិវឌ្ឍន៍ប្រទេសកម្ពុជា ដោយមាន
ចំណុច៖

- សេដ្ឋកិច្ច ពាណិជ្ជកម្ម និង វិស័យឯកជន
- ការកាត់បន្ថយភាពក្រីក្រ ការអភិវឌ្ឍន៍កសិកម្ម និងជីវភាព
នៅជនបទ
- អភិបាលកិច្ចប្រជាធិបតេយ្យ និង កំណែទម្រង់វិស័យ
សាធារណៈ
- ធនធានធម្មជាតិ និងបរិស្ថាន
- សន្តិសុខមនុស្ស ការកសាងសន្តិភាព និងការបំប្លែងទំនាស់

ឯទៀតៗ ប្រើប្រាស់ក្នុងការបណ្តុះបណ្តាល និងកសាង
សមត្ថភាពនិងសំភារៈសោតទស្សន៍(audio-visual materials)
ស្តីពីបញ្ហាអភិវឌ្ឍន៍សំខាន់ៗ

- កសាងភាពជាដៃគូខាងស្រាវជ្រាវកំរិតខ្ពស់ដែលមានសារៈ
សំខាន់ជាយុទ្ធសាស្ត្រ និងមានរយៈពេលវែងជាមួយបណ្តា
សាកលវិទ្យាល័យ ស្ថាប័នស្រាវជ្រាវ និងក្រុមជំនាញការ
ដែលនាំមុខគេនៅក្នុងតំបន់អាស៊ី និងក្នុងពិភពលោក ដើម្បីធ្វើ
ការស្រាវជ្រាវដោយសហការគ្នា និងធ្វើការត្រួតពិនិត្យ
គុណភាពស្រាវជ្រាវ តាមរយៈការផ្តល់ឱ្យបុគ្គលិកនូវជំនាញ

បច្ចេកទេសខ្ពស់ៗ ការជួយត្រួតពិនិត្យពីអ្នកឋានៈស្មើ ការសិក្សាផ្នែកឧត្តម និងឱកាសផ្សេងទៀតសំរាប់អភិវឌ្ឍន៍ជំនាញវិជ្ជាជីវៈ

- រៀបចំវេនសម្ព័ន្ធផ្នែកស្រាវជ្រាវរបស់ វិបសអ ឡើងវិញដើម្បីកែលម្អការគ្រប់គ្រង និងការត្រួតពិនិត្យកម្មវិធី និងគំរោងស្រាវជ្រាវនានា, កែលម្អការត្រួតពិនិត្យគុណភាពស្រាវជ្រាវ និងផ្តល់ឱ្យអ្នកស្រាវជ្រាវនូវឱកាសបានគ្រប់គ្រង និងត្រួតពិនិត្យលើការស្រាវជ្រាវ ព្រមទាំងធ្វើការអភិវឌ្ឍន៍ជំនាញវិជ្ជាជីវៈដែលជាប់ទាក់ទង
- កសាងសមត្ថភាពអ្នកស្រាវជ្រាវរបស់ វិបសអ តាមរយៈការជួយណែនាំ និងការត្រួតពិនិត្យពីអ្នកឋានៈស្មើដែលមានជំនាញខ្ពស់ក្នុងវិស័យរបស់ខ្លួន ឱកាសបានចូលសិក្សាផ្នែកអនុបណ្ឌិត និងបណ្ឌិត និងឱកាសធ្វើការអភិវឌ្ឍន៍វិជ្ជាជីវៈផ្សេងទៀត, ដើម្បីកសាងជំនាញបច្ចេកទេស និងជំនាញខាងគ្រប់គ្រង ប្រាស្រ័យទាក់ទង និងធ្វើតំណាងផ្សេងៗ ។

២. កសាងអនាគតមួយមានឱវាទសំរាប់ វិបសអ ក្នុងឋានៈជាស្ថាប័នឈានមុខនៅកម្ពុជា ខាងការស្រាវជ្រាវពិគោលនយោបាយអភិវឌ្ឍន៍ តាមរយៈការពង្រឹងគំរូអភិវឌ្ឍន៍ស្ថាប័នរបស់ខ្លួន ការធ្វើកម្ពុជាការរូបនីយកម្ម និងការកសាងសមត្ថភាពថ្នាក់ដឹកនាំនិងបុគ្គលិក និងការកេណ្ឌធនធានដ៏សក្តិសិទ្ធិ ។ ដើម្បីសំរេចកិច្ចការនេះ វិបសអ នឹង:

- អនុវត្តជាបណ្តើរៗនូវសមាសធាតុនានានៃគំរូស្ថាប័នថ្មីដែលនឹងផ្អែកលើកលាំងរបស់ វិបសអ ព្រមទាំងកែលម្អចំណុចខ្សោយផ្សេងៗ ដើម្បីធានាឱ្យ វិបសអ មានគុណភាពល្អទៅអនាគត និងមានលក្ខណៈសមស្របជាស្ថាប័នស្រាវជ្រាវខាងគោលនយោបាយនាំមុខនៅកម្ពុជា
- ការធ្វើ “កម្ពុជាការរូបនីយកម្ម” យ៉ាងប្រយ័ត្នប្រយោជន៍ជាបណ្តើរៗ និងមួយកំឡុងៗ ដើម្បីពង្រឹងលក្ខណៈសម្បត្តិជាស្ថាប័នគ្រប់គ្រង/ដឹកនាំដោយកម្ពុជា និងមានកម្ពុជាធ្វើម្ចាស់
- កសាង និងអនុវត្តយុទ្ធសាស្ត្រកេណ្ឌប្រមូលធនធានមួយដែលជួយឱ្យ វិបសអ បង្កើនគុណភាព និងផលប៉ះពាល់នៃការងាររបស់ខ្លួន ធ្វើវិនិយោគលើការអភិវឌ្ឍន៍ប្រព័ន្ធនិងបុគ្គលិក កសាងនិងអនុវត្តរបៀបវារៈនៃការស្រាវជ្រាវ និងគោលនយោបាយកម្ពុជាមួយដែលឯករាជ្យ ដោយឆ្លងជាបណ្តើរៗ ពិស្តារភាពនៃការផ្តល់វិភាគតាមគំរោងទៅជាការផ្តល់វិភាគតាមកម្មវិធី និងដោយសំរាប់រូបឱ្យបាន

កាន់តែទូលំទូលាយ និងប្រសើរថែមទៀតនូវការជួយទ្រទ្រង់របស់អ្នកផ្តល់ជំនួយ សំរាប់ការចំណាយប្រតិបត្តិការស្តុលរបស់ វិបសអ ។

៣. សំរេចឱ្យបាននូវកំរិតស្តង់ដារខ្ពស់បំផុត នៃអភិបាលកិច្ចគុណភាពនៃការគ្រប់គ្រង និងប្រព័ន្ធផ្តល់សេវា ។ វិបសអ នឹងធ្វើកិច្ចការនេះឱ្យបានជោគជ័យដោយ:

- ស្វែងរកឱ្យបាននូវវិញ្ញាបនប័ត្រ ISO ៩០០០ បញ្ជាក់ពីលក្ខណៈសមស្របតាមស្តង់ដារនៃប្រព័ន្ធគ្រប់គ្រងរដ្ឋបាល និងពិនិត្យតាមដាន(អភិបាលកិច្ចហិរញ្ញវត្ថុរដ្ឋបាលធនធានមនុស្ស) ហើយនិងឯកសារនានា
- ធ្វើ “កម្ពុជាការរូបនីយកម្ម” ជាបណ្តើរៗនូវវេនសម្ព័ន្ធ និងក្រុមគ្រប់គ្រងដោយផ្ដោតក្នុងដំណាក់កាលដំបូងលើការកសាងក្រុមអ្នកគ្រប់គ្រងកម្ពុជាថ្នាក់កណ្តាលឱ្យរឹងមាំ ហើយធ្វើអន្តរកាលជាបណ្តើរៗទៅទៀតឆ្ពោះទៅកាន់ថ្នាក់ដឹកនាំ និងថ្នាក់គ្រប់គ្រងជាកម្ពុជា ឆ្លងតាមដំណើរការនៃការកសាងសមត្ថភាព ការជួយណែនាំ និងត្រួតពិនិត្យនិងការកសាងទំនុកចិត្ត
- ការកែលម្អមួយកំឡុងៗនូវប្រព័ន្ធផ្តល់សេវាបច្ចេកវិទ្យាព័ត៌មានការបោះពុម្ពផ្សាយ ប្រព័ន្ធនិងសេវាបណ្តាញយ និងព័ត៌មាន ឱ្យទៅជាមូលដ្ឋានមួយសំរាប់ការកសាង វិការកែប្រែឱ្យក្លាយជាមជ្ឈមណ្ឌលនៃចំណេះដឹង វិធនធានខាងអភិវឌ្ឍន៍ ។

ការវាយតម្លៃការងារ វាយតម្លៃ និងត្រួតពិនិត្យ

ដំនើរលឿនលឿននៃការអនុវត្តន៍ផែនការយុទ្ធសាស្ត្រ ២០០៦-១០ និងផែនការប្រតិបត្តិការប្រចាំឆ្នាំ នឹងរាយការណ៍ជូនក្រុមប្រឹក្សានាយកនៅក្នុងអង្គប្រជុំនីមួយៗដែលត្រូវធ្វើឡើងក្នុងមួយឆ្នាំ ២ដង និងទៅអ្នកពាក់ព័ន្ធផ្សេងទៀតយ៉ាងទូលំទូលាយនៅក្នុងអង្គប្រជុំពិគ្រោះយោបល់ប្រចាំឆ្នាំជាមួយអ្នកពាក់ព័ន្ធរបស់ វិបសអ ។ ការវាយតម្លៃពាក់កណ្តាលផែនការ និងត្រួតពិនិត្យលទ្ធផលទទួលបាននឹងធ្វើឡើងនៅពាក់កណ្តាលឆ្នាំ២០០៨ ហើយនឹងមានធ្វើការកែតម្រូវផ្សេងៗទៅតាមការប្រែប្រួលរបស់ វិបសអ ។ ការវាយតម្លៃនិងត្រួតពិនិត្យចុងក្រោយ នឹងធ្វើឡើងនៅចុងឆ្នាំ២០១០ សំរាប់រាយការណ៍ជូនអង្គប្រជុំក្រុមប្រឹក្សាភិបាលនៅខែធ្នូ ២០១០ ។

Our Partners

Effective partnerships are critical to the success of CDRI's development work. In making decisions about its programmes and projects and their resourcing, CDRI seeks to build partnerships that are committed to:

- development of the abilities of the Cambodian people, their government and institutions;
- an understanding of and respect for the local circumstances that determine sustainable development outcomes—political, economic, social, historical and cultural;
- ownership and control of development programmes and results by Cambodian institutions;
- longer term support for the sustainable growth of CDRI and the development of the qualifications, skills and expertise of its staff.

In 2005–6 CDRI worked in partnership with the following local institutions, multilateral and bilateral donor agencies, and other institutions to achieve its objectives:

Government—National, Provincial and Local

Council for the Development of Cambodia
Council of Ministers
Council for Administrative Reform
Ministry of Agriculture, Forestry and Fisheries
Ministry of Commerce
Ministry of Economy and Finance
Ministry of the Interior
Ministry of Land Management, Urban Planning and Construction

Ministry of Planning
Ministry of Rural Development
Ministry of Tourism
Ministry of Women's Affairs
Municipal governments
National Assembly
National Bank of Cambodia
National Election Committee
Provincial governments
Royal University of Phnom Penh
Senate

Other Local Partners

Alliance for Conflict Transformation
Cambodia Canada Legislative Support Project
Cambodian Institute for Cooperation and Peace
Coalition for Free and Fair Elections
Committee for Free and Fair Elections
Cooperation Committee for Cambodia
Garment Manufacturers Association of Cambodia
NGO Forum
VBNK

International Development Agencies

Asian Development Bank
Australian Agency for International Development
Canadian International Development Agency
Danish International Development Agency
Department for International Development, United Kingdom
Deutsche Gesellschaft für Technische Zusammenarbeit
International Development Resource Centre, Canada
Novib, Netherlands
Rockefeller Foundation, USA
Swedish International Development Cooperation
Asia Foundation, USA

United Nations Development Programme
World Bank

Other International Partners

Access Global Online Research in Agriculture
Asia Pacific School of Economics and
Government, Australian National
University
Australian Centre for International
Agricultural Research
Danish Centre for Forest, Landscape and
Planning
Food and Agriculture Organisation
Stockholm School of Asian Studies
United Nations Capital Development Fund

United Nations Economic and Social
Commission for Asia and the Pacific
University of Sydney
Médicins Sans Frontières

Development Analysis Network (DAN)

Centre for Community Studies, Kunming, China
Central Institute for Economic Management,
Vietnam
Institute of Economics, Vietnam
National Economic Research Institute, Laos
National Statistics Centre, Laos
Thailand Development Research Institute



Briefing at the CDRI Library for a delegation from ADB

Major Programmes

Economy, Trade and Regional Cooperation

Monitoring Cambodia's Economy

CDRI continues to produce its monthly Flash Report as well as the quarterly Economy Watch and Vulnerable Worker Survey (the two last integrated with the Cambodia Development Review). These are published in both Khmer and English and designed to inform a wide range of the public and private sector about the state of Cambodia's economy. In December 2005, CDRI published its first Annual Development Review, which takes the place of the previous Annual Economic Review. The ADR included eight chapters written by CDRI staff covering a wide range of important issues and trends concerning economic and social development in Cambodia.

Development Analysis Network (DAN)

CDRI released a major DAN study entitled The Cross Border Economies of Cambodia, Laos, Thailand and Vietnam in 2005 in collaboration with research institutes from each of the four countries. DAN is now in its

sixth year and has received additional funding from the Rockefeller Foundation for two further stages of collaborative research on cross-border movements of people within the GMS. The first phase concerns pro-poor tourism in the GMS, while the second will look at cross-border migration within the GMS. DAN also expanded its membership to include a research institute in Yunnan province of China.

Early Harvest Programme

There is increasing interest in how China's rapidly expanding economy may affect countries in the GMS, including Cambodia. A study of the Early Harvest Programme component of the ASEAN-China free trade agreement was funded by Oxfam America. The study concludes that in order for Cambodia to take full advantage of the EHP opportunities, government must adopt policies to strengthen Cambodia's agricultural production and competitiveness by addressing major constraints and improving the domestic marketing and investment environment.

Poverty Impact of Regional Economic Integration

CDRI's research on this topic is part of a broader regional study funded by the Asian Development Bank. The study focusses on the economic and social costs and benefits of cross-border trade with



CDRI researchers attending a workshop on economic and legal aspects of international investment agreements, November 2005, Thailand

Vietnam and Thailand. The study employs both qualitative and quantitative research to assess how increased linkages among GMS countries as a result of infrastructure and communications development may be better managed to improve the economic and social situation of the poor.

Capacity Building

CDRI is a founding member of the Asia-Pacific Research and Training Network (ARTNeT). In collaboration with ARTNeT, CDRI surveyed research institutions in 13 countries as part of a study on the capacity building needs of trade research institutions in the Asia-Pacific region. This study called for research institutions to develop their capacity further, despite their significant existing capacity.

Poverty, Agriculture and Rural Development

Poverty Reduction: Research and Monitoring

CDRI's Moving Out of Poverty Study, undertaken in conjunction with a World Bank global study, has employed both quantitative and qualitative research to develop a better understanding of the factors and circumstances that enable rural households to move out of and stay out of poverty. The Participatory Poverty Assessment of the Tonle Sap employed an ambitious qualitative methodology designed to enable the poor in 24 villages to articulate their experiences with a perspective on being poor in a rapidly changing socio-economic and ecological context. Participation in these two studies has strengthened CDRI's capacity to integrate qualitative research approaches with quantitative methods. CDRI's research significantly informed the World Bank's Poverty Assessment published in December 2005. CDRI has also been invited to be a member of the Poverty Reduction Technical Working Group.

Agricultural Competitiveness

A recent study on the competitiveness of Cambodian agriculture analysed the production



CDRI researchers conducting interviews for the MOPS study

and marketing of maize, soybeans and cassava in Cambodia, Thailand and Vietnam. As a result of certain advantages, such as a relative abundance of land, the study concluded that Cambodia can strengthen its competitiveness as long as certain policies and practices are adopted to increase investment in improved productivity and crop diversification, as well as improved marketing infrastructure. These measures include encouraging agricultural cooperatives, reforming road transport regulations and creating special agricultural development zones.

Land Tenure Database Development

Information about land tenure and use is central to the design, implementation and monitoring of policies governing agricultural and rural development in developing countries. In 2005, CDRI prepared a case study for the Food and Agriculture Organisation on the development of land tenure databases in Cambodia. This study examined the role that land tenure data can play in policy making and identified potential venues for collecting and housing such data. The study concluded that a regular agricultural census represents the most sustainable option because it is mandated by law and enjoys wide support. The study recommended that donors support the institutionalisation of an agricultural census with finances and training.

Urban Land Titling

CDRI has extended its earlier work on the impact of land titles on rural households to include urban households and small businesses in and around Phnom Penh, Siem Reap and Serey Sophoan. As in the rural study, the urban household surveys were undertaken in collaboration with the Ministry of Land Management,



Land titles are an important component of land tenure security. Here, local people provide information about their land parcel(s) to the Land Management and Administration Project (LMAP) adjudication officer in Prey Veng, Ba Phnom District, Rak Chey Commune.

Urban Planning and Construction. The objective is to establish baseline data that can be used to assess the impacts of land titles on (a) housing and small business investment, (b) access to formal credit, (c) land markets and (d) land administration.

Natural Resources and the Environment

Managing Natural Resources for Poverty Reduction

With support from Danida, the NRE unit has focussed on forest resources and their importance to rural livelihood and on economic opportunities for sustainable forests. The focus on forest management was chosen due to the importance of these resources for the livelihoods of a majority of Cambodia's rural population and the need for sustainable natural resource management.

Research has been designed to measure the importance of forest resources to rural livelihoods, with particular focus on the poorest rural population. Other research has assessed the potential timber production of different forest types. Household surveys and forest inventories have been carried out in four provinces, covering 502 households in 16 villages.

Using these results, the NRE unit expanded CDRI's communications strategy by pioneering a new publication format. A series of policy briefs has been published in English and Khmer aimed at policy makers and others involved in forestry. CDRI intends to employ a similar format to publish research findings and policy recommendation to a wider audience in the future.

Water Resources Management Research

CDRI also initiated a major new programme in water resources management research in collaboration with the Royal University of Phnom Penh and the University of Sydney, with support from AusAID. This five-year programme aims to strengthen the policy research capacity of CDRI staff and others in irrigation and water catchment management. Given the complex issues concerning water, the research is designed to promote more cross-unit collaboration within CDRI. For example, questions concerning the management of irrigation systems will also involve CDRI's governance unit. CDRI will work in close collaboration with the Ministry of Water Resources and Meteorology and the Ministry of Agriculture, Forestry and Fisheries.

Environmental Economics Programme for South-East Asia

CDRI now hosts the sub-regional office for Cambodia, Vietnam and Laos of the Economy and Environment Programme for South-East Asia at its Tuol Kork campus. One result of this two-year arrangement is a new collaborative seminar series,

Valuing Nature. The arrangement has also enabled CDRI staff to participate in several regional training programmes facilitated by EEPSEA. CDRI has in turn helped publish a series of policy briefs produced by EEPSEA.

Democratic Governance and Public Sector Reform

Public Expenditure Tracking Survey (PETS) in Primary Education

The survey on primary education expenditures covered 200 primary schools in seven provinces, examining the efficiency of Priority Action Programme (PAP) fund flows. The study recommended piloting an information campaign about PAP for the community and that successes of the primary education PAP should be learned and disseminated. The PETS survey was conducted in collaboration with the World Bank.

Local Service Delivery

The local service study aimed to document the status of current local service arrangements in seven areas. The study found that commune councils have been heavily involved in delivering infrastructure projects funded by the Commune/Sangkat Fund (CSF). In non-CSF projects, councils play less direct roles, often functioning as facilitator. Despite the



CDRI researchers participating in an EEPSEA seminar

variety of issues, a common challenge was the lack of clearly defined service delivery roles of councils and inadequate financial support. This study was commissioned by the United Nations Capital Development Fund.

Accountability at Provincial Level

This study examined how accountability is understood in Cambodia and how public sector accountability at the sub-national level can be bolstered within the framework of decentralisation and deconcentration. The review looked at the normative concepts of accountability according to different public sector management theories (traditional public administration, new public management, new institutional economics). It also focussed on how



Rural pupils attending primary class at Srey Snom, Siem Reap

patronage is manifested in Cambodia. In addition to making a constructive contribution to policy dialogue about public sector reform in Cambodia, this research is expected to contribute to the international literature in this field.

Local Government Responsiveness

The study looked at how village residents judge the performance of commune councils in responding to requests and the quality and quantity of services provided. Nearly three-quarters of village respondents were not satisfied with the speed of response by councils, nor with the number of projects provided. The majority, however, were satisfied with the quality of projects managed by commune councils. The main obstacle to improving responsiveness was the lack of authority to mobilise own-source revenues, which constrains councils' ability to provide services, causing constituents to perceive them as unresponsive.

Human Security, Peace Building and Conflict Transformation

Human Security

Since early 2005, CDRI has been building its knowledge and understanding of the concept of human security and its usefulness for community development strategies. Insecurity—critical and pervasive threats to lives, livelihoods, well-being and dignity—is common in poor rural communities. CDRI's two current major poverty research studies, *Moving Out of Poverty* and the *Tonle Sap Participatory Poverty Assessment*, confirm this. CDRI is developing a resource collection on human security issues and building researchers' awareness of the issues, as the first step in the establishment of a modest programme of human security policy research during the lifetime of its new strategic plan. In 2005 CDRI also worked with the United Nations Centre for Regional Development on a programme of awareness raising, training and assessments regarding human security, to be carried out in 2006.

Peace Building and Conflict Transformation

CDRI's Centre for Peace and Development aims to contribute to the building of a culture of peace through awareness raising and community capacity building. Its training programmes aim to provide community participants with the awareness and skills to identify conflict, analyse its causes and seek strategies for its prevention and resolution. The training programmes draw on case studies generated by CDRI's research on issues that cause conflict in Cambodia—family violence, access to natural resources, political disagreements and local governance issues.

In 2005–6, CDRI's Centre for Peace and Development, with the support of Novib (Oxfam Netherlands), continued to offer its unique community peace building and conflict transformation training programmes to provincial, district and commune officials, commune council members, local non-government organisations, local pagodas and women's associations, monks and police and security officials, in Phnom Penh, Pursat, Battambang, Kampot and Kratie provinces. Commissioned training was also designed and delivered for other organisations working in Cambodia: GTZ Germany, Terre des Hommes Netherlands, Mlup Baitong and CIDSE.



Participants during the COPCEL Conference,



Trying to adapt theory to practical uses: group discussion during the Working for Peace training

Conflict Prevention in Cambodian Elections (COPCEL)—National and Provincial

In August 2005, CDRI launched Conflict Prevention in Cambodian Elections (COPCEL) Phase II at both national and provincial levels, with support from UNDP. COPCEL is a unique Cambodian conflict prevention process, conceived, initiated, managed and owned by Cambodians, working together in a complex political environment. Its primary objective is to prevent

conflict, violence and misunderstanding in elections through building trust and a culture of dialogue. Its design was underpinned by independent research undertaken by CDRI: a 1998 study, *The Nature and Causes of Conflict Escalation in 1998 National Elections*, and a 2003 study, *The Evolution of Democratic Process and Conflict Management in Cambodia—A Comparative Study of Three Cambodian Elections*.

COPCEL II brings together government agencies such as the national and provincial election committees, political parties, civil society organisations, provincial, district and commune officials and police and security agencies, in a respectful, frank, open and constructive dialogue, to identify problems or issues that might cause conflict in elections and to address them. COPCEL II will continue until after the July 2008 national elections.

Since the conference launching COPCEL II nationally, CDRI has held eight national meetings of COPCELCOM, involving a core group of technical experts on elections issues; three national meetings of COPCELEM, a broader group; eight provincial meetings of COPCELPROM in Takeo, Kampot, Kompong Speu, Sihanoukville, Kandal, Mondulkiri, Ratanakkiri and Stung Treng; and two live-to-air television interviews to raise awareness of COPCEL and election issues on CTN, the Cambodian cable television channel that serves Cambodia and the Cambodian diaspora.



Phnom Penh Hotel, 14 July 2005

Publications, Seminars and Conferences and Library Services

Publishing and Communication

CDRI continues to produce groundbreaking policy research that contributes to the development of Cambodia. This unit's role is to disseminate research findings effectively, and to make this information available and accessible to a broad audience in Cambodia and beyond. The unit continually seeks to develop and implement new communication strategies. Under the strategic plan, the publishing and communication staff aim to:

1. increase skills in describing research for a wide audience;
2. build staff capacity to respond to media inquiries;
3. encourage personal relationships and informal discussions to develop an external network within the larger community;
4. host seminars and workshops to disseminate research findings; and
5. establish partnerships to improve access to development information through the new learning resource centre.



CDRI staff on a study tour to learn about publishing experiences in Thailand, March 2006



CDRI delegation during an interview on COPCEL at the CTN TV studio, March 2006

Major Seminars, Conferences and Presentations in 2005–06

2005	
17 Jan	ENG Netra presented “Understanding Gender and Decentralisation in Cambodia” to the first Consultative Forum on Gender and Decentralisation, which was published by Gender and Development for Cambodia (GAD/C). This event was organised by the Committee to Promote Women’s Political Participation in collaboration with ministries of Interior and Women’s Affairs
16–27 Jan	NOU Keosothea and Brett BALLARD participated in a mobile workshop on poverty and the environment (Yunnan, Laos, northern Thailand)
19–20 May	Larry STRANGE participated in the 2005 ASEAN-ISIS conference, The East Asian Community: Emerging Implications for CMLV, hosted by the Centre for International Cooperation and Peace, Phnom Penh
5–6 Jun	KIM Sedara was invited to participate in a workshop organised by the Bangkok regional office of UNDP, The Election Study in Ten Countries of South Asia and South-East Asia, held in Colombo, Sri Lanka.
21 Jun	Dr Brett BALLARD presented a CDRI case study prepared by Larry Strange on “Evidence and Policy: Lessons Learnt, Opportunities and Constraints” at MEDICAM-ODI workshop, Phnom Penh
28–29 Jul	Larry STRANGE participated in the 3rd Asia Economic Summit hosted by the Asian Strategy and Leadership Institute (ASLI) in Kuala Lumpur, and made a presentation, “Shaping a New Asia: Future Challenges and Prospects—A Perspective from Cambodia”
3 Aug–6 Dec	Findings of the Participatory Poverty Assessment were presented in PPA-ADB Tonle Sap provincial workshops in Kompong Cham, Kampong Thom, Siem Reap, Kompong Chhnang, Battambang and Pursat. The presentation was also made in three or four communes of each province
1–2 Sep	Larry STRANGE participated in the first East Asian Institute Forum on the theme East Asian Economic Integration: Reality and Vision, hosted by the Korea Institute for International Economic Policy, and spoke on “East Asian FTAs”
22–23 Sep	Brett BALLARD presented a Cambodian case study of land tenure database development at FAO in Rome
6 Oct	Larry STRANGE and HING Vutha presented a draft report of the ARTNeT study on capacity building needs of research institutions for trade research at the second ARTNeT consultative meeting of policy makers and research institutions in Macao, China

26 Oct	National dissemination workshop on moving out of poverty strategy was held in Phnom Penh
2 Dec	HING Vutha and TUOT Sokphally presented “Roles of Foreign Direct Investment in the Development of Cambodia” at UNCTAD workshop on Economic and Legal Aspects of International Investment Agreements, Bangkok
7–9 Dec	ENG Netra presented findings from a team study on local service delivery at a regional workshop in New Delhi on Financing Local Service Delivery for the MDGs: Challenges and Opportunities, organised by NIPFP and UNDP/UNCDF.

2006	
9 Jan	PAK Kimchoeun presented findings of the joint study on Public Expenditure Tracking System in Primary Education at a national conference organised by the Ministry of Economy and Finance and the World Bank.
13 Jan	Brett BALLARD made a presentation on “Financing Micro-Enterprise Development” at a National Micro-Finance Conference, Phnom Penh
3 Feb	In cooperation with the Ministry of Economy and Finance, UN Capital Development Fund held a national technical workshop in Phnom Penh. The CDRI team involved presented the findings of a study on local service delivery conducted from December 2004 to March 2005.
14 Feb	Larry STRANGE presented opening remarks at a national conference, Prioritising Fisheries for Cambodia’s National Development and Community Aspirations, hosted by IFREDI, WorldFish Centre and CDRI, in Sihanoukville
13–16 Feb	Christian SLOTH and HOEV Kim Sreng presented “The Community’s Perceptions of Fisheries in Their Lives and Livelihood” at the same conference
16 Feb	Larry STRANGE presented remarks in a panel session on agriculture and natural resources at the launch of the World Bank’s 2006 Cambodia Poverty Assessment, Phnom Penh
26 Feb	OK Serei Sopheak and DOUNG Virorth presented COPCEL at an NEC workshop in Sihanoukville
1–2 Mar	HEOV Kim Sreng presented “Prioritising Natural Resource and Environmental Issues” at Thailand Development Research Institute
10 Mar	Larry STRANGE participated in a panel discussion at a policy seminar on capacity building in trade in goods and services, hosted by the Ministry of Commerce in partnership with the Korea Institute for International Economic Policy, in Phnom Penh

Library Services

The CDRI library provides access to important development resources. The library has a reader-friendly environment and modern technology to help users find what they need. Its collection includes more than 10,000 titles on socio-economic and development topics, including written, audiovisual and web-based information, as well as extensive databases. Thus the library is a crucial resource for many policy makers, NGOs, research and learning institutions, visiting scholars and local students. The library offers memberships to the public, as well as free email subscriptions with information on new acquisitions. These new titles are acquired through exchange, subscription, donation and deposits from major research and donor institutions such as the Asian Development Bank and its Tonle Sap Initiative, the World Bank, the UN Research Institute for Social Development and the UN Inter-Agency Project on Human Trafficking.

In 2005–6 the Tonle Sap Initiative established a new learning resource centre within the library. This initiative is a partnership of several organisations and individuals to address the poverty and environmental challenges in the Tonle Sap basin and surrounding areas. The centre is a welcome addition to the library, offering both a deeper and more extensive source of information and exploration of innovative ways to expand access to these resources.

Publications in 2005-06

1. Cambodia Development Review: four issues in English and four issues in Khmer in 2005 and two issues in English and two issues in Khmer in 2006
2. Monthly Flash Report on the Cambodian Economy: 12 English-Khmer issues in 2005 and six English-Khmer issues in 2006
3. Capacity Building Practices of Cambodia's External Partners: A Management Framework for Capacity Development—Managing Effectiveness and Value for Money, by Stephen FitzGerald and Larry Strange in August 2005
4. Annual Development Review 2004–05, edited by K.A.S. Murshid and Brett M. Ballard in December 2005. 202 pages in eight chapters:
 - (1) Introduction
 - (2) Macroeconomic Performance
 - (3) Cambodia's Garment Industry Post 2005
 - (4) Linking Tourism to Poverty Reduction
 - (5) Natural Resources and Environment
 - (6) Competitiveness of Cambodian Agriculture
 - (7) Decentralisation and Deconcentration Reforms in Cambodia
 - (8) Moving Out of Poverty: Preliminary Findings from Two Villages
5. EEPSEA policy brief on "Vegetables, Wetlands and Waste: Ensuring Food Safety in Phnom Penh, Cambodia", Khmer translation
6. EEPSEA policy brief on "A Park for the People, Not for the Powerful: The Case for Protecting Cambodia's Ream National Park", Khmer translation
7. CDRI policy brief on "The Value of Forest Resources to Rural Livelihoods in Cambodia" by Heov Kim Sreng, Khlok Bottra, Kasper Hansean and Christian Sloth, in English and Khmer versions
8. CDRI policy brief on "Timber Productivity in Selected Cambodian Forest Types" by Heov Kim Sreng, Khlok Bottra, Kasper Hansean and Christian Sloth, in English and Khmer versions
9. CDRI policy brief on "Trends and Dynamics of Deforestation and Forest Degradation" by Heov Kim Sreng, Khlok Bottra, Kasper Hansean and Christian Sloth, in English and Khmer versions
10. CDRI policy brief on "Forest Management Options in Cambodia" by Heov Kim Sreng, Khlok Bottra, Kasper Hansean and Christian Sloth, in English and Khmer versions
11. "The Early Harvest Programme: Implications for Cambodian Agriculture" by Hing Vutha and Nou Keosothea, in English and Khmer versions
12. "Trade Research Institutions in Asia-Pacific: Capacity-Building Needs in Developing Countries", by Hing Vutha, Larry Strange and K.A.S. Murshid, in English

Governance

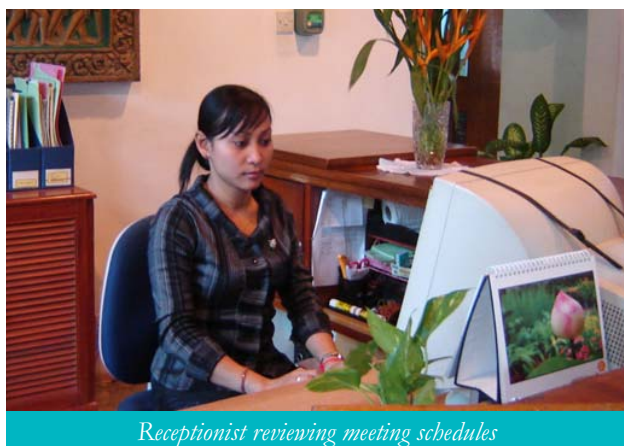
In 2005–6 CDRI compiled a comprehensive finance manual, incorporating accounting standards and procurement policies. The manual is an important feature in CDRI's financial management system. CDRI also streamlined its accounts payable system and implemented an electronic banking module. The payroll system is now fully automated, enabling all staff members to utilise ATM-based banking facilities.

The senior management and the board of directors both highlighted staff development and capacity building as significant and important challenges. Following consultation with the entire staff, these issues are now included as institutional priorities in the 2006–10 strategic plan.

Total expenditure in 2005 was \$1,650,700. External audit and donor audit reports continued to signify a high standard of accountability and transparency.



Board Member H.E. Dr Chem Widhya meets with staff members



Receptionist reviewing meeting schedules



IT Technician repairing hardware components

Board of Directors

H.E. Mr CHEA Chanto	Honorary Chair Governor of the National Bank of Cambodia, Phnom Penh
H.E. Mr SOK Chenda Sophea*	Secretary-General Council for the Development of Cambodia, Phnom Penh
Ms Jenny PEARSON	Co-Chair Director of VBNK, Phnom Penh
H.E. Gosta EDGREN*	Retired Swedish Ambassador to Vietnam
H.E. Dr ING Kantha Phavi	Minister Women's Affairs, Phnom Penh
H.E. Dr SOK Siphana*	Secretary of State Ministry of Commerce, Phnom Penh
H.E. Dr CHEM Widhya	Ambassador and Permanent Representative Permanent Mission of the Kingdom of Cambodia to the United Nations, New York
Dr Jayant MENON	Economist, Regional Economic Monitoring Unit, Asian Development Bank Institute (ADBI) Tokyo
H.E. Dr HANG Chuon Naron	Co-Chair Secretary-General Ministry of Economy and Finance, Phnom Penh
Mr Noritada MORITA**	Chairman & CEO, Asia Strategy Forum, Bangkok
Professor Lawrence HADDAD**	Director, Institute of Development Studies, University of Sussex, United Kingdom
Ms POK Panhavichetr**	Director Canadian Cooperation Office (CCO), Phnom Penh
Ms Carol STRICKLER**	Executive Director Cooperation Committee for Cambodia (CCC), Phnom Penh
Mr Larry STRANGE	Executive Director Cambodia Development Resource Institute
Mr EM Sorany	Staff Representative Cambodia Development Resource Institute

* H.E. SOK Chenda Sophea, H.E. Dr SOK Siphana and H.E. Gosta EDGREN retired from the board in December 2005. CDRI expresses its gratitude for their many years of dedicated service.

** New board members appointed in December 2005 and June 2006.

CDRI Staff—April 2006

Mr Larry STRANGE Executive Director
Mr Ray HOSSINGER Executive Manager
Ms Moudda BILLMEIER Executive Assistant

Research

Dr Brett BALLARD Acting Research Director
Dr TOP Neth Research Fellow
Mr SO Sovannarith Research Fellow
Mr KIM Sedara Research Fellow
Dr THUN Vanthana Research Associate
Ms ENG Netra Research Associate
Mr PAK Kimchoeun Research Associate
Mr HORNG Vuthy Research Associate
Mr NOU Keosothea Research Associate
Mr PHIM Runsinarith Research Associate
Mr HING Vutha Research Associate
Ms TUOT Sokphally Research Associate
Mr KHLOK Bottra Research Associate
Mr HEOV Kim Sreng Research Associate
Mr LIM Sovannara Research Associate
Ms SOUN Sovanny Research Associate
Ms PON Dorina Research Assistant
Mr ANN Sovatha Research Assistant
Ms OUCH Chandarany Research Assistant
Ms NGO Ngoun Theary Research Assistant
Ms KEM Sithen Research Assistant
Ms CHHAY Pidor Research Assistant
Ms ROS Bandeth Research Assistant
Mr SOK Chamroeun Research Assistant
Mr KHEANG Sovann Research Assistant
Mr Christian SLOTH Research Adviser
Ms Jenny KNOWLES Research Adviser
Dr Keith CARPENTER Research Adviser
Mr Kasper HANSEN Consultant
Dr Cory NAZ Consultant
Mr SRIENG Chanthy Database Consultant (P/T)
Ms LY Tem Project Assistant (P/T)
Ms CHIM Charya Project Assistant (P/T)
Ms DAV Sokunthea Project Assistant (P/T)

Centre for Peace and Development

Ms HUY Romduol Senior Programme Officer and Training Team Leader
Ms TOUCH Varine Programme Officer
Mr MEAS Savath Programme Officer
Ms HUON Chantrea Programme Assistant
Ms Emma LESLIE Consultant (P/T)

COPCEL

Mr DOUNG Virorth Team Leader
Ms SOK Sethea Programme Assistant
Ms CHHIN Monichenda Volunteer (P/T)
Ms CHAN Pisal Volunteer (P/T)
Mr OK Serei Sopheak Consultant (P/T)

Publishing

Mr EM Sorany Publishing Manager
Mr YOU Sethirith Senior Editing and Translation Officer
Mr OUM Chantha Production Officer
Ms YEN Sophany Translation Assistant
Mr PEM Than Graphic Design Consultant (P/T)
Mr KIM Chettra Publications Volunteer (P/T)
Ms KRUY Sokteang Publications Volunteer (P/T)
Mr Allen MYERS Language Editor (P/T)

Library

Mr HE Hin Library Manager
Ms UN Sinoch Librarian
Ms SORN Maden Library Assistant
Ms SOEURN Dyna Library Volunteer (P/T)
Ms TATH Idatararoth Library Volunteer (P/T)

Finance

Ms Beauphara THONG Finance Manager
 Mr MAO Polo Accountant
 Ms BEAN Borina Finance Assistant

Information Technology

Mr LENG Vanna IT Manager
 Mr VAN Narith Sambath IT Officer

Administration and Maintenance

Ms OEUNG Bon Thyda Administrative Manager
 Mr SEN Sina Logistics Officer
 Ms RUN Savinn Administrative Assistant
 Ms CHEA Sothy Receptionist

Ms MEN Chanthida Administrative Assistant (P/T)
 Mr KIE Kim Por Maintenance Man
 Mr EANG Soth Driver
 Mr CHHOUK Sothun Driver
 Mr OUK Samnang Driver
 Mr LIM Ratana Driver
 Mr KOUK Sara Courier/Messenger
 Ms SOM Mouly Kitchen Aide
 Ms MOK Savry Cleaner
 Ms NOU Sim Cleaner (P/T)
 Ms CHEA Sokha Cleaner (P/T)
 Ms OU Seng Houy Cleaner (P/T)
 Mr NOU Navandy Gardener
 Mr PICH Samath Garden Helper



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