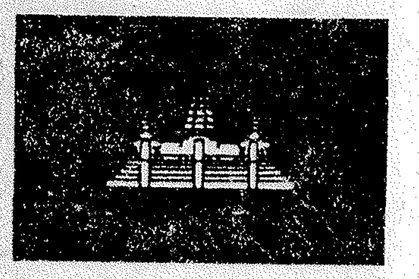

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KHMER PEOPLE'S NATIONAL LIBERATION FRONT

PROPOSAL TO THE ASIA FOUNDATION

SYNOPSIS

OF

KPNLF'S TRAINING PROGRAMMES:

Institute of Public Administration

Supplementary Training

Seminars

FOR

1 9 9 1

PREPARED

BY

THE OFFICE OF THE PRESIDENT

OF

THE KHMER PEOPLE'S

NATIONAL LIBERATION FRONT

COORDINATOR

M.H. LAO, PhD.(Econ.)

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KHMER PEOPLE'S NATIONAL LIBERATION FRONT

14 December 1990

KP/90-1002/SG

Dr. Richard N. Blue
Representative
The Asia Foundation
Sibunruang 2 Building
1/7 Convent Road
Bangkok 10500
Thailand

Dear Dr. Blue,

KPNLF'PROPOSAL TO THE ASIA FOUNDATION

I wish to submit to you a proposal containing the synopsis of a number of training programmes for which the Khmer People's National Liberation Front (KPNLF) is seeking assistance and support from The Asia Foundation. This proposal begins with an overview of the main objectives of these training programmes. Actually, the KPNLF aims at having as many well-trained and skilled people as possible for the administration and reconstruction of a free and democractic Cambodia.

The KPNLF wishes to continue and enlarge the existing programmes conducted at its Institute of Public Administration (IPA) and eleswhere. The IPA needs more teaching staff and some visiting lecturers, and plans to undertake some research projects. Apart from IPA, the KPNLF wishes to send its officials and students and officials from other organizations to get practical training elsewhere. It further wishes to organize a series of seminars on the constitution and the development of Cambodia.

The details of each project will be submitted later. But we need your advice on the costing of some projects.

I would be very much obliged if you would favourably consider all these training programmes and grant your support and assistance to the KPNLF in these endeavours.

I wish to take this opportunity to express once again our gratitude to you personally and to The Asia Foundation for the continued support and assistance extended to the KPNLF and to the Cambodian people.

Wishing you, your family and all your colleagues and staff a MERRY CHRISTMAS and a VERY HAPPY NEW YEAR,

Yours sincerely,

Ieng Mouly
Secretary-General
Member of the Supreme National Council
of Cambodia

Enclosure.

OVERVIEW

Main Objectives

The President of the Khmer People's National Liberation Front(KPNLF), H.E. Son Sann, who had been Governor of the National Bank of Cambodia (Central Bank) for 13 years and also Prime Minister of Cambodia, planned to train as many Cambodian people as possible not only for the improvement of the administration of the Cambodian community giving its allegiance to him but, more importantly, for the administration and reconstruction of Cambodia once the present Vietnamese war of aggression has come to an end and peace been restored. According to his plan, the KPNLF should have enough people well-trained in democracy and election, in public administration, in law, in economics and in management, to successfully organize and win the planned free elections organized by the United Nations, to occupy at least all the key posts in the administration, and to organize the reconstruction of the country. The same plan also envisages the training of the Cambodian people in the exercise of their democratic rights and the provision of skills to these people so that they could better earn their living and help rebuild their homeland. In short, H.E. Son Sann's ideas can be summarized thus: "In war prepare for peace."

All his senior colleagues have given him their full support and have wholeheartedly committed to realizing his plan against all odds. But thanks to help and support from organizations which have espoused H.E. Son Sann's ideas, this plan has been implemented with the creation of a Professional Technical School in 1985 and an Institute of Public Administration in 1988 and with the sending of officials and students outside the border camps for training or for participation in seminars and conferences.

Now that its has the institutions, some qualified personnel and, above all, some experience in training, the KPNLF continues its training programmes and extends them further afield so as to benefit the entire Cambodian community over which it has direct or indirect influence. The KPNLF admits that what it has achieved is but a drop in the ocean.

The bloody Marxist Revolution in 1975 and the wars before and after it have decimated virtually all the educated stratum of Cambodian society. The present Marxist rule that Vietnam has imposed on Cambodia society since the end of 1978 has done very little to recreate this stratum. The KPNLF is convinced that, in order to bring it back on its feet and to enable it to beneficially absorb foreign assistance, Cambodia needs to recreate and increase its human capital as quickly as possible. Considering the utter failure of the Marxist system everywhere, the KPNLF is very confident that its training programmes and its experience in these programmes will exactly meet those needs. It is on the right track for Cambodia and will extend and accelerate these programmes, considering Cambodia's urgent needs and the present peace process.

The KPNLF recalls with grateful thanks that 38 of these officials and students have received direct sponsorships from The Asia Foundation. For 1991, it wishes to apply for direct grants and other forms of direct assistance to its training programmes whose outlines are presented below.

I

INSTITUTE OF PUBLIC ADMINISTRATION

The Institute of Public Administration (IPA) continues to consolidate its administrative structure and to form its core teaching staff for its eventual transfer to Cambodia. The KPNLF is negotiating with the other Cambodian factions to accept IPA and transform it into a National Institute of Public Administration (NIPA). NIPA will continue IPA's current training programmes and will retrain officials from all factions so as to promote unity and uniformity in all aspects of their work. This unity and uniformity will help consolidate the country's public administration. A solid and efficient public administration is necessary to the well-functioning of a democracy and to the provision of well-being to the people. NIPA will have its main training centre in Phnom Penh, Cambodia's capital, and its provincial branches in a number of major provincial capitals where institutions of higher learning had been already established (Takeo/Kampot, Kompong Cham, Battambang).

Ia. TEACHING STAFF

At the moment almost all of IPA lecturers are temporary staff and have been seconded from voluntary agencies or from other departments. The IPA has tried this heterogeneityg in its efforts to work out a coherent curriculum and to materialize a consistent and coherent philosophy with regard to the behaviour and attitudes of future Cambodian elites. The KPNLF wishes to seek assistance from The Asia Foundation to recruit on a longer-term basis (one year renewable) and support the following lecturers for students from the two final years of high school to university degree, in order of priority:

1. 1 Lecturer in the Principles of Law
2. 1 Lecturer in Constitutional Law
3. 1 Lecturer in Administrative Law
4. 1 Lecturer in Public Administration
5. 1 Lecturer in Economics
6. 1 Lecturer in Management and Business Studies
7. 1 Lecturer in Accounting
8. 1 Lecturer in Public Finance
9. 1 Lecturer in Banking and Finance
10. 1 Teacher of English
11. 1 Lecturer in Secretarial Procedures and Administration
12. 1 Lecturer in International Law
13. 1 Lecturer in Political Science
14. 1 Lecturer in Statistics
15. 1 Lecturer in International Economics
16. 1 Lecturer in Planning and Development Economics
17. 1 Lecturer in Agricultural Economics
18. 1 Lecturer in Managerial Economics
19. 1 Lecturer in Industrial Economics
20. 1 Lecturer in Human Resource development

21. 1 Lecturer in Human Rights
22. 1 Lecturer in Community Development
23. 1.Lecturer in Computer Science
24. 1 Lecturer in Sociology
25. 1 Lecturer in World History
26. 1 Lecturer in World Geography

The KPNLF is well in a position to employ fully all these lecturers at any one time as, apart from its IPA, it has an Agricultural Training School, a Professional Technical School, a Civic Education School, a Teaching Training Centre, a Buddhist Association Training Centre, and a number of high schools which have now introduced Economics, Accounting and Management in their syllabus. All these educational institutions, the Kmer Women's Associations and other associations do need these lecturers as well. The KPNLF will not waste such precious human resources.

Ib. VISITING LECTURERS

The KPNLF has put emphasis on the practical side of each training course. But it needs to familiarize its students and its officials with contemporary political, economic, social and strategic issues affecting the entire world or different regions of the world.

The KPNLF wishes to seek financial assistance and expertise from The Asia Foundation to invite the following lecturers to give its students, its officials and officials of other organizations lectures or seminars on the following topics:

1. 1 Lecturer in Democracy and Electoral Processes
2. 1 Lecturer in Southeast Asian Affairs
3. 1 Lecturer in Asia-Pacific Affairs
4. 1 Lecturer in North American Affairs
5. 1 Lecturer in European Affairs
6. 1 Lecturer in International Organizations
7. 1 Lecturer in International Relations
8. 1 Lecturer in Global Strategies
9. 1 Lecturer in Planning and Development
10. 1 Lecturer in Strategic Management
11. 1 Lecturer in Information Technology
12. 1 Lecturer in Public Administration

The KPNLF will organize lectures or seminars to benefit as wide a spectrum of audience as possible.

Ic. RESEARCH AND PUBLICATIONS

IPA has been able to publish a number of issues of its IPA Readings in Khmer lanuage to provide supplementary readings to all its students. But, as it has turned out, this publication has been very attractive to the general public, especially KPNLF officials. So far IPA has been able to publish these readings whenever it has been able to find resources. It intends to publish them more frequently and increase its circulation.

IPA feels that some of its students are now capable to carry out various research projects and case studies. IPA plans to assign these students such projects as the preparation of a nomenclature of all KPNLF administrative units, the administration of the Cambodian community on the Thai-Cambodian border, camp economics and micro-enterprises, women and public affairs, etc...

The KPNLF wishes to apply for a direct grant from The Asia Foundation to support this publication and research programme.

II

SUPPLEMENTARY TRAINING

Because of that destructive Marxist Revolution and of wars, and due to the nature of the KPNLF and of its administrative units, not many KPNLF officials have been professionally trained for the job they have been doing. With a view to professionally equipped them better for their present and future tasks, the KPNLF wishes to seek all forms of assistance to organize task- and project-oriented training for its officials and its students.

IIa. SHORT-TERM TRAINING (5 days to 3 months)

The KPNLF wishes to familiarize its officials and officials of other Cambodian organizations with the organization and operations of the main political, administrative and economic institutions of a country, and to equip them with practical skills that are needed to run these institutions. Their training should be provided by trainers with adequate working experience in their particular fields.

The following are the institutions and skills the KPNLF wishes to ask The Asia Foundation to sponsor:

1. Democracy and Election
2. Central Government and the Civil Service
3. Local Government
4. The Court System and Court Procedures
5. Public Utilities and their Management
6. Credit Institutions
7. Non-Governmental Organizations (NGOs) and their Management
8. Economic Development Board and Investment Board
9. Registry Operations and Procedures
10. Personal Assistants' Course
11. Office Productivity Improvement
12. Public Sector Financial Management
13. International Negotiations
14. Financial Administration
15. Financial Procedures
16. Central Banking
17. Commercial Banking Operations and Practices
18. Foreign Exchange Operations
19. Financing of International Trade
20. Public Relations Planning
21. Work Study Techniques
22. Leadership and Supervisory Management
23. Women's Leadership
24. Micro-Enterprises for Women
25. Community Development
26. Human Resource Management in the Public Sector
27. Effective Communication in Management
28. Issues and Strategies for Accelerating Rural Development

29. Project Planning and Management
30. Managing Agriculture Systems
31. Training of Trainers for Integrated Rural Development
32. Entrepreneur Development
33. Monitoring and Evaluation Methods and Techiques in Rural Development
34. Small Farmer Credit
35. Financing of Small Scale Agricultural Projects
36. Housing Policy and Housing Authorities in Singapore
37. Port Management and the Port Authorities of Singapore
38. The Management of Public Utilities in Singapore

IIb. LONGER-TERM TRAINING (4 - 12 months)

The KPNLF wishes to seek from The Asia Foundation sponsorships of longer-term training IPA graduates and and its bright young officials in each of the fields for which lecturers are currently needed (please see part Ia) on the one hand and in the fields these students and officials are expected to hold posts of responsibility.

1. The courses that The Asia Foundation is requested to recruit and support the lecturers to each at IPA (please see Ia)

2. The Constitution and its Drafting
4. The Judiciary and the Court System
5. The Institution of Ombusdman
6. Journalism
7. Librarianship
8. Human Resource Development
9. Statistics, Planning and the Elaboration of Development Plans
10. The Financial Systems
11. Systems Analysis
12. Investment Analysis
13. Systems Analysis
14. The Management of Public Utilities
16. Health Economics

IIc. STUDY TOURS

The KPNLF wishes to send its high-ranking officials and those who have already benefited from previous training programmes on study tours to see and study on the spot how various institutions, firms and projects are organized and run. These tours would enable the participants to learn quickly from practical experiences of other people.

The KPNLF wishes to seek sponsorships of these tours from The Asia Foundation for its officials to visit:

1. The Political, Administrative, Economic and Social Institutions in America and in Neighbouring Countries

2. Major Development Projects in Neighbouring Countries

3. Community Development Projects in Neighbouring Countries

4. Major Firms in Neighbouring Countries

5. Public Utilities in Neighbouring Countries.

IId. INTERNATIONAL CONFERENCES AND SEMINARS

The KPNLF wishes to send as its officials, representatives of other organizations and students to participate in various international conferences and seminars. It seeks from The Asia Foundation sponsorships of this participation in as many such meetings as possible.

The KPNLF is most interested in issues affecting Asia, the Asia-Pacific region and the international community.

III

SEMINARS ON THE CONSTITUTION AND THE DEVELOPMENT OF CAMBODIA

The Leadership of the KPNLF has received ample information about the general situation of Cambodia and about the country's economic resources from various sources including its own. Furthermore there is at least a couple of proposals related to the reconstruction of Cambodia.

The Leadership of the KPNLF strongly believes that active and positive participation of as many Cambodian people as possible if not of all of them is critical to the building of a liberal democracy, and to the reconstruction and sustained development of Cambodia. It further believes that such participation would be forthcoming if these people are aware of their country's general situation, its basic economic information, the possible directions for it, its potential, the proposed plans for its reconstruction and development, and the contribution of each individual or organization to all these efforts.

The KPNLF plans to organize a series of seminars to provide such awareness, to mobilize the Camboian people for the rebuilding of their society, and hopefully to map out a number of courses of action for the Cambodian people. The KPNLF is convinced that this picture of their country's future will help them think more of their future and will give them hope and faith.

The KPNLF has enough qualified staff to organize these seminars to provide such awareness to the Cambodian community. But it needs to invite some specialists and authors of various proposals as keynote speakers at those seminars.

The KPNLF wishes to seek from The Asia Foundation sponsorships of these seminars and assistance in inviting those experts.