



UNIVERSITI PUTRA MALAYSIA

**LEADERSHIP TRAITS AND VILLAGES' INVOLVEMENT IN
COMMUNITY DEVELOPMENT PROJECTS IN DANGKOR
DISTRICT, CAMBODIA**

MA NORITH

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MASTER OF SCIENCE

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DISTRICT, CAMBODIA**

By

MA NORITH

**Thesis Submitted in Fulfilment of the Requirements for the Degree
of Master of Science in the Faculty of Human Ecology
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In loving memory of
my late beloved father Ma Rim
who laid my academic career foundation
and
my beloved mother Tham Laing Heng



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GLOSSARY

Commune Committee A commune committee consists of five members and is headed by a chairman and a vice chairman. The chairman has overall responsibility for economic and social matters while the vice chairman is in charge of security and order. The five members are selected from a list of eight names of heads of villages, for the period of three years. The commune policy falls under the authority of the Ministry of Interior (UN 1990).

Pra hock: “Pra hock” is fermented fish which people prepare according to the traditional method of using salt, mixed with fish and then stored in a jar or any closed container that can keep for a long time as a preserved food.

Palm Sugar It is sugar locally produced from the sap of sugar palm trees. The clear palm juice boiled in metal pans until it becomes thick and brown. At this point, it is taken off the fire and stirred for up to an hour to thicken it further and lighten it. Then they can make this sugar into blocks or put in the hard clay pots.

Redd Barna It means “Save the Children” in Norwegian. It is a voluntary humanitarian organisation working to improve living conditions of children, especial those in difficult circumstances.

Village Committee It is the grass-root institution at the village level. Candidates for village chief are selected on the advice of elders, taking political considerations into account, after the village has been "organised". It is headed by the village chief whose term of office is dependent on his performance in providing services and security for the local people (UN 1990).

Village Development Committee (VDC) It is a local community institution set up for the management of community affairs and is responsible for implementing community development activities within and its neighbouring communities.

Wat It refers to a temple where the Buddhist followers and the local communities gather to celebrate religious community functions.

Water Jar It is a large container made of cement and wire mesh. It is used to store liquids or to collect rain water for drinking.

LIST OF ABBREVIATIONS

AOPPM	=	Agricultural Office of Phnom Penh Municipality
CD	=	Community Development
CDP	=	Community Development Project
EIA	=	Environmental Impact Assessment
MRDC	=	Ministry of Rural Development, Cambodia
RBC	=	Redd Barna in Cambodia
RGC	=	Royal Government of Cambodia
VDC	=	Village Development Committee
WB	=	World Bank
UN	=	United Nations
UNDP	=	United Nations Development Programme



Abstract of Thesis submitted to the Senate of Universiti Pertanian Malaysia in fulfilment of the requirements for the degree of Master of Science

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By

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JANUARY 1997

Chairman : Professor Dr. Nazaruddin Mohd. Jali

Faculty : Faculty of Human Ecology

This study was to examine the results of agency-motivated projects, particularly in terms of the role of village leaders and how leadership traits related to the involvement of the villages. The agency in question was Redd Barna, a voluntary organisation, which extended financial and expert assistance. The study focused at three major projects viz., rice, water, and cow projects. Specific objectives of the study were to examine the leadership qualities and the level of involvement of the villages in community development projects. Further, the study examined the relationship of the leadership traits (qualities and demographic characteristics) and the involvement level of the villages, as perceived by the leaders themselves. The sample of the study was 27 village headmen or chairmen of Village Development



Committees (VDCs). Structured questionnaires formed the main instrument for data collection supported by informal interviews, personal observations and secondary sources.

The overall profile of leaders could be summed up as democratically oriented with moderate to high leadership behaviour characteristics and high leadership situation characteristics. The majority of the leaders fell into the group with a high level of overall leadership qualities, while the rest belonged to the moderate level of overall leadership qualities.

On the whole the level of involvement of the villages, in the three selected projects was moderate. Among the non-focused projects, the latrine project presented specific implication worth noting. There was a high degree of willingness and involvement in construction, but the project failed because the people abandoned the latrines. This implies the need to educate the people and affect attitudinal changes.

Leadership qualities had some bearing on the leaders' own assessment of their own villages' involvement in projects. Generally they indicated that the involvement level was low and moderate in the various stages of the projects. However, the democratic leaders, and those with high leadership situation were more favourable in their assessment of their villages' level of involvement.

The leaders with high overall leadership qualities perceived the villages' involvement level to be mainly moderate, indicating that leaders who themselves were categorically of high leadership quality did not necessarily place their villages at the top level in terms of involvement. This in turn seemed to suggest that generally, very good leaders tend to expect a higher standard of performance in their villages. Most of them thought their villages as only moderately involved.

From the findings of the study, it was concluded that the Redd Barna projects had attained a measurable success while the village leaders had proved to possess the potentials to facilitate the programme of development of the villages with their overall favourable leadership traits.

To enhance the success of the projects, a number of recommendations were presented: (i) The decision on what projects are to be implemented in any village should be made on the basis of a comprehensive study on many aspects including people's needs, environmental suitability and organisational capability. (ii) To ensure the successful involvement of the people in the projects, there is a need to accelerate the existing non-formal education programme, particularly in the form of continuous extension work. (iii) A co-ordinating committee should be formed in each district to bring together government agency officials, the Redd Barna personnels and the village leaders. This committee should serve as a linkage between the people and the project sponsors.



Abstrak Tesis yang dikemukakan kepada Senat Universiti Pertanian Malaysia sebagai Memenuhi sebahagian daripada keperluan untuk Ijazah Master Sains

**TRET KEPIMPINAN DAN PENGLIBATAN KAMPUNG DALAM
PROJEK PEMBANGUNAN MASYARAKAT DI DAERAH
DANGKOR, CAMBODIA**

oleh

MA NORITH

JANUARI 1997

Pengerusi : Profesor Dr. Nazaruddin Mohd. Jali

Fakulti : Fakulti Ekologi Manusia

Kajian ini menyelidiki hasil projek anjuran sebuah agensi sukarela, terutamanya dari segi peranan pemimpin kampung dan bagaimana tret kepimpinan berkait dengan penglibatan kampung. Agensi berkenaan ialah Redd Barna, sebuah agensi sukarela yang memberi bantuan kewangan dan kepakaran. Kajian tertumpu kepada tiga projek, iaitu padi, air dan lembu. Objektif khusus kajian ialah meneliti kualiti kepimpinan dan tahap penglibatan kampung dalam projek pembangunan komuniti. Seterusnya, kajian ini melihat hubungan tret kepimpinan (kualiti dan ciri-ciri demografi) dan tahap penglibatan kampung seperti yang ditanggap oleh pemimpin sendiri.



Sampel kajian terdiri daripada 27 orang ketua kampung atau pengerusi Jawatankuasa Pembangunan Kampung. Soalselidik berstruktur merupakan instrumen utama pengumpulan data disokong dengan temubual tidak formal, pemerhatian pengkaji sendiri dan data sekunder.

Keseluruhan profil pemimpin, boleh dirumus sebagai berorientasikan demokrasi, dengan ciri tingkahlaku kepimpinannya di antara sederhana dengan tinggi, dan situasi kepimpinan yang tinggi. Sebahagian besar pemimpin tergolong ke dalam kumpulan pemimpin yang kualiti kepimpinannya di tahap tinggi. Selebihnya, tergolong dalam kumpulan tahap kepimpinan yang sederhana.

Pada keseluruhannya tahap penglibatan kampung bagi ketiga-tiga projek adalah sederhana. Bagi projek luar tumpuan, projek tandas menampakkan satu implikasi yang wajar dilaporkan di sini. Terdapat tahap kesediaan dan penglibatan yang tinggi dalam pembinaan tandas, tetapi projek ini gagal kerana ianya tidak digunakan. Ini memberi implikasi bahawa penduduk memerlukan pendidikan dan perubahan sikap.

Kualiti kepimpinan ada kena mengena dengan penilaian mereka sendiri tentang penglibatan kampung mereka dalam projek. Amnya, mereka membayangkan tahap penglibatan adalah rendah dan sederhana dalam beberapa peringkat pelaksanaan projek. Walau bagaimanapun pemimpin yang demokratik dan yang

situasi kepimpinannya tinggi adalah lebih menyokong dalam penilaian mereka terhadap penglibatan kampung mereka.

Pemimpin yang mempunyai kualiti kepimpinan keseluruhan yang tinggi menganggap penglibatan penduduk berada di peringkat sederhana. Ini menjelaskan bahawa pemimpin dalam kategori berkepimpinan tinggi tidak semestinya meletakkan kampung mereka di tahap teratas dari segi penglibatan. Ini seterusnya membayangkan bahawa, amnya, pemimpin yang baik, berkecenderungan menjangkakan tahap prestasi yang tinggi pada kampungnya. Kebanyakan mereka menganggap kampung mereka sebagai sederhana terlibat.

Daripada dapatan kajian bolehlah disimpulkan bahawa projek Redd Barna telah mencapai tahap kejayaan yang memadai, sementara pemimpin kampung terbukti berpotensi untuk menggalakkan program pembangunan kampung menerusi tret kepimpinan keseluruhan yang baik.

Untuk meningkatkan lagi kejayaan projek, beberapa cadangan disarankan. Antaranya ialah: (i) Keputusan melaksanakan projek mestilah didahului dengan kajian menyeluruh dari berbagai-bagai aspek, termasuklah keperluan penduduk, kesesuaian persekitaran dan kemampuan organisasi. (ii) Perlu ditingkatkan lagi program pendidikan tidak formal, khususnya melalui kerja-kerja pengembangan yang berterusan, bagi memastikan kejayaan penglibatan penduduk. (iii) Jawatankuasa

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