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## CASE STUDY

### Illustrating the Capacity-building Process: Case Study of a School Director



Mr. Phirum at his desk at Samaki LSS

*The IBEC Project seeks to promote better educated youth with increased access to a quality and relevant basic education through an approach that emphasizes holistic programming, stakeholder-driven development, and improved educational relevance and management. To learn more, visit [www.ibec.worlded.org](http://www.ibec.worlded.org)*

#### **Telling Our Story**

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Mr. Lay Phirum is a School Director at Samaki Junior High School in Chikreng District of Siem Reap Province. Mr. Phirum lives in a small village in Chi Kreng commune about three miles from the school. He started his career as a school teacher in 1987 in Kampong Kdey High School. He worked there for three years before moving to Samaki LSS in 1990 when he was appointed a School Director. Like many other school directors, Mr. Phirum never attended any leadership and management courses to prepare him a school director as part of the appointment process. He has, therefore, struggled to manage the school through *ad hoc* experiences passed on from his predecessor. In the 2009/10 academic year, IBEC started in Siem Reap, and among other schools, Samaki LSS was selected to join the project. This time, Mr. Phirum had a chance to participate in the IBEC School Management and Leadership Training Course (SMLTC), in which he gained new insights of what school management and leadership are all about.

Leadership vs. Management: Leadership is the way a leader leads his/her followers by putting principles into actual practice. Above all, school directors must be ambitious about the future of their schools. They must inspire their colleagues to participate in the development of their schools. In short, leadership is the way a leader chooses to align “people”, teachers and students to achieve the goals of the schools. Management, on the other hand, deals with organizing things, such as materials and funds, to follow regulations and guidelines. For

instance, a school director can demonstrate his transparency by managing school materials and funds effectively. As part of my task work, here is what Mr. Phirum set his goals to be:

My tasks to be accomplished are to:

- Develop and disseminate school vision to stakeholders inside and outside the school boundary;
- Communicate with teachers, students, parents, and local authorities through meetings, and special events.
- Promote culture of learning for students and teachers, both at school and at home.

My achievements include:

- Community donated 1,320,000 Riels to make the school paths and donated 18 benches;
- The school is becoming a learning venue for other schools and NGOs. This year UNICEF and NEP came to visit my school.