

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## CAMBODIA

6 March 2002

*Appeal No. 01.41.2001*

*Appeal Target: CHF 4,288,587 (Revised to CHF 3,045,875 - USD 1.79 million /EUR 2.06 million)*

*Programme Update No. 4*

*Period covered: 1 October - 31 December 2001*

### *“At a Glance”*

*Appeal coverage: 63.6%*

*Related Appeals: 01.30/02 South East Asia regional programmes*

*Outstanding needs: CHF 1,109,536*

*Summary: The Cambodian Red Cross continued to be committed to the development process and partners have been generally supportive by providing technical and financial assistance. The last months of 2001 were busy, particularly with the flood operation but progress in capacity building and programme effectiveness was made.*

### **Operational Developments:**

Candidate registration for the commune elections scheduled for February 2002 was completed in mid-October. The ruling CPP fielded 25,805 in all 1,621 communes, Funcinpec 24,692 in 1,603 communes and the Sam Rainsy party 23,831 in 1,501 communes. The three main parties also registered nearly 50,000 election observers between them. However, many of the observers (around 12,000) are also candidates in the election itself.

A delegation from the International Monetary Fund (IMF) reviewed government compliance with the conditions of a US\$ 81.6 million loan granted in 1999. The focus of the review was on workers' rights, the rule of law, and NGO poverty alleviation. Cambodia's expected economic growth rate was revised from 6% to around 5%, partly because of flooding affecting 3 million people and partly as a result of September 11 events which has seen a reduction in the number of tourists visiting the country and exports of garments and shoes.

In December 2001, the National budget 2002 of US\$ 687.1 million was passed by the National Assembly. This included allocated increases for the Ministries of Education, Health, Rural Development, Agriculture and Justice, to be offset by a decrease in the military’s budget. The overall budget shows a nearly 5.45 increase from 2001 with the additional income coming from tax revenue and cash donations from donors.

In October, Cambodia and Vietnam signed an agreement to step up security along their border to prevent illegal crossings. To date, more than 700 Montagnard asylum seekers have crossed into the north-east provinces of Ratanakari and Mondulkiri. 38 Montagnards were resettled in the US and UNHCR has set up a refugee camp in Mondulkiri province.

A fire at the end of November gutted a squatter neighbourhood in Phnom Penh, destroying around 2,400 homes and leaving thousands homeless. Local authorities offered them undeveloped land far from the city centre if they promised not to rebuild the urban shantytowns they lost. Many families accepted the offer and moved almost immediately before the authorities had time to install basic infrastructure.

The Asian Development Bank approved a five year, US\$ 38 million loan to improve education for girls and ethnic minorities. The project will target children living in remote areas, providing scholarships so children can attend school.

The European Union replaced its technical co-ordination office in Phnom Penh with a full delegation as part of its new strategy for Asia. One of its goals is to strengthen ties with South-east Asian nations. Although delegations will be established in all ASEAN countries to expand its political and trade relations, Cambodia was selected as a priority.

Representatives of the international donor community met with the Prime Minister Hun Sen in December on issues related to the progress made in the main reforms supported by various donors. This was a preparatory meeting in relation to the upcoming Interim Consultative Group meeting scheduled for 16 January 2002.

***Institutional and Resource Development***

***Objective 1:*** To implement the newly-adopted Cambodian Red Cross (CRC) Statutes with regard to the separation of governance and management at the branch level before the next scheduled General Assembly in April 2002

***Activities & Achievements***

The Federation facilitated a CRC Governance workshop in mid-December for newly elected Presidents and Vice Presidents of Branch Committees. Topics on the agenda included determining the roles and responsibilities of Branch Committee members.

***Constraints***

The lack of clarification on the role and responsibilities of Branch Committee members has meant that few Committees have functioned effectively to date. Now that the issue has been clarified, it is expected that the Committee will be more proactive in identifying means for branch sustainability and self-sufficiency. More training for these committees needs also to be provided.

***Objective 2:*** To ensure Branches have suitable infrastructure, are appropriately staffed and have employees with the necessary skills for the implementation of projects and programmes.

***Activities & Achievements***

The following recruitment and appointment of core Branch staff took place (after the Provincial Assemblies):

<b>Branch</b>	<b>Director</b>	<b>Admin/Finance</b>	<b>Development</b>	<b>Development</b>
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		Officer	Officer # 1	Officer # 2
Phnom Penh	Yes	Yes	Yes	Yes
Siem Reap	Yes	Yes	Yes	Yes
Battambang	Yes	Yes	Yes	Yes
Pursat	Yes	Yes	Yes	Yes
Banthey Mean Chey	Yes	Yes	Yes	Yes
Kandal	Yes	Yes	Yes	Yes
Prey Veng	Yes		Yes	Yes
Koh Kong			Yes	
Kampong Cham	Yes	Yes	Yes	awaiting confirmation
Kep		Yes	Yes	
Kampot	Yes	Yes	Yes	Yes
Kampong Chhnang	Yes	Yes	Yes	Yes
Takeo	Yes	Yes	Yes	Yes
Kampong Speu	Yes	Yes	Yes	Yes
Kampong Thom	Yes	Yes	Yes	Yes
Sihanoukville		Yes	Yes	Yes
Preah Vihear			Yes	
Kratie		Yes	Yes	Yes
Svay Rieng		Yes	Yes	

### ***Constraints***

CRC recruitment procedures state that a representative from headquarters must be present on the recruitment panel. With the large volume of recruitment, and the lack of headquarters staff to take part, some recruitment was delayed.

***Objective 3:*** To disseminate CRC policy documents to headquarters and branch staff.

### ***Activities & Achievements***

Nothing to report this quarter.

### ***Constraints***

Nothing to report this quarter.

***Objective 4:*** To improve financial and database management at headquarters and branches.

### ***Activities & Achievements***

The first draft of the CRC Financial Procedures Manual was received from KPMG in December. CRC and the Federation Finance Officer are reviewing the document and will give their comments for any amendments in the new year.

PriceWaterhouse Coopers completed the consolidated audit of CRC accounts for the 1999 and 2000 calendar years. CRC submitted their management comments and the final reports will be ready for distribution to partners and donors in the new year.

The staff in the Accounting Sub-Department continued their external training.

1,580 Red Cross Volunteer records were entered into the RCV database by the CRC Administration/Finance department, bringing the total to date to nearly 2,000 (40 per cent).

### ***Constraints***

This quarter saw the final months of the Finance/Administration Development delegate's contract, her time was largely spent training the newly recruited Federation Finance Officer which left little time for advising and supporting the CRC.

***Objective 5:*** To strengthen the capacity of the four North-eastern branches of the Cambodian Red Cross through fund raising and membership and through activities which will improve the socio-economic and health status of the most vulnerable.

### ***Activities & Achievements***

#### ***Reporting***

CRC required ongoing and significant assistance with narrative and financial reporting. Although donor timelines for reporting were not met, the content and planning for reporting improved. The Federation supported CRC in identifying constraints to timely reporting and helped introduce measures to overcome obstacles. Reporting was emphasised during meetings and was included in activity plans. Branch staff were encouraged to enrol in planning and communication training courses.

#### ***Program evaluation***

The final draft of the first interim project evaluation, conducted in August 2001, was translated in Khmer and distributed to CRC headquarters and provincial branches. The report includes 43 recommendations. The Federation facilitated lengthy discussions, at both provincial and headquarters levels, on the implementation of the recommendations. A workshop will be held in early 2002 to decide upon strategy and develop an implementation plan. The workshop will also serve to assist in enhancing communication and co-ordination of activities between the branches and national headquarters. The second interim evaluation will be conducted in March 2002. The terms of reference from the 1<sup>st</sup> evaluation will be discussed during the workshop and terms of reference formulated with CRC for the 2<sup>nd</sup> evaluation.

#### ***Health activities - Water and sanitation***

The Safe Water pilot project was completed in all 4 provinces. Branch staff and Red Cross volunteers in each province were trained in the construction and maintenance of household filtration units (HFU). The pilot project was monitored by Federation staff who will facilitate a 3-day lessons learned workshop in January 2002 and assist with activity and budget planning for the construction of the remaining HFUs in each province. A total of 1,000 HFU will be constructed in each province.

The Federation support branch staff in two provinces with the preparation of applications to the Social Fund of the Kingdom of Cambodia (SFKC) for 39 water points.

#### ***Health activities - HIV.***

Federation supported the North-east branches in organising World AIDS Day activities. The branches also collaborated with the Provincial health Department and other local NGOs.

#### ***Health activities - CBFA***

CBFA basic and refresher training were provided to RCVs in all four of the North-east provinces. Both the basic and refresher courses were expanded to include Vulnerability Assessment and Assistance and HIV training and planning of community/village based activities. The training sessions were extended to allow for diverse language and literacy levels.

*Red Cross Youth*

The Red Cross Youth project was deferred to 2002. However, the Federation facilitated the planning for the recruitment of youth, youth advisors and their training. Links with the Ministry of Education, Youth and Sport were established and the project is scheduled to commence in January 2002.

*Social Fund of the Kingdom of Cambodia*

The Social Fund of the Kingdom of Cambodia (SFKC) can potentially provide an ongoing and sustainable source of revenue to the CRC. A Memorandum of Understanding exists between the Federation and the SFKC. Applications to the SFKC must be made by the community who will benefit from the proposed project. The Federation facilitated and supported the CRC in preparing community based applications to the SFKC for the following projects in the north-east provinces:

- 39 water points in two provinces ;
- 6 public health training course (Community Based First Aid courses) ; and
- the construction of public health training centres.

<b>Project</b>	<b>Progress to date</b>
<b>Federation-facilitated applications</b>	
Water Supply Projects Mondulkiri – 19 water points Ratanakiri – 20 water points	Approved Application being assessed by SFKC
Community Based First Aid training – 5 courses	Applications nearing completion
<b>CRC co-ordinated application</b>	
Public Health training centres	Applications in progress

*Branch staff recruitment*

Following the provincial assembly in Kratie province in July 2001, Federation supported the recruitment of a branch director. A Federation programme assistant was invited to be part of the selection panel to monitor compliance with CRC recruitment and selection procedures. A branch director was appointed for a 3 month probation period. The Federation facilitated training opportunities for the newly-recruited director.

*Planning*

The Federation facilitated and supported the development of planning activities. The North-east branches conducted annual project planning, activity planning and budget planning. Whilst the emphasis was on planning, budgeting and communication with headquarters, branch staff were also encouraged to include flexibility into their planning to ensure that they are responsive to community needs.

*Vulnerability assessment and assistance*

The Federation continued to support and monitor the vulnerability assessment and assistance (VAA) activities to identify the most vulnerable in 150 villages in the North-east provinces. VAA data collected by RCVs was collated by branch staff and will be used to assist in the planning of activities to target the most vulnerable.

*Emergency assistance*

As part of the facilitation of branch planning, the Federation encouraged the branches to prepare for disasters. Branches began procuring household kits and other relief items for distribution to the most vulnerable during disasters such as fire, crop failure and flood.

*Constraints*

Three of the four provinces are currently preparing for their provincial assemblies to be held in late February and early March 2002. To ensure the membership quota for each province is met, branch staff have been very occupied with dissemination and membership recruitment. The recruitment of Branch directors after the provincial assemblies will increase the available workforce in each province and facilitate the implementation and completion planned program projects.

Applications for the SFKC are detailed and require lengthy community liaising. One branch staff member in each province and one at CRC headquarters have been fully occupied with completing this application process.

**Objective 6:** To set up well-functioning and committed governance and management structures at municipal, district and commune levels.

### ***Activities and Achievements***

After completion the recruitment of key human resources of the Municipal Branch, planned activities of 2001 has been implemented as follows:

#### *Capacity Building of human resources of NHQ, Branch and Sub-Branches*

The following training sessions were conducted in collaboration with local training institutes.

- *Human Resource Development (1st to 5th October)* Branch and sub branch officers, one RCV (total 20 trainees) received training on Human Resource Development (prior to RCV recruitment process).
- *PRA (Participatory Rural Appraisal: 15th to 19th October)* - Head of Development sub Department, Branch Director, 3 Branch Development Officers, 2 RCVs in the Municipality and the Federation Programme Assistant. Mini follow-up workshop was conducted (26th October, how the method was utilized in the northeast provinces and how it can be utilized in the Municipality).
- *Organizational Strategy and Fund raising* - Head of Fund raising sub department in Communication Department, Branch Director, DO and sub branch officers (total 10 trainees) received training on "Organizational Strategy and Fundraising"
- Branch Director, Administration/Finance Officer (AFO) and three Development Officers attended General English course; AFO attended basic computer skills course.

#### *Branch's Development Plan 2002-2003*

The Municipal Branch prepared its two year development plan 2002-2003 with support from the Branch Development Delegate.

#### *Set up sub branches, commune groups structure*

The Branch completed this process, officially recognizing seven district sub branch officers, (7 district sub branches, one sub branch Development Officer and one Assistant Finance Officer in each sub branch). Since most of them hold government titles, the CRC headquarters was concerned whether they can contribute adequately to Red Cross activities and whether this process is in line with the CRC Statutes. However, the current sub branch officers have shown a strong commitment throughout the recruitment process of RCVs.

The renovation of 7 sub branch offices is ongoing with the anticipated completion in January 2002.

#### *Recruitment of new 75 RCVs in 6 districts in the Municipality*

The Branch completed the recruitment of new 75 RCVs, who are currently receiving their training on basic CBFA.

### ***Constraints***

Although planned activities are being implemented, a concern for the future is the financial sustainability of the branch. Even after the training on *Organizational Strategy and Fund raising*, the capacity and motivation of the branch to actively coordinate and collaborate with other agencies is not apparent. This issue has to be addressed by both the Branch Committee and management. A fund raising plan should then be developed.

**Objective 7:** To further develop fund raising activities, in line with the financial resource mobilisation strategy, to optimise recruitment, training and retention of members and to promote confidence among donors and partners.

### **Activities & Achievements**

#### *Membership*

Red Cross members continued to register at the national headquarters and received printed materials on the Movement and CRC activities. Red Cross pins were also produced and distributed. Data of members was not yet computerised; the plan for 2002 is to recruit one data-officer for the task.

During the Annual Planning Meeting in July, branch participants requested clarification on the different membership categories and a reconsideration of membership fees. The topic was put for one day discussion at the October workshop on “ Membership, Fund-raising and Communications “. Suggestions and comments made were compiled as a series of points to be considered by CRC leaders. These points were then submitted for discussion by presidents/vice-presidents/secretary of the branch committees at the December Induction workshop. Final suggestions will be submitted for approval by the Central Committee and then forwarded for adoption by the coming General Assembly. Any change in membership fees needs to be approved by the General Assembly (scheduled for June 2002).

Participants of October workshop expressed their needs of Membership policy, guideline and publicity to promote membership drive. The NHQ is now working on the production of Membership ID card and required materials for the drive.

#### *Fund raising*

A first of fund raising guidelines was brought for discussion and feedback at the October workshop. There were suggestions: *to amend some phrases, to add new topics (national /international appeals, income generation which was translated into Khmer already)*. Since one day was very short for the feedback and to add branch experiences, a month deadline was fixed for participants to submit their feedback to the NHQ. Feedback from branches assembled; time and resource persons are needed for the update.

During the discussion, participants expressed also the need for a fundraising policy and specific training once the guideline is updated.

CRC shop completed its inventory of items; estimation of the cost and income is on going. A guideline to have packages of items to facilitate inventory, easy management, reporting and record cash takings by machine was established in consultation between a volunteer expatriate consultant and the director of the Finance/Administration. As off 1st January 2002, the CRC shop will have its own bank account for capital and budget circulation. A volunteer expatriate consultant is working on the overall assessment, and the outcome with recommendations will be presented in early 2002 to CRC leaders.

CRC shop has expanded its network. Pursat branch established already its shop; material capital was provided by the NHQ shop. Siem Reap branch established a plan for construction of a shop in its compound for leasing.

Existing fund raising activities, such as charity boxes, were maintained. Some branches were able to produce more charity boxes themselves. The largest CRC fund raising event - the Charity Bazaar & Gala Dinner - was canceled due to the workload of the CRC during the flood operation 2001 and the socio-economic situation of the country. It was estimated that the event would not bring the expected income to the National Society at that point in time. Other opportunities for fund raising are being examined, such as a repeat of the film premiere held in January and the organization of raffles.

The CRC launched a national emergency appeal in August to address two natural disasters - flood and drought. The response to date is up to more than USD 500,000 in cash and in kind and the contributions are effectively implemented to the benefit of the victims.

### ***Constraints***

Fund raising and income generation are still major concerns for the National Society in the current socio-economic situation of the country. The CRC shop, located opposite the national headquarters, does not yet generate sufficient income to support any programs.

Personnel in the shop have neither business nor management background. They require clear management, guidance and training. Initiatives are already in place: human resources and financial support have to be addressed.

Policies, guidelines and financial management procedures providing the foundation for a resource mobilization strategy are not yet in place within the CRC. This will require increased attention from the Federation and other supporters of the CRC in 2002.

### ***Disaster Preparedness***

***Objective 1:*** To develop CRC capacity to effectively prepare for and respond to the natural disasters annually affecting Cambodia through community based disaster preparedness (CBDP).

#### ***Activities & Achievements***

The Federation facilitated a first step evaluation of the project, conducted by a member of the ICDPP from Vietnam Red Cross (VNRC). Based on lessons learned from this year's project implementation, and foreseeing the needs for next year, two CRC Disaster Management Department (DMD) staff participated in training on "Local and Community level risk management" in Philippines. Two DMD staff also joined the VNRC ICDPP program as part of an exchange visit between sister Societies.

CRC, the Federation and ADPC are in a process of signing a Letter of Understanding to implement the first national CBDM course in Cambodia. The CRC training team will be in charge of conducting the training with ADPC covering the financial support and contributing to the revision of CRC CBDP training materials.

To deepen the knowledge of the DMD and systematize the different phases of DP community work, the DP delegate conducted intensive training on PRA, VCA and community based action planning (CBAP).

### ***Constraints***

Funding from two donors was due to end on 31 October 2001. There was a delay in the delegation cash flow which had an impact on expending the project funds in time.

***Objective 2:*** To develop CRC capacity to successfully implement natural disaster prevention and mitigation strategies at the community level.

#### ***Activities & Achievements***

All mitigation projects were finalized. PRA, VCA and CBAP were conducted in 12 communities and a case study will be produced.

### ***Constraints***

Again, the lack of delegation funds had an impact on the implementation of these activities.

**Objective 3:** To contribute to the development of the National Committee for Disaster Management (NCDM) capacity to effectively prepare and respond to natural disasters annually affecting Cambodia.

**Activities & Achievements**

Activities were completed during the 2nd quarter.

**Constraints**

There were no constraints during this period.

**Objective 4:** To establish an information sharing and co-ordination network through the close co-operation and co-ordination of CRC and NCDM with organisations and agencies involved in disaster management in Cambodia.

**Activities & Achievements**

The NCDM continued coordination of the national flood operation through a Working Group and technical meetings with its partners. It has been noted by many international and national stakeholders that the coordination, especially at the provincial and the district level, has improved in 2001 after NCDM has taken stronger role in coordination activities based on their mandate in accordance with the Sub-decree no.54. The Federation/CRC Disaster Management Consultant finished his mission at the NCDM in December and his mission report is available at the Federation office in Cambodia on request.

**Constraints**

There were no constraints during this period.

**Health and Care in the Community**

**Activities and Achievements**

**Community Based First Aid**

**Objective :** *To improve human resource development and build CRC capacity at the grass roots, branch and HQ level, and to develop an understanding among the relevant government departments of the role and responsibility of the RCVs in improving community health.*

50 RCVs were recruited and trained in Koh Kong Province. The process of recruitment followed the format used in the two pilot projects.

The RCV development process to review the policy and training aspects continued. A meeting was held with CRC, Federation and all PNS in country. Two teams were formed to review both areas. The Federation and PNS act as advisors to these teams.

**Objective :** *To conduct public health education and other preventive activities, including epidemic control, water sanitation and hygiene, and cleaning up the environment.*

An evaluation workshop was conducted for Land Mine Awareness (LMA). The aim of the workshop was to obtain relevant feedback from all sectors for 250 RCVs in 5 target provinces.

In November, RCV activities on Dengue Fever and Dengue Haemorrhagic Fever (DF/DHF) were presented in the World Health Organisation (WHO) Health Forum in Singapore by the Head of Health and Social Welfare Sub-Department.

***Objective :** To mitigate the impact of disasters by activating the Red Cross Volunteers network in the community*

In October, RCVs in each province were called upon to assist in relief distributions and to assist in obtaining relevant information as part of the flood emergency operation.

### **Constraints**

Despite working within the same office compound, the integration of Federation health advisors into the CRC Health & Social Welfare sub-department, (through combined working space) although planned, has been delayed. CRC has been requested several times, at the highest level of the delegation, to facilitate this process, but the action is still awaited.

### **Community Based Primary Health Care**

***Objective:** To develop a volunteer based outreach public health service delivery system, which can act as a model for replication*

### **Activities and Achievements**

#### **Rural Setting – Chong Kal district, Odtar Mean Chey province**

HIV/AIDS prevention education is ongoing in the community. The RCVs received their training and commenced disseminating the information in their respective villages. The Branch Staff in Chong Kal distributed 16,000 condoms to the RCVs who gave them to their respective communities along with STD prevention messages.

The RCVs continued to refer patients with suspected TB to the Health Centre, 11 cases this quarter. A direct result of the training of the volunteers, community knowledge of TB in these villages is much higher than normal. However, the Health Centre has limited capacity and while the patients should receive treatment and constant observation, it is not always possible. Those patients not admitted are able to receive outpatient treatment from the Health Centre daily while living with family. All patients receive rice donated by the World Food Program. Due to food shortages however, WFP was not able to supply rice for the months of November and December.

The project continues to be instrumental in literacy education in the district. The six literacy classes continued with their 150 participants.

In connection with training in diarrhoea, 2,350 ORS sachets were distributed to the 80 RCVs. The RCVs in turn distributed the sachets to villagers with diarrhoea.

Following an assessment in September 2001, 20kg of rice was distributed to 215 families in Chong Kal. The Odtar Mean Chey Branch received the rice from the CRC headquarters.

The RCVs provided routine first aid education to their communities on the following topics:

- Dog bites
- Dengue
- Diarrhoea

- HIV/AIDS
- Water and Sanitation committees

### **Urban Setting – Chamcar Mon district, Phnom Penh Municipality**

In October RCV Leaders were selected using the RCV election process. Two leaders were chosen from the relocation site in Choung Rouk and 2 leaders from Chamcar Mon district.

*Objective: To optimize the utilization and accessibility of existing public health facilities*

#### ***Activities and Achievements***

### **Rural Setting – Chong Kal district, Odtar Mean Chey province**

Both staff and patients families were busy harvesting the rice during the quarter, so there were few ongoing activities at the health centre.

Three of the 17 wells constructed earlier were found to be damaged. All the wells have water committees designated with the responsibility of maintaining the wells. As the committees are provided with appropriate materials for repair, it is evident that these committees have not been functioning as expected. The project is planning to re-motivate the committees and provide refresher training to them on the roles and responsibilities. It is anticipated that a community based solution can be found through the refresher training to repair the three damaged wells.

### **Urban Setting – Chamcar Mon district, Phnom Penh Municipality**

Relations with the Health Centres in each commune and district continued to strengthen. The Health Advisor, CRC Health Officer and Project DO have been working with the Chamcar Mon Health Centre to assist them in printing brochures on the health centre.

Following the fires in the squatter communities and the subsequent relocation of families to resettlement areas, the Federation and Municipal Branch staff conducted an assessment of the areas. Anlong Kong, already home to 421 families has a maximum of 438 plots of land. There is a small dam of water at the site which people use for washing and water to boil for drinking. There is a small school in a nearby Pagoda and the closest Health Centers are 2 and 3 kms away. Municipality representatives at the site have outlined plans to build a school, latrines and dig wells when money and assistance can be obtained from NGOs. Current services are provided through a nearby Health Center which has established a health post at the site 24 hours. This is however a short term measure, and representatives have explained that once the people “settle” they will leave.

Under 2000 families currently live in Anlong Kanang although an estimated 3,000 families have signed up for residence. Many families await allocation of land and distribution of household kits. The area has a small lake used for washing. Although the Government initially supplied water trucks this has ceased and instead people buy water from nearby villages. A temporary school has been located in a shed and a nearby Health Center has established a health post at the site. Municipality representatives at the site have outlined future plans to build a health center, school and latrines and wells per 38 plots of land.

The Federation and CRC accompanied in-country donors to the resettlement sites and have subsequently submitted proposals for funding.

*Objective: To ensure that local branches, municipal branches and CRC headquarters are able to replicate and implement PHC programmes in rural and urban settings, as appropriate.*

#### ***Activities and Achievements***

### **Rural Setting – Chong Kal district, Odtar Mean Chey province**

The capacity of the project staff in Chong Kal continues to develop with the improvement of English and computer skills. The project Development Officer and Field Officer continued their English and computer classes.

The British Red Cross Health Advisor visited the project site in December. The itinerary included visits to literacy classes, villages, the Health Centre, district authorities and Odtar Mean Chey Branch Director.

### **Urban Setting – Chamcar Mon district, Phnom Penh Municipality**

An evaluation is planned for January, a crucial time for the urban project, to assess the Municipality's 5-year development plan to move all squatters from Phnom Penh to new resettlement sites. Prior to the evaluation, the Delegation in co-operation with the Regional Delegation and Geneva Secretariat has assisted CRC in developing the Terms of Reference.

#### ***Constraints***

The fires in Chamcar Mon district as well as cash flow difficulties, resulted in a delay in the implementation of activities.

Heavy rains in Chong Kal caused difficulties for the Development Officer and the Field Officer in monitoring the RCVs. The harvest season also had an impact on the amount of time RCVs could devote to the Red Cross.

### **Blood Donor Recruitment**

#### ***Activities and Achievements***

#### ***Objectives:***

- To establish a well functioning model for blood donor recruitment in two target provinces.
- To optimize the blood donor recruitment project through a partnership with the Ministry of Health/National Blood Transfusion Centre
- To ensure the replication of the project in other provinces where the MoH manages national blood transfusion service is active.

The CRC Head of Health and Social Welfare attended two workshops in Thailand related to blood in early November. At these conferences he made valuable contacts which have been maintained through e-mail correspondence.

The CRC facilitated an assessment visit by Korean Red Cross on blood donor recruitment. The Federation participated in the assessment process and meetings were held with the World Health Organisation (WHO) and the Ministry of Health (MoH)/ National Blood Transfusion Services (NBTS). The CRC are awaiting a final report from Korean RC to determine what support will be provided for the Blood Donor Recruitment project. It is anticipated that a bilateral arrangement will be made for this co-operation in accordance with the Federation's new approach "Secretariat in the field as a Serving Leader". This approach promotes co-ordinated bilateralism through Co-operation Agreement Strategy (CAS) arrangements.

#### ***Constraints***

Whilst the Korean Red Cross have agreed to provide financial and technical assistance it is dependent on the results from the assessment teams visit. Negotiations with all potential partners have taken a relatively long time, so although the project was initially presented to the partner/donor community through the Federations Annu Appeal in 2000, the CRC has not yet been able to commence.

## **School Based Red Cross Youth.**

### ***Activities & Achievements***

***Objective:*** *To further develop the existing Cambodian Red Cross Youth (RCY) policy and structure.*

The third draft of the CRC Youth Policy was further developed by the Youth Program Officer and the Youth Advisor. Whilst the Policy framework remained much the same as the 2<sup>nd</sup> draft, the 3<sup>rd</sup> draft needed revising to reflect the separate roles and responsibilities of Youth members and the CRC. It was found to be necessary to develop procedures to support the implementation of the Policy. The third draft was circulated to stakeholders within CRC headquarters. The final Red Cross Youth Policy and Procedures documents will be published in early January.

***Objective:*** *To improve the quality of health, hygiene and environment in target schools*

The HIV/AIDS Prevention Peer Education was conducted in four provinces from October to late December, following the Training of Trainer course conducted in September. A total of 400 Red Cross Youth Members from Phnom Penh, Siem Reap, Bantheay Mean Chey and Battambang participated in the training. The Federation supported the RCY Unit staff to participate in this activity which included, for the first time, working with CRC HIV/AIDS project staff.

The Federation supported the RCY Unit staff in facilitating the involvement of Red Cross Youth peer supporters and general membership in World Aids Day on December 1st.

The Land Mine Awareness Peer Education Training for RCY Members continued implementation in five provinces and 15 schools in northern Cambodia. Evaluation planning and consequent field monitoring visits took place in November and December. The Federation played a very active role in discussing and advising on the design of the evaluation strategy for the RCY Program, particularly in light of the limited expertise within CRC in this area. The evaluation strategy focussed on the process and immediate impact of the training. The strategy recommended further evaluation in 6-12 months to measure, more accurately, the outcomes of the training in terms of increased awareness within the community.

On 1st December, the final contest of the land mine awareness art competition was conducted in Pailin province with RCY members participating from all five provinces. The Federation advised on the design, coordination and budget management of this activity. For example, it was recommended by the Federation that the event be an opportunity to engage RCY members from Pailin province in volunteer activities within their communities for an afternoon and to receive some instruction on the principles and work of the Red Cross.

***Objective:*** *To revise, update and develop all Cambodian Red Cross Youth training manuals and other resource materials.*

The working group for the review of RCY training materials convened in November. Weekly half-day meetings were facilitated by the RCY Unit staff and Federation Youth Advisor to look at the needs of the CRC youth members in the areas of:

- Community Based First Aid
- Community Based Disaster Preparedness
- Training of Trainer
- Dissemination and policy
- Health e.g. personal hygiene

- Land Mine Awareness
- HIV/AIDS

The review meetings identified the necessary training materials, trainers, timelines and topics appropriate to the needs of both RCY in primary and secondary school.

The Federation played a major role in this process, conducting background research, assisting the RCY Program Officer to facilitate each review session and ensuring that the process was thorough and detailed enough to meet the specific needs of RCY members, both primary and secondary.

***Objective: Maximize participation in the Red Cross Youth Program***

In order to provide a well organized and supported RCY Program the Federation staff advised and supported the Youth Unit staff to negotiate with the MoEYS and provincial staff of the CRC. The Youth Unit negotiated a new rule with the MoEYS that RCY Advisors in schools 'are required' to organize monthly activities for members commencing in early 2002. The immediate outcome is the formal approval from the MoEYS to conduct monthly activities in schools and the inclusion of this 'article' in the official RCY Procedures document. The real outcome will be measurable in 2002 when the Youth Unit is able to monitor these monthly activities through field visits and monthly reports provided by the RCY Advisors in schools.

The Federation helped facilitate and strengthen the relationship between the French Red Cross (FRC) and the CRC by facilitating their discussions regarding the RCY program in Kampong Cham province. The purpose of these meetings was to support and guide the process of establishing the RCY Program in this province in line with the national standard. As a consequence of the strengthened relationship, the project was able to identify areas to further develop the RCY program and identify gaps in the current guidelines, which was reflected in the RCY Procedures document. The result is a more useful procedures document for the purposes of implementing the program in the provinces.

The 2<sup>nd</sup> edition of the RCY Bulletin was prepared by the RCY Program staff with some support from the Federation in the design and editing of this edition. CRC staff were however, able to apply previous experience to manage this task with minimal support.

***Constraints***

The RCY Unit suffered limited financial support for scheduled activities. Whilst the funds for each activity were allocated accordingly, they did not always cover the cost of the entire activity. The policy and the training materials will be developed but alternative funding options are required to publish the materials in early 2002.

***Promotion of Humanitarian Values***

A CRC Communications Strategy incorporating an organizational structure and the role and responsibilities of staff, was drafted for submission to the Organizational Development Council. The draft of the CRC Communications Policy was presented to the October workshop (on Membership Drive, Fundraising and Communications) together with the sample of Contents for CRC Communications Guidelines. The workshop agreed on the main points of the future Communications Guidelines and suggested holding a workshop to discuss the final draft and explain how to use it.

The Regional Communications Strategy developed by the Regional Communications Network was translated into Khmer and distributed to the workshop participants as resource materials for the overall discussion on “Communications “.

The Director of CRC Communications Department received a 5-day internship training in communications skills through the Federation Southeast Asia Regional Office. Journalism, media, publication, website and field visit to the printing house and to the Bangkok Post office were organized. One person in the Department was sent for a 6-month English course at the ACE and a project management course. Two people received training in computer ACCESS program and one person was granted support to have training in communications skills for 2 years.

**Objective 1:** *To strengthen the production of publications for general dissemination purposes and improve staff skills.*

#### **Activities & Achievements**

An assessment of CRC dissemination activities was conducted in early July by the ICRC Regional Information Delegate, the AYA Advisor, one volunteer and Director of the CRC Communications Department. Recommendations included providing the communications department with appropriate dissemination equipment, adequate IHL research materials and IHL experts was made. Those recommendations were incorporated into the Project Proposal 2002-2003.

Following internship in August by the director, information bulletins in English produced by CRC were renamed the 'CRC Review'. According to the available funds, the CRC Review will be produced biannually from 2002 onwards. The process of publication is slow, due largely to the writing and editing skills of the staff.

The publication of CRC Newsletter in Khmer is ongoing on a regular basis. The number of copies has doubled in the last six months (4'000 copies per issue).

Following the internship in August, the CRC wishes to reduce the cost for the publication of the CRC brochure, revising the brochure every 2 years (currently annually) and altering the content appropriately.

#### **Constraints**

The publication of annual reports needs to be addressed. The first edition of summary report 1998-1999 was successful. The process for the publication of the second issue 2000-2001 is under consideration. Availability of funding and personnel raises concerns.

**Objective 2:** *To promote IHL through dissemination to targeted audiences.*

#### **Activities & Achievements**

Induction courses were conducted for the newly elected Branch Committees following each of 18 provincial assemblies conducted in 2001.

Two dissemination workshops are being organized per year. The first one in July at director level, to refresh directors with previous involvement and as induction to newly recruited directors. The second workshop took place this quarter in December for branch disseminators/trainers and newly recruited staff. Participants played two different roles according to their backgrounds (facilitators and audience). A field trip was organized for the evaluation session and techniques for dissemination were also introduced to them. The participants agreed on a unified dissemination format, requested dissemination technique training & recommended the exchange of branch disseminators.

The Dissemination Handbook is still under revision. An addendum and some additional text will be incorporated into the Handbook in accordance to ICRC recommendations. The handbook will be produced in a binding file for easy use by disseminators and to make it simpler & more economical to revise. No budget has been made available to date for the organization of a workshop to launch this handbook.

An ICRC booklet on IHL: “Questions and Answers” was translated into Khmer and the booklet ‘Discover ICRC’ is in the translation process. Budgets for the publication of these two main booklets for IHL will not be available in 2002.

Dissemination staff received IHL training from the CRC hosted Australian Youth Ambassador for Development [AYAD] (employee from the Australian Red Cross) who plays the role of Advisor/Consultant in Communication and IHL in the CRC Communications Department for one year (March 2001-March 2002).

The target groups for dissemination activities are: students, uniformed personnel and the general public. Students were targeted in a Red Cross contest to commemorate World Red Cross Day 8 May. Two hundred students from four secondary schools attended a 3-hour lecture on the Movement, and international humanitarian law, plus CRC activities. In the contest, selected students had to answer questions on those topics to win 3 levels of prize. The contest was televised and aired on radio.

130 female police officers from all provinces and 30 military police provincial commanders received 3 hour induction training on RC/RC, basic IHL and CRC activities. Particular interest was paid to the protective and indicative use of the Red Cross emblem, as well as misuse of the emblem, and the Principle of Unity.

### ***Constraints***

According to the review of the dissemination activities & the development of the Red Cross Law, together with experiences gained by an expatriate volunteer in IHL, the CRC needs to have IHL experts. The staff have to receive a proper IHL education by ICRC (San Remo training is essential for the head of dissemination/training department). Timing, adequate resource persons to proceed with the findings of evaluation and budget are the concerns.

***Objective 3: To enhance knowledge about IHL among the society’s staff.***

### ***Activities & Achievements***

The NHQ disseminators provided training to 350 Red Cross Volunteers in the integrated CBDP program in the 7 flood prone areas

### ***Constraints***

In-house training for newly recruited staff and some members could not be implemented. In 2002 the department responsible has a concrete plan to provide two training sessions per annum.

***Objective 4: To maintain documentation and effective communication for IHL promotion***

### ***Activities & Achievements***

No personnel to work on this. No major activities.

### ***Constraints***

There is a requirement for staff with record management skills.

**Objective 5:** *To establish and train Red Cross Volunteers in Land Mine Awareness in selected provinces, and to strengthen the skills of already trained volunteers*

### **Activities & Achievements**

Planned activities all achieved by the end of the year. Final report was prepared and submitted to donor. An evaluation report based on the evaluation workshop was also compiled and submitted to donor.

250 RCVs received training in RCRC dissemination (3days), Land Mine Awareness (3 days), CBFA (8 days) and Mine Incident Data Gathering (2 days).

The refresher training for Red Cross Youth Advisors commenced and was completed before the new school year (started in early October). A drawing competition carrying a theme '*prevention of injury from land mines*' was organised for students in schools as a follow up to their training. The drawings were exhibited in Pailin province. Field trips to evaluate and monitor the activities were conducted jointly by the relevant implementing departments & the land mine co-ordinator with Federation support.

Coordination meetings with de-mining agencies increased in frequency during the quarter now that regular meetings are conducted and chaired by the Cambodian Mine Action Centre (CMAC).

Further budget support to the project is being considered by the current donor and revision of the plan of action is ongoing. Negotiations with the Cambodian Mine Action Authority (CMAA) for a partnership and possible are ongoing. This program is well managed and coordinated by the CRC and it is planned that it will be implemented in the future through a bilateral arrangement between the partner National Society and the CRC. In this scenario, it will be only advocated for by the Federation through the Cooperation Strategy Agreement (CAS) 2002-2004 in accordance with the "Federation Secretariat in the Field as a Serving Leader" approach.

### **Constraints**

*This section should outline constraints encountered and steps taken to overcome them.*No specific constraints.

## **Co-ordination and Management**

**Objective 1:** *To provide overall co-ordination and management for Federation supported programmes and operations in Cambodia.*

### **Activities & Achievements**

Whilst the Head of Delegation and Finance/Administration Development Delegate continued to provide overall co-ordination and management, supported by locally-recruited finance, administration and logistics officers, the delegation brainstormed initially what the new concept of "*the Federation Secretariat in the Field as a Serving Leader*" could possibly mean in Cambodia in near future. As a result, an initial presentation about this concept was given by the Head of Delegation in the 2nd Southeast Asia Regional Management Team meeting for other Federation SEA managers in November. The presentation was appreciated because it provided some concrete thoughts of what the new concept and change could possibly mean in the field in country X in practice.

The delegation structure is changing in accordance with this new approach including down sizing the delegation, integrating technical advisors within CRC departments, cost savings through cheaper/shared housing with technical advisors, reviewing the expensive Federation security system and replacing delegates with highly qualified national

staff whenever possible. The trend is that the Federation will concentrate in future on facilitating the Co-operation Agreement Strategy (CAS) and CRC capacity building through the organisation and resource development programs only and therefore encourages well co-ordinated bilateral arrangements for technical and financial support for other core areas through the CAS. It is estimated that the transition period for implementing the new Serving Leader initiative will take some two years.

### ***Constraints***

Whilst there were no major practical problems in implementing this objective, it has become obvious that financially, the Federation is not able to maintain the existing delegation structure & technical support resource when there are no major emergency operations ongoing. The structure is simply too expensive and donors are not willing or able to afford this type of support for development programs, therefore an alternative solution through the CAS has to be explored.

***Objective 2: To manage the Federation's delegates, finances and administration in Cambodia.***

### ***Activities & Achievements***

The Federation has introduced a new appraisal system within the organization called "*Performance Management and Review*". The Head of Delegation and the Finance Administration Development Delegate participated in a 2-day training in Bangkok facilitated by the Geneva Secretariat. The Delegation then organised the same training in Cambodia for all international and national staff (20 persons) up to the support staff level and commenced the appraisal process. Whilst the process has improved on the previous appraisal system, it is extremely time consuming (about 2 days per person). Given the fact that the deadline for completing the process was tight (end of January for SEA) and there was pressure on the delegation to complete in time, this has taken priority and working hours away from other important tasks. It is hoped that as a result, the performance of the Federation international and national staff will improve for the benefit of the National Society and that the staff can be supported through their individual development plan in their career. New performance objectives for 2002 have to be developed as part of this process by each individual working for the Federation.

The Federation Northeast Co-ordinator finished her mission in October and was replaced by another Australian RC Delegate who had already joined the team and taken a one week induction course in Geneva.

The Federation Finance and Administration Delegate finished her mission on 29 December and was replaced by a locally recruited national Finance Officer for her financial management work. An Organisation Development (OD) Delegate position was created and advertised for her work as a OD Delegate. The recruitment process is ongoing.

The Health Delegate faced personal problems within her family and has to return to her home country earlier than expected after she has finished her first year out of a two-year assignment (2 April 2002). The Health Delegate job-description will be reviewed and revised and the position will be advertised in early 2002.

Delegation applications for two new Australian Youth Ambassadors for Development (AYAD) were successful with AusAID and the Delegation will receive two new young Australian professionals as volunteers working with the CRC in the health and youth sectors under the supervision of delegates for one year starting in March 2002. These will be probably the last AYADs to be hosted by the Federation in Cambodia since CRC has now gained a one year experience of hosting one AYAD by themselves through the Communication Department. It is seen that if the CRC finds an area in future where the AYADs could work with CRC, they can now apply directly to the AYAD programme and host the AYADs by themselves in future.

The Federation national finance assistant could not return back to work following the stroke in August and the contract of this long time Federation employee has had to be terminated. The delegation is now looking for

opportunities to assist him and his large family through the French Fund Maurice de Madre (FFMM). Recruitment of a new finance assistant is ongoing.

Two national staff members lost their Mothers during the quarter, so additional psychological support was required within the delegation.

The style and the purpose of the Delegation weekly coordination meetings were discussed and a decision was taken that they will continue on bimonthly basis on every 1st and 3rd Friday morning of the month. This forum provides an opportunity for information and knowledge sharing for all delegates and staff. In addition, delegates' meetings will be conducted ad hoc basis in accordance to the specific needs of the delegation.

Weekly team building sessions continued to the end of the year and cultural sessions were completed. An Annual Retreat was taken in Sihanoukville for two nights where all family members and staff joined together for a very rewarding event. All felt totally refreshed after the weekend and gained new energy to start a busy new year. A decision was taken that team building sessions will be conducted only once a month outside the office after this intensive, nearly one year period of weekly sessions. The next theme will still concentrate on cultural differences, this time through dance and music, other topics will be identified as the year proceeds. External facilitation for some topics will be sought through professional agencies if funding for this exercise will be made available in 2002 budget.

Communication and interaction between the regional and country based technical teams further increased in accordance with the new way of working as part of the Federation Action Research initiative. All technical teams namely OD, health and disaster management met during the quarter and the 2nd Regional Management Team meeting involving all Head of Delegation in Southeast Asia was held in Bangkok.

Delegation updated Security Rules and Regulations were approved by the Secretariat in Geneva and are now in place.

### ***Constraints***

The end of mission of the Finance and Administration Development delegate, briefing and training of the newly recruited finance officer, illness of finance assistant, illness of one close family member of delegates, deaths of some close family members of national staff and the PDR process presented a challenge for the delegation management in the last quarter. However, with strong team spirit and peer group support, continuing support to CRC programming was provided. The new way of working within the Federation requires more travel within the region as a whole and so less time is spent working directly with the National Society. However, this new approach brings benefit to the NS in delegates with a broader spectrum of knowledge, new linkages and new ideas from which the National Society can benefit.

***Objective 3:*** *To continue to supervise, monitor and provide technical support to the CRC institutional development process.*

### ***Activities & Achievements***

Following the joint meeting between the Council of Ministers (CoM), CRC, ICRC and the Federation on 9 October, the CRC continued to work on the RC Law for recognition of the CRC and the use and protection of the Emblem, revising it to suit the advice given by the CoM. The adoption of a law is a lengthy process in Cambodia, so it will be presented as two separate Royal Decrees in order to speed up the adoption process. The Decrees will be presented to the CoM in early 2002 and as soon as they have been adopted, the RC Law for recognition of the CRC and the use and protection of the Emblem can be processed. The Communications Department Advisor and ICRC have played a significant role in finalizing these two documents together with the CRC and the Federation. Planning for

the remaining 5 provincial assemblies continued and Organization Development (OD) Council meetings took place on monthly basis and were attended by the Federation in the advisory role.

During the quarter, the CRC hosted in October the XIth Conference for Southeast Asia Leaders and Secretaries General of ASEAN and East Timor of RC/RC National Societies and East Timor on 22 - 24 October. Many documents such as Hanoi Declaration, the implementation of pledges made by the CRC in the 27th International Conference and the CRC progress to date were updated for the conference with the support from the Delegation and the Communications Department Advisor. The meeting was followed by a one-day session on the Regional OD program evaluation and most of the SEA National Societies and East Timor stayed back and participated in this one day session contributing to the overview about the current Regional OD program.

The Federation Head of Delegation supported and participated in a successfully conducted Fundraising and Communications workshop on 3 - 5 December and the CRC Governance Workshop in Phnom Penh on 13 to 15 December for newly elected members of provincial committees.

An evaluation of the Finnish Government Framework took place in November and both the Head of Delegation and key staff from the CRC were interviewed through this evaluation process.

### ***Constraints***

No serious constraints during the quarter except the continued busy schedule.

***Objective 4: To co-ordinate planning and reporting***

### ***Activities & Achievements***

The delegation issued 6 reports this quarter including flood operation update no. 3, program update no. 2 and donor specific reports to Australian Red Cross and DipECHO. SEA Regional health unit requires a separate technical report from the health sector which the health delegate has to provide every quarter to be incorporated to the SEA regional quarterly report. In addition, the delegation contributed to one web site story on water and sanitation issues as part of the ongoing flood operation and another web site story on the Phnom Penh fires. The Delegation also contributed stories to the regional Asia & Pacific FOCUS. For more reports and stories from Cambodia, please visit the Federation web site ([www.ifrc.org](http://www.ifrc.org)).

Current efforts to build CRC reporting capacity are particularly focused through the Northeast Branch and Community Development Program in which the CRC has committed to writing the report, presenting it to the Federation who then forwards it to the donor. The Federation Northeast Coordinator and her team play an integral role in coaching and training the headquarters and branch staff to fulfill this task. The last two reports have measurably improved based on her tireless work in this regard.

### ***Constraints***

CRC contributes to a certain extent to these reports but the final responsibility is with the Federation to inform their donor about the progress made by the CRC with the donor funding channeled to them through the Federation. It will be crucial for the Federation to continue to systematically build the CRC planning and reporting capacity in 2002 so that they can achieve self sustainability of planning and reporting to international standards. CRC is actively linking and networking within the region and world wide and initiating bilateral partnerships, but this progress is slow. These initiatives require active and good quality reporting which needs to be addressed sooner rather than later.

***Objective 5: To represent and advocate on behalf of the Federation and Red Cross/Red Crescent Movement in Cambodia***

***Activities & Achievements***

The XIth Conference of the leaders and Secretaries Generals of ASEAN and East Timor in October brought together all major partners and donors in Cambodia and was an excellent opportunity to disseminate the work of Red Cross to a wider international community including Diplomatic Missions. The conference enjoyed high publicity in the local mass media including newspaper articles and TV-news.

The Federation and CRC participated in a Regional Strategic Workshop of Flood Mitigation organised by the Mekong River Commission on 10 - 11 October. Members of the Laos Red Cross and Thai Red Cross as well as SEA Regional Delegation joined this event in Phnom Penh.

The Head of Delegation represented the Federation in the Royal Government of Cambodia organised meeting on flood lessons learnt in 2001 on 12 December and delivered a statement on the Federation and CRC support to the flood operation in 2001. There was a clear opportunity to advocate for disaster preparedness in this event since it was presided over by the Prime Minister of Cambodia.

The busy schedule of the Head of Delegation had to be prioritised heavily during the quarter and participation in social functions and events involving evening duties had to be mostly cancelled or attended by another member of the delegation representing the Federation.

All programme and operation updates, RCRC Magazine, Asia&Pacific Focus were widely distributed to embassies, IOs, NGOs and government ministries during the quarter for advocacy and information.

***Constraints***

There were no serious constraints during this period.

***Federation Delegation***

Two delegates completed their mission (the Northeast Programme Co-ordinator in October and the Finance/Administration Development delegate at the end of the year). A new Finance Officer was recruited in October and the contract of the Finance Assistant terminated due to health reasons. The position of an OD Delegate was advertised and the recruitment process is ongoing. A plan of down-sizing the delegation for cost savings was drafted for further discussions within the delegation team, NS and PNSs. An initial brainstorming of the "Secretariat in the Field as a Serving Leader" took place with delegates and some of these thoughts were presented in the 2nd SEA Regional Management Meeting. Discussions within the delegation, with NS and PNS have to continue in order to reach a common understanding on this approach and especially on the CAS concept which is closely linked with the Serving Leader idea.

Delegates will be taking increased responsibility in managing the programmes they are responsible for including budget management. Two internal training sessions were held within the delegation in looking at the Federation new financial management tools (Field Returns Monitoring and Business Objects). Further training is required in this sector and arrangements have been made to provide it through the Regional Finance Unit (RFU) based in Kuala Lumpur.

***Monitoring & Evaluation***

An Interim Evaluation of the Northeast Branch and Community Development Project was conducted in 2 provinces (Stung Treng and Kratie) and the final report was issued to all stakeholders and is available at the Delegation office on request.

A Community Based Disaster Preparedness (CBDP) project evaluation was conducted by a staff member of the Philippine National Red Cross acting as a Team leader during the quarter but the Delegation felt that the exercise was not broad enough and a more comprehensive evaluation on the entire CBDP program was initiated. A consultant from the International Institute for Disaster Risk Management (IDRM) was hired by the Federation and the evaluation commenced on 16 December for one month. A final report incorporating the views of the first review and articulating overall findings and recommendations will be issued in January 2002.

Preparations for the interim evaluation of the two Community Based Primary Health (CBPHC) pilot projects in Chong Kal in Odtar Mean Chey province and Chamcar Mon in the Municipality of Phnom Penh commenced during the quarter with the support from the Regional Health Unit (RHU). These evaluations will take place in January 2002 and these pilot projects will be finished at the end of 2002 when the final evaluation will be conducted.

Preparations for the final evaluation of the Branch and Community Development program implemented by the Municipal Red Cross Branch evaluation commenced with assistance from the Regional Organizational Development Unit (RODU). The evaluation will take place in March 2002 prior to the end of the project on 31 March.

Preparations for the 2nd interim evaluation of the Northeast Community and Branch Development project in cooperation with the NS, the Australian Red Cross and the RODU has commenced. The evaluation will take place in March-April 2002.

Federation Delegates continued extensive field traveling together with the CRC in target provinces for program support and monitoring purposes.

### ***Lessons Learned***

There are several evaluations ongoing or planned for in various sectors in the Red Cross work and many lessons learnt can be reported when these evaluations have been completed and reports received during the first quarter next year.

### ***Financial Update***

The delegation continued to experience a cash flow crisis due to deficits. Additional donor funding was received to reduce the deficits to one project and Coordination & Management. The financial Plan of Action was reviewed and updated on a monthly basis and new procedures were introduced from the Secretariat that provided Asia Pacific Department to analyze each project systematically. The Head of Delegation, FADD and newly-recruited Finance Officer visited the Regional Finance Unit in December to discuss in more detail how to address the deficit issue, particularly during the first quarter of 2002. The first quarter of any year is especially problematic with the gap between last year's funding and the waiting period before donors are in a position to provide their Pledge Management Notes.

### ***Wider Context***

The Cambodian Red Cross signed a tripartite agreement with the Council for the Demobilisation of Armed Forces and the Embassy of Japan in Phnom Penh. The CRC was responsible for the procurement and distribution of

household kits and civilian clothes to 15,000 demobilised soldiers by the end of 2001. Cambodia will retain around 95,000 active soldiers, with a further 15,000 being demobilised by the end of 2003.

#### *Disaster Preparedness*

A Belgian Red Cross bilateral logistics delegate finished his short mission (from 22 August to 15 November) to oversee the procurement process of the Belgian Government/Belgian Red Cross funded relief items as emergency stocks. The majority of the emergency stocks were distributed during his mission since the flood operation was up and running throughout his mission and the relief items were very essential for the flood victims. The criteria for beneficiary selection was also reviewed and revised during his mission and presented to the CRC higher management and is now in use.

#### *Health & Care in the Community*

In a demographic and health survey, the Ministry of Planning revealed that 10% of Cambodian babies will not live to see their first birthday and 58% of new mothers have anemia. 60% of women in urban areas and 56 of women in rural areas do not practice birth spacing and 32% of births are unplanned. 55% of pregnant women had not received a check-up in the last five years, and only 11% of women deliver children in health care centres.

The Ministry of Health (MoH) reported that the DF/DHF epidemic is over. There has been a severe decline in reported cases and deaths since August 2001.

The Federation Health Delegate attended the 6<sup>th</sup> Quarterly Meeting and Annual Work Plan Workshop for 2002 funded by the European Commission. It is also called the “Roll Back Malaria Campaign” and is present in Laos, Vietnam and Cambodia. In Cambodia 16 of 24 “high risk” provinces are involved in the campaign. The Workshop involved speeches from key persons and broke into working groups per province. On the final day presentations were made from each group on the effects of the campaign in their respective provinces. The Cambodian Red Cross network was mentioned as an important player in the “Roll Back Malaria Campaign”. It was concluded that the incidence and mortality of malaria has decreased in each of the 16 Provinces.

The Federation Health Delegate attended the two-day congress held at the MiCasa Hotel. Presentations were given on:

- Integrated Management of Child Illness
- Policy of Safe Motherhood
- National Immunisation Program
- Blood Transfusion
- Malaria Control Services
- Mental Health Services
- Management of Private Health Sector
- National Budget for Health
- Personnel Management
- Drug Management and Supply
- Development of Referral Hospitals.

The main conclusion drawn from the congress was that Tuberculosis (TB) cases have tripled in Cambodia in the last few years. This was highlighted as one of Cambodia’s major health problems, specially in the connection with HIV/AIDS.

**The Australian Red Cross** technical advisor (TA) for HIV/AIDS program changed for the next six months when the current advisor left in November for a maternity leave and the new TA from Laos moved to Cambodia.

He will commence his duties in early January 2002. The peer education training to the Armed Forces has continued in the 4 target provinces. The HIV/AIDS Project Coordinator was instrumental in organizing the World Aids Day Event in Cambodia on 1st December. In each province the Red Cross Branches were involved in small marches and commemoration ceremonies. In Kampot, Battambang and Phnom Penh larger celebrations took place in conjunction with the National AIDS Authority (NAA). At these locations the Regional Balloon event took place with nearly 400 RCVs and RCY releasing more than 2000 balloons.

**The American Red Cross** informed the Federation in November that their anticipated funding for the CBDP program will not be forthcoming due to Afghan crises and it left the delegation and CRC in a very difficult situation in terms of program implementation after the Program Year (PY) 3 was over at the end of October with the AmCross/OFDA/USAID support. The Federation is now advocating for and looking for new potential donors for this important program. The American Red Cross is generally seeking opportunities to work closer with the CRC since their current support to the disability sector goes through unilateral channels and in cooperation with the Ministry of Social Affairs.

**The French Red Cross** Head of Delegation changed during the quarter and the former Representative returned back from Vietnam to Cambodia in October. The French Red Cross

- assisted the CRC Health and Social Welfare Sub-Department to develop a training curriculum for RCV Leaders. During this quarter, they trained 39 RCVLs from 5 target provinces
- assisted the CRC to develop CBFA health education training materials. These are now widely used across Cambodia in all First Aid training. The CRC process of reviewing the RCV Policy, curriculum and training materials has not taken off properly yet but it will look at these training materials developed earlier once the process starts moving in practice
- finished the final version of the CBFA impact study conducted 6 month ago. It is currently being translated into English and will then be distributed.

**The Swiss Red Cross** will finish their unilateral co-operation with the Ministry of Health/Takeo Hospital at the end of the year and will maintain the national Representative only as part time consultant as a linkage between the Ministry of Health and the Swiss Red Cross. A visit of the Swiss RC Desk Officer is planned for 1st quarter of the year.

The Federation has continued to draft the Co-operation Agreement Strategy (CAS) 2002 -2004 based on ongoing discussions with the NS and PNSs present in the country but did not reach very far due to a heavy schedule with other duties. It is also felt at the delegation level that a Regional Focal Point for drafting CAS should be appointed in order to be able to dialogue on the regional approach in this relation. The recent changes in the Federation Programme Division have not supported the process much either and the drafting moves very slow - mainly due to the heavy workload of the delegation and ongoing strategic planning processes by various Participating National Societies. However, the CRC is interested in, already at this stage, to request the standardised CAS Memorandum of Understanding (MoU) and Programme/Project Contract to be signed by all their Movement partners in near future in order to facilitate and harmonise a well co-ordinated Movement support to the CRC capacity building and programming. The same model could be used also external partnerships outside the Movement.

The Cambodian Red Cross is also in the process for revising their 5-YDP prior to the partnership meeting scheduled in Jakarta, Indonesia for March 2002. The newly completed CRC Strategy on HIV/AIDS issues will be incorporated in this update and it is natural that the Red Cross Movement CAS can be finalised only after the CRC 5-YDP 2002-2006 has been published.

### ***Outstanding needs***

Program implementation continued in a dynamic way despite time and financial restrictions. The tight budget monitoring process was maintained to ensure that activities planned in each programme were implemented by the end of the calendar year. **Additional funds** are required for organisational development, Red Cross youth, disaster response/preparedness and health programs. Funding for co-ordination and management continues to be a problem with an increasing deficit and a global solution has to be found to cover the Delegation costs whether under the name of the Co-ordination and Management or the Federation Secretariat in the field as a Serving Leader.

## **Conclusion**

The quarter remained extremely busy with various conferences, workshops, visitors, meetings and changes in human resources. The flood operation kept us busy, especially in the area of water and sanitation. Several evaluations were initiated during the quarter and time was taken to prepare for various Terms of References and the CBDP evaluation commenced.

Good progress was made in the implementation of development programs in all 6 programme categories now that most of the programmes had sufficient funding for the last quarter. However, the financial situation for some projects is critical and donors are urged to review their funding resources and contribute particularly to co-ordination & management, health, disaster preparedness and youth so the Federation can facilitate the smooth implementation of all planned activities in 2002 through CRC. It is also requested that pledges are made as soon as possible at the beginning of next year so that there will not be a very long funding gap when funding from 2001 finishes and before new funding for 2002 is made available. Year 2002 will see the completion of three pilot projects namely CBPHC Chong Kal (rural setting), CBPHC Chamcar Mon (urban setting) and the branch development program in Municipal Red Cross Branch. Lessons learnt from these pilots will be documented through evaluations and conclusions and recommendations incorporated in the Appeal 2003-2004 when master programmes for health and organisation development at the provincial level are developed.

CRC continued to be committed to the development process and partners are generally supportive by providing technical and financial assistance.

The delegation faced many changes in human resources during the last quarter of the year and these changes will continue for the next six months bringing in a new Finance Assistant (ASAP), an Organisation Development Delegate (ASAP), a new Health Delegate (March), 2 new AYADs for health and youth (March) and a new Head of Delegation (June). At the same time we will see a departure of the AYAD/Health Advisor (January) and AYAD/Youth Advisor (March) as well as Municipal Branch Development Delegate (March) who will not be replaced since the pilot project finished and the support to the branch development will be channelled through the national and branch development programme.

### **First quarter 2002 activities will include:**

- Continue technical assistance in all core areas supported by the Federation
- Assist CRC to finalise the two Royal Decrees for recognition of the CRC and for the use and protection on emblem
- Assist CRC to prepare for the remaining 5 provincial assemblies in Ratnakiri, Mondulkiri, Stung Treng, Pailin and Odtar Mean Chey
- Assist CRC to prepare for the 3rd general assembly scheduled for June 2002
- Complete delegation Performance Development and Review (PDR) process and define objectives for 2002 for all individuals
- Complete CBDP evaluation and publish the evaluation report
- Complete interim evaluations of Chong Kal and Chamcar Mon pilot projects and publish the evaluation report
- Conduct the final evaluation of the Branch and Community Development pilot project in the Municipal RC Branch
- Prepare for the 2nd Interim Evaluation of the Northeast Branch and Community Development Programme

- Submit Specific donor report on DFID funding as part of the DP programme
- Submit Special Programme Update on Chong Kal pilot project
- Submit Programme Update number 3 for 2001
- Submit Final Report to DipECHO for 2000-2001 operation
- Submit Annual Report 2001
- Submit specific Annual Report 2001 for the Australian Red Cross on the Northeast Branch and Community Development project
- Submit Flood Operation update number 4
- Active marketing of the Appeal 2002-2003
- Submit ECHO application for food assistance as part of the DP programme
- Submit DipECHO application as part of the DP Programme
- Submit other donor specific applications for 2002 based on the Appeal 2002-2003
- EOM for AYADs and delegates as mentioned above
- Update the head of delegation and the health delegate job-descriptions and advertise the positions
- Welcome 2 new AYADs in March and OD and health delegates if recruitment process complete
- Internal training on budget management for delegates in co-operation with RFU
- Participation in the regional technical meetings (all delegates by core areas)
- Complete draft Red Cross Movement CAS 2002-2004 and circulate to partners for comments
- Visit of FinCross, BRCS, Danish RC, Lao RC OD team, Federation Secretary General
- Complete RCY Policy, curriculum and training material review and disseminate results
- Commence RCV Policy, curriculum and training material review when the OD Delegate is in place
- Participation in the Partnership Meeting in Jakarta in March (HoD).

*For further details please contact: Seija Tyrninoksa, Head of Delegation, Phone: +855 23 210162, +855 12901 400, Fax: +855 23 210163; email: ifrckh01@ifrc.org*

*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

John Horekens  
Head  
Relationship Management Department

Hiroshi Higashiura  
Head  
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<b>Cambodia</b>						ANNEX 1
<b>APPEAL No. 01.41/2001</b>		<b>PLEDGES RECEIVED</b>				04.03.2002
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>3'045'882</b>		<b>TOTAL COVERAGE</b> <b>63.6%</b>
CASH CARRIED FORWARD				140'122		
AMERICAN - RC		121'810	USD	208'685	21.05.2001	CBDP
AUSTRALIA - RC		71'608	AUD	61'948	22.05.2001	STRENGTHENING A COMMUNITY BASED ORGANIZATION PROGRAMME
BELGIUM - RC		25'071	EUR	37'895	22.08.2001	DPP, PROCUREMENT OF MERGENCY STOCKS PROJECT OF THE CRC
BRITISH - RC		20'000	GBP	49'584	18.07.2001	
BRITISH - RC		20'000	GBP	49'768	20.07.2001	CBPHC, CHONG KAL
BRITISH - RC		50'000	GBP	120'500	17.04.01	CHONG KAL PRIMARY HEALTHCARE
CHINESE - RC		20'000	USD	32'330	02.10.2001	DEVELOPMENT PROGRAM
FINNISH - GOVT		95'867	EUR	147'482	17.04.01	LAND MINE AWARENESS
FINNISH - GOVT/RC		84'094	EUR	127'764	14.05.2001	CAPACITY BUILDING, YOUTH, INFORMATION & DISSEMINATION, RESOURCE DEV.
FINNISH - GOVT/RC		19'526	EUR	28'703	18.12.2001	HEALTH & CARE IN THE COMMUNITY
JAPANESE - RC				223'282	17.04.01	BRANCH & COMMUNITY DEVELOPMENT
JAPANESE - RC				145'281	22.11.2001	PHC PILOT PROJECT
NEW ZEALAND - RC		350	NZD	258	28.06.2001	NATIONAL COORDINATION
NORWEGIAN - RC		200'000	NOK	37'508	29.08.2001	N.E. BRANCH & COMMUNITY DEVELOPMENT
SWEDISH - GOVT		587'000	SEK	98'910	21.05.2001	INSTITUTIONAL DEVELOPMENT
SWEDISH - GOVT		88'000	SEK	14'828	21.05.2001	COORDINATION & MANAGEMENT
<b>SUB/TOTAL RECEIVED IN CASH</b>				<b>1'524'848</b>	<b>CHF</b>	<b>50.1%</b>
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Australia	Delegate(s)			67'186		
Finland	Delegate(s)			59'960		
France	Delegate(s)			59'959		
Great Britain	Delegate(s)			62'094		
Japan	Delegate(s)			59'959		
Sweden	Delegate(s)			59'959		
USA	Delegate(s)			42'381		
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				<b>411'498</b>	<b>CHF</b>	<b>13.5%</b>
<b>ADDITIONAL TO APPEAL BUDGET</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
BELGIUM - GOVT		501'420	EUR	761'657	01.08.2001	EMERGENCY STOCK
SPANISH - RC		2'000'000	ESP	18'262	12.09.2001	DIRECTLY TO CAMBODIAN RC
<b>SUB/TOTAL RECEIVED</b>				<b>779'919</b>	<b>CHF</b>	