

# 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

3 December 2002

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: [www.ifrc.org](http://www.ifrc.org)*

*Appeal No. 01.31/2002*

*Appeal Target CHF 3,988,532*

*Programme Update No. 2*

*Period covered: 01 April - 25 November 2002*

### "At a Glance"

*Appeal coverage: 57.5%*

*Related Appeals: South East Asia regional programmes (01.30/2002)*

*Outstanding needs: CHF 1,693,775*

*Update: Donors are encouraged to continue their engagement in Cambodia as the Federation maintains its commitment to a complementary Movement-wide strategy of support to the Cambodian Red Cross and the country's vulnerable population. The Federation will continue in 2003 to work with the local National Society and its partners to develop an appropriate response to chronic food insecurity and the alarming reports of increasing malnutrition.*

### **Operational Developments:**

The eighth ASEAN Summit took place in Phnom Penh during November. The agenda was dominated by three main topics: free trade agreements, regional security and tourism. The governments of China, Japan and India all signed agreements with ASEAN to create potentially the world largest trading block. Cambodia signed a trade agreement with Japan and benefited from a debt write-off from China. Additionally, South Korea agreed to loan Cambodia US\$ 20 million for the rehabilitation of roads and reservoirs throughout the country.

The sixth annual meeting of the Consultative group (CG) for Cambodia was held in June 2002. Donors from 22 countries and seven international organisations met with key ministers to review progress on critical reforms over the past year, to consider benchmarks for performance in the coming year and to discuss the need for improved implementation and enhanced partnership to achieve results. Whilst

recognising that progress had been made against the ten 'Action Points' outlined in Tokyo in 2001, the CG noted that significant gaps remain in the areas of forestry, civil service reform, legal and judicial reform and budget allocations to the social sector (World Bank, June 2002). A number of donors also expressed their concerns about human trafficking as well as the need for strengthening the framework for free and fair National Assembly elections in July 2003. In a statement issued by non-governmental organisations (NGO), recognition was made of the governments achievements; however, there is concern that "the rapid growth pushed by donors is increasing inequity...[and that] progress in policy has not been translated into progress in impact" (NGO statement, June 2002).

The CG meeting emphasised "ensuring the poor benefit from the substantial resources committed to development assistance in Cambodia is central" (Ian Porter, World Bank, 2002). However, the situation for Cambodia's poorest, where as many as 30 percent of the population live below the basic needs poverty line of half a US dollar a day (United Nations Development Programme, 2002), has undoubtedly been worsened by the drought and floods that occurred between June and November 2002. Affecting as many as 2.5 million people, the combination of disasters has not only impacted on crop yields (rice production could be down by as much as 35 percent) but has put a strain on traditional coping mechanisms, forcing more rural people to, inter alia, sell their meagre assets, sell labour in the cities or to reduce the intake of food (Oxfam food security study, November 2002). There is growing concern that chronic food insecurity and the related fact that 56 percent of children under five years old have stunted growth (World Food Programme, 2002), is, for a high number of households, becoming the norm.

The International Federation (Federation) will continue to support the process for developing the Poverty Reduction Strategy paper (PRSP) - which maps out Cambodia's macro-economic, structural and social policies and programmes to promote growth and reduce poverty, as well as associated external financing needs. However, the conceptual gap between policy and the every day situation of Cambodia's poorest, will continue to be a concern for many humanitarian and development organisations.

### ***Disaster Response:***

Although no specific funds were received by the Federation for this programme, some activities have either been funded through emergency response operations or through the disaster preparedness (DP) programme.

The European Community Humanitarian Office (ECHO) supported disaster mitigation project, developed in direct response to the consecutive years of disastrous drought and flooding, was completed by the end of July. The project evaluation found that "as a result of the combination of the rice seed distribution and the rehabilitation of small scale infrastructure, improved food security is expected for the 2002/3 harvest in the target areas..." (Project Evaluation, September 2002). Moreover, valuable lessons have been learnt for future interventions; these are particularly relevant given the growing chronic food security that is being experienced in Cambodia in late 2002. The ECHO supported project has, through food-for-work, enabled the construction of 100 small-scale projects at community level (largely water resource management).

The Cambodian Red Cross (CRC) launched a national level appeal on 24 August in response to the flood and drought. The NS distributed 690 MT of rice to an estimated 28,000 families (averaging 25 kg per family). In addition to rice, CRC distributed a range of relief items including varying quantities of tinned fish, sarongs and mosquito nets. By late October 2002, CRC had not only begun to exhaust its stocks but it had fully distributed in-kind donations received from a number of embassies, the Cambodian royal family as well as from the public. CRC will continue to provide humanitarian assistance, whilst stocks last, for the foreseeable future. It will also work with the Federation to

consider further flood mitigation projects (linked to food security) in late 2002 and 2003. Discussions with the World Food Programme are underway where CRC may distribute 591 MT of rice (for full details see the Information Bulletin on the Federation web site). The Federation will continue to work with CRC, the government and the 'international community' to look at the alarming increase in household level food insecurity as well as the indications of increased chronic malnutrition.

CRC will also look at enhancing its national level appeal process in 2003, where a written document could support the CRC public request for assistance and regular narrative reports could strengthen reporting.

**Objective 1** CRC has an emergency action plan.

***Activities & Achievements***

The Federation regional Disaster Management unit assisted CRC to develop a six month action plan prepared in July 2002.

***Constraints***

No major constraints were faced in relation to this objective.

**Objective 2** CRC is prepared for emergencies.

***Activities & Achievements***

*Stockpiling:* As was reported in the first programme update, CRC procured 825 basic household kits (essential relief items including shelter material, sleeping mats, clothing, water containers and mosquito nets). Funds for this procurement were provided through the Empress Shoken Fund and the Latter Day Saint Charities organisation. The majority of kits were distributed during the 2002 drought and flood operations.

*Preparedness for health-in-emergencies:* The Federation supported a Dengue Fever Prevention operation over a period of five months (see health section below) .

***Constraints***

Stockpiling has been constrained by a lack of donor support.

**Objective 3** CRC has a nationwide communications system.

***Activities & Achievements***

Since May 2002, no further progress has been made on this objective.

***Constraints***

Full radio coverage of the flood prone provinces has not been possible due to a shortage of funds.

***Disaster Preparedness:***

The CRC Disaster Management Department (DMD), with support from the Federation and the International Institute for Disaster Risk Management (IDRM) completed a departmental strategic planning process in August. The strategic plan provides DMD with a tool, including an action plan, to map out the department's development over the next five years. Since the departure of the Federation DP delegate in late August 2002, technical support to CRC has been provided directly by the Federation regional delegation as well as being harnessed from neighbouring national societies (e.g.

Vietnam RC). This approach, which makes greater use of regional resources, has provided an accountable level of support through the regional disaster management unit. In 2003, CRC is expecting support from the British and Chinese (Hong Kong) RC as well as from the European Commission (DIPECHO).

**Objective 1** CRC has the capacity to effectively prepare for and respond to natural disasters.

***Activities & Achievements***

The Federation, assisted by funds from ECHO, and the British Department for International Development (DFID), provided technical support to enable CRC to train a total of 525 RC volunteers in disaster management in seven provinces. A total of 71 community based disaster management committees were established, all trained in participatory risk assessment. In addition the Federation supported CRC in facilitating a workshop to revise the disaster management training manual and to subsequently field test the manual with 14 CRC development officers from seven provinces.

***Constraints***

The development of DMD continues to be constrained by a lack of suitably qualified staff and further training in project design, monitoring and evaluation as well as in report writing and proposal development is required.

**Objective 2** CRC has the capacity to implement natural disaster prevention and mitigation strategies at the community level.

***Activities & Achievements***

With support from the Federation, CRC expanded its community based mitigation activities through ECHO funded operation. Through a participatory risk assessment, including hazard mapping, community based groups were able to identify and implement 100 small scale mitigation projects. In the last quarter of 2002 further activities will be supported through DFID funding.

***Constraints***

Further expansion of the programme was limited by the lack of donor support.

**Objective 3** CRC is part of local, regional and global networks in disaster management.

***Activities & Achievements***

The CRC DMD continued to participate in the Southeast Asia disaster management network. This has included two regional meetings (Thailand and Singapore) and representing the network at the Asia-Pacific regional conference in Manila. In addition, the Federation supported CRC staff to attend a training of trainers course for logisticians in Geneva and participate in a Sphere training workshop in Hanoi. Staff from CRC also co-facilitated a Federation disaster management and disaster response workshop in Myanmar, and organised exchange visits between the RC societies of Vietnam and Thailand.

CRC signed an agreement with the United Nations Centre for Regional Development whereby CRC will develop a case study on the sustainability of community based disaster management. The case study will be presented at workshops in India and Japan.

***Constraints***

There were no major constraints.

### ***Humanitarian Values:***

Though receiving some support from the ICRC and Federation, the CRC communications department continues to be constrained by a lack of funds and inexperienced staff. Steps to address this have continued with the communication director and a fundraising officer participating in the regional communication workshop, and the public relations officer receiving a week long internship at the Federation regional delegation. In addition, a volunteer Australian youth ambassador has been assigned to work with the department for 12 months, providing technical support and training in public relations.

***Objective 1*** CRC has a communications policy by the end of 2002.

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

The draft communication policy, submitted to the Central Committee for discussion, has not yet been approved. This is likely to take place later in 2002 or early 2003.

#### ***Constraints***

The overall low funding situation in CRC has meant that the Central Committee has not been able to devote as much time to other issues.

***Objective 2*** CRC has staff with the appropriate skills to conduct information and dissemination activities.

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

Originally scheduled to take place in April, a workshop to further train existing dissemination staff took place in November. Though the workshop was to be co-financed by ICRC and the Federation, ICRC covered the full costs. Twenty-six CRC staff (13 from branches and 13 from headquarters), most already involved in the land mine awareness project or working as first aid and DP trainers, were provided with standardised tools for dissemination. The Federation will, in December, fully fund a three day dissemination workshop targeted at newly recruited branch directors, staff and branch committee members.

#### ***Constraints***

Delays in implementation were largely the result of staff having to focus more on fundraising and on a membership drive.

***Objective 3*** CRC undertakes the systematic and standardised dissemination of RC/RC messages to defined target groups.

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

Funds provided through the Federation enabled CRC to air a number of television broadcasts. This included coverage of World RC/RC Day (8 May), with specific focus on the need to reduce discrimination against people living with HIV/AIDS (two live broadcasts). Additionally, a 'roundtable' discussion on CRC's third General Assembly was organised; the discussion focused on CRC statutes, the process for selection of Central Committee members and the overall activities of the NS. Production of CRC's annual brochure and printing of dissemination material will take place in the last quarter.

#### ***Constraints***

A lack of funding has meant that not all activities will be carried out as scheduled in 2002.

### ***Health and Care:***

A new health delegate started mission in mid-April and a new Australian youth ambassador, responsible for primary health care, also joined the delegation. New health partnerships between CRC and the Danish and American RC entered a project development phase and CRC, with considerable technical guidance from the Federation, has taken steps to develop a health strategy.

While the CRC HIV/AIDS project continues with support from Australian RC, the Federation has also secured funds from OPEC to scale up activities. The French and Swedish RC are also set to support HIV/AIDS activities, as is Impact, an organisation soon to enter into an agreement with CRC for similar activities, with a US\$ 65,000 budget.

Although RC volunteers continue to be engaged in community based first aid (CBFA) activities at a number of branches, the regular CBFA programme was suspended due to a lack of funds. A pilot bilateral blood donor recruitment project, established with the Korean RC and CRC and with support from the Federation and ECHO, implemented a Dengue Haemorrhagic Fever campaign over a five-month period.

### ***Community Based First Aid***

***Objective 1*** CRC has a well functioning health and social welfare sub-department.

***Objective 2*** CRC has trained Red Cross Volunteer network throughout Cambodia.

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

Despite the lack of funds for first aid activities, work continued to develop the capacity in health at headquarters. Significantly, through a series of discussions, workshops and meetings with staff from headquarters as well as branch representatives, CRC drafted a health strategy for 2003-2007. The document was endorsed by CRC management and is now undergoing final approval by the Central Committee. As a result of the strategy, the structure of the health and social welfare sub-department was restructured. Four core staff, including the head of the health department, are now responsible for three areas - primary health care, communicable disease control and health in disasters.

While recognising capacity building has progressed in recent years, CRC has also identified the need to better manage the high number of health projects supported by RC partners. Developing the capacity in the health unit is of high priority, including streamlining the unit, building skills, enhancing coordination, and linking advocacy with health. In 2003, the Federation will focus mainly on capacity building.

#### ***Constraints***

Though there were no major constraints, the high number of health project partnerships can at times frustrate the capacity building process.

### ***Community Based Primary Health Care (CBPHC)***

***Objective*** CRC pilots a primary health care project in rural and urban settings.

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

The three-year pilot project, implemented in both rural and urban contexts, ends in December 2002. An interim evaluation in May found that, while the project complemented the existing government health care system and RC volunteers played an important role in communities, the project lacked both a systematic approach and a comprehensive monitoring system. The project (including budgets) has since been revised and activities for the remainder of 2002 adjusted accordingly.

The CBPHC project has provided valuable lessons for CRC, currently redesigning its overall primary health care (PHC) project. In 2003, the Chong Kal component of CBPHC is likely to continue (with support from the British RC) while the Chamcar Mon component will end.

### ***Constraints***

The project was constrained by the lack of a coherent approach to PHC; however this is currently being corrected.

### ***Blood Donor Recruitment (BDR):***

***Objective*** CRC increases the amount of safe, non-remunerated blood donated in Cambodia.

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

In August CRC, in partnership with the Korean RC, and in close cooperation with the National Blood Transfusion Centre and WHO, initiated a one-year pilot project in blood donor recruitment in Phnom Penh and Battambang,. The Federation provided technical advice and some logistical support to the project. Informally an agreement has been reached to extend the project for a second year.

### ***Constraints***

There are no major constraints.

### ***Organisational Development:***

The third CRC General Assembly took place in August. The existing Central Committee (governing board) was dissolved and a new committee elected for the next four years. Of the 18 candidates, 15 were elected to the board. Incumbent president, Madame Hun Sen, was selected for a second term. Professor My Samedy was re-appointed secretary general. The new board, comprises people from a range of backgrounds, and is represented almost equally by men and women. During the assembly, CRC's revised five year development plan (2002-2006) was formally adopted, along with the 1998-2002 financial report and changes to statutes (including revised membership fees).

Under leadership of the president, members of the board were appointed as 'focal points' - to work with CRC management in the areas of youth, dissemination, disaster management, community development, health and information. In a move to strengthen organisational development (OD), the OD Council was re-established. The council functions through four working groups - internal policy and structure; roles and responsibilities; capacity building; and cooperation, information and administration.

The growing number of bilateral partnerships, reduction in core funding, and Federation 'change process' motivated the council, in a mid-November meeting, to invite the Federation to consider these challenges with CRC in 2003. At the same time, the council identified key management challenges such as internal and external coordination, human resources management, external competition, and internal ownership of key processes and policies (youth, volunteers, gender and branch development), likely to lead to a renewed strategic planning process. Steps to kick-start a national strategic planning process will be taken during the regional strategic planning workshop due to be held in Phnom Penh in December. On the basis that PNS will play a greater role in OD and capacity building, recruitment of an OD delegate will become a priority for the Federation. Through, inter alia, an inclusive strategic planning process the OD delegate will help CRC and its partners address major OD issues (including those detailed below). Assistance will also be provided to the NS to refine recently developed health, disaster management and branch development strategies.

In November, representatives from CRC and the Cambodia delegation attended a Federation gender training workshop in Italy, and will now seek to better mainstream gender into the NS.

**Objective 1** CRC implements its statutes with regard to the separation of governance and management at headquarters and branch level.

***Activities & Achievements***

The formal separation of governance and management was completed at branch level in early 2002 and finalised at the central level in August.

***Constraints***

There were no constraints.

**Objective 2** CRC has sufficient human resources with the appropriate skills to manage programmes and projects at the headquarters and branch level by December 2003.

***Activities & Achievements***

Although a number of branch staff were recruited, there were some significant constraints to this objective (see below). However, the NS is committed to addressing issues such as staff levels and staff performance through the OD Council, linked through the strategic planning process. It is envisaged that by 2003 CRC will be able to identify an appropriate group of core staff linked to a realistic funding plan. Additional project staff will likely be linked to one-off project funding (which possibly will mean more temporary staff).

In 2003, salaries for some staff at branch and headquarters will be linked to bilateral projects. Several bilateral RC partners have expressed willingness to cover appropriate human resources costs (as opposed to establishing their own parallel staff structures). However, given the current funding situation, CRC is considering making overall cuts to salaries in 2002.

***Constraints***

Funding for CRC headquarters and branch staff was not fully met during this period, and the situation for late 2002 is under review. The NS made efforts to mobilise resources, including increasing membership fees and training staff in resource development, but continues to be dependant on the Federation for salary support. The Federation, however, is increasingly unable to continue this support due its own critical funding situation.

**Objective 3** CRC has a standard policy, guidelines and tools for Red Cross volunteers

***Activities & Achievements***

There has been little progress in the reporting period.

***Constraints***

Constrained by the lack of a focal point within CRC for volunteer management. The OD Council has recognised the need for greater emphasis on volunteers.

**Objective 4** CRC has standardised financial procedures at headquarters and branches.

***Activities & Achievements***

To upgrade branch financial management systems, six computers were procured and will be distributed to branches in December. CRC's financial procedures, drafted by KPMG in 2001, will be finalised in late 2002. Training for branch administrative and finance officers is scheduled for the same period.

### ***Constraints***

There were no major constraints though implementation activities were delayed (see financial update section below for explanation).

***Objective 5*** CRC has a long term strategy for branch and community development.

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

*Branch and Community Development Programme in four Northeast Provinces:* Staff development and capacity building continued to progress both at headquarters and the branches. Recommendations from the second programme evaluation in March were implemented and design of the final program evaluation completed by CRC, with support from Federation.

Significant projects completed during this period included CBFA courses funded by the Social Fund of the Kingdom of Cambodia, construction of 320 family latrines and 4,000 household filtration units, and training of new branch staff. Since completion of the provincial assemblies in the first quarter 2002, there has been growing understanding of the roles and responsibilities of both the management and governance teams.

The Federation facilitated discussions between CRC and the American RC to implement PHC programmes (focusing on water and sanitation) after the current programme ends in December.

*Branch and Community Development Programme at Phnom Penh Municipal Branch:* In May, the branch and community development programme at Phnom Penh municipal branch was completed and the Federation's role as facilitator ended. The program evaluation report was finalised in June.

*Development of long-term strategy for branch and community development:* CRC distributed 'branch profile' forms to all 24 provinces in September, following the poor response rate from RC branches in April. Information gathered from the forms will help CRC identify branches that require assistance.

In May, the Federation facilitated a two day workshop to formulate a CRC branch and community development strategy. The draft strategy outlines what a CRC branch should look like in terms of structure and function. Further work on strategy development will continue as part of the OD process (specifically the national strategic planning process).

### ***Constraints***

Lack of ownership of the branch development strategy has meant little progress in this area. Otherwise, there were no major constraints.

## ***Resource Development***

***Objective*** Cambodian Red Cross increases its self-reliance and sustainability.

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

The Federation provided financial resources, including funds from the Finnish RC, British RC and DFID, as well as training opportunities to CRC. In October, the department director attended a fundraising congress and RC/RC skill share session in the Netherlands.

The CRC resource development strategy was revised but remains a draft. Similarly the CRC fundraising guidelines were drafted and will be reviewed prior to a fundraising workshop in January 2003 (originally scheduled for November 2002). The Federation funded workshop will bring together a CRC fundraising consultant, national NGOs, and representatives from the corporate sector who have direct experience in fundraising and development of small businesses. CRC recognises that it should concentrate on fundraising and, only in exceptional cases, consider income generation as means to generate revenue (CRC closed its Phnom Penh shop in 2002, as it made significant losses).

The Federation continued to support CRC in its attempts to raise funds through membership. As a tool to raise awareness, and potentially funds, 30,000 membership forms promoting the work of CRC were printed and distributed to the public. Through television appeals and personal contact after the General Assembly, CRC increased membership by 54,000 (representing income of US\$ 20,000).

In spite of various fundraising initiatives (gala dinners, more donation boxes, and rental of office space), the level of income raised by branches has not been sufficient to cover core costs. Successful fundraising activities at branch level included a charity concert, letter of appeal to corporations, and the annual flood/drought emergency appeal from which CRC raised US\$ 90,000, US\$ 100,000 and US\$ 200,000 respectively.

### ***School based Red Cross Youth***

Since March, the Federation supported the programme through an Australian youth ambassador and with resources from the Finnish RC. The staff position will end in March 2003 and no further replacement is currently being considered.

***Objective 1*** CRC has a Red Cross youth network throughout Cambodia.

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

In September, the president of CRC ratified the youth policy and rules of procedure. The youth network also extended to the province of Otdar Meanchey, as a target area for implementation of the land mine awareness project.

#### ***Constraints***

While lack of funding and appropriate human resources continues to hamper programme, the consistent lack of recognition of the value of youth, by all departments, has meant limited progress. The OD Council recognised the need to better integrate the programme in the organisation.

***Objective 2*** CRC has an independent governing structure for Red Cross youth.

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

An action plan was produced and submitted to the CRC secretary general for implementation by school councils.

#### ***Constraints***

Due to the lack of funding little progress has been made in this area. An evaluation in December will assess the need for school councils to implement RC youth activities.

**Objective 3** RC youth membership has improved the quality of health, hygiene and environment in their communities.

***Activities & Achievements***

*Land mine Awareness:*

- A ToT course on dissemination, CBFA and land mine awareness was conducted in Otdar Meanchey province for 12 youth advisors and a liaison officer.
- Three hundred RC youth members from six schools received training in RC principles, CBFA and land mine awareness.

*HIV/AIDS Peer Education:*

- A ToT course was conducted for youth advisors from the provinces of Kampot, Pailin and Siem Reap through funding provided by UNESCO/UNICEF.
- One hundred and fifty RC youth from Kampot, Pailin and Siem Reap received training in HIV/AIDS peer education.
- An evaluation was carried out on the HIV/AIDS peer education RC youth programme (supported by Australian RC).

*Health and Hygiene:* The curriculum and training resources (flip chart, manual, leaflets and games) are under development.

*International Exchange:*

- Cambodian RC youth received external funding to participate in the Kenyalang Youth Camp, Malaysia; the Asia Pacific Youth Network, South Korea; and the International Youth Exchange, Japan.
- CRC received a four year scholarship for a RC youth member to complete a Bachelor degree at the University of Hanseo, South Korea.
- Fifteen Japanese RC youth members and two advisors visited Cambodia for an international exchange in August.

***Constraints***

Due to lack of funding, RC youth members have not received refresher training in CBFA..

***Coordination and Management:***

In line with the overall Federation 'change process' and the changing nature of CRC partnerships and the delegation's funding situation, the Federation delegation continued to scale down. Greater emphasis has, and will be, given to capacity building, OD, coordination and representation. Additionally, the Federation continued to support humanitarian operations, including recovery from the floods in 2001, the 2002 Dengue Fever Campaign and the 2002 flood and drought.

***Objective 1*** The Federation has a well functioning country delegation in Cambodia.

***Activities & Achievements***

The major results (as outlined in appeal 2002-2003) were achieved; however, fewer programme updates than had been planned were published. The delegation drafted the 2003 annual Appeal, supported CRC humanitarian relief operations (see the disaster response and health sections) and has streamlined the delegation (see 'Federation Delegation' below).

**Constraints**

The production of further programme updates was constrained by workload as well as staff turnover. However, delegation reporting continues to meet Federation minimum standards.

**Objective 2** The Red Cross Red Crescent Movement provides assistance to Cambodia, through its national society.

**Activities & Achievements**

Cooperation and coordination between the partner national societies (PNS), ICRC, CRC and the Federation continues to be one of the critical factors influencing the sustainable development of CRC. The emerging role of Federation as the principle coordinator, as well as the more integrated approach being taken by a number of PNS has, in recent months, led to a renewed spirit of cooperation.

Following a mid-year Partnership meeting in Phnom Penh, there has been more regular coordination between the Phnom Penh based PNS (American, Australian, Danish, French and Swiss RC) as well as continued coordination with partners based overseas (British, Finnish, Japanese, Korean, Norwegian, and Swedish RC). By late 2002, monthly coordination meetings between CRC, Federation and PNS will have been re-established in Phnom Penh. This is complemented by weekly and monthly meetings between the Federation and CRC.

The approach of a number of PNS, where they see the value of funding not only project-based activities but also by making an active contribution to OD at headquarters and branch level, has led to more effective project design and also enhanced ownership and commitment by CRC and the Federation to the projects. It is expected that in 2003, where strategic planning should lead to a more critical review of how the extensive range of partnerships are coordinated within CRC, that further progress on the Cooperation Agreement Strategy (CAS) can be made. The following provides a summary of key developments with CRC Red Cross partners:

American RC continued to work with CRC and the Federation in the project design phase of a number of health projects. A proposal for an integrated approach to water and sanitation - which will build on work of the Australian RC (ARC) - in the northeastern provinces is being developed; the project will also focus on branch development and capacity building of CRC at all levels. ARC is also hoping to develop a partnership with USAID to support a project on the integrated management of child health.

Whilst providing ongoing bilateral support to the HIV/AIDS project, ARC continued to support branch development in the northeastern provinces. Further support by ARC to CRC is under consideration; this could include support to the OD processes through the Federation. ARC senior management made a visit to Cambodia during September.

British RC continued its support to CRC's health programme, though shifting to a bilateral arrangement and, through the Federation, is enhancing its support to disaster management.

Danish RC (DRC) initiated the design phase of a potential five-year commitment to health care. The integrated project includes providing significant support to the overall OD of CRC. DRC established an office within the CRC compound and will, in the spirit of partnership, develop a cost sharing model for administrative costs with the Federation.

Finnish RC, through a bilateral agreement, continued to work with CRC on the Landmine Awareness project, and is providing support to CRC, through the Federation, for activities in resource development, information and youth projects.

French RC (FRC), while continuing bilateral programming, submitted an application to the GFATM (Global Fund for HIV/AIDS, TB and Malaria) for HIV/AIDS treatment. The project will largely be implemented through the ministry of health, with FRC technical support, and coordinated with CRC.

Korean RC (KNRC) initiated a bilateral project with CRC, initially for 12 months, in blood donor recruitment. This has involved technical support from KNRC and a visit by CRC staff to South Korea.

Staff from Swiss RC headquarters visited Cambodia to follow up on the resettlement of fire victims in Anglong Kanang. Swiss RC is considering providing further support to CRC.

In addition to supporting the Federation work in OD, Swedish RC (SRC) made a commitment to work with CRC to provide programme support in HIV/AIDS. Together with the FRC, SRC submitted an application to the European Commission. The Swedish RC desk officer visited twice between July and November.

### ***Constraints***

The growing number of partnerships, with PNS working through the CRC structure and not establishing parallel mechanisms, has demonstrated the need for the NS to enhance its capacity to manage projects and ensure effective coordination. With support from the Federation, steps will be taken to ensure more effective coordination so that the NS gains maximum benefit from the partnerships.

***Objective 3*** The Federation delegation has successfully advocated Strategy 2010 and the three strategic directions in Cambodia.

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

The Federation continued to take an active role in all areas of international representation. In addition to making regular visits to diplomatic missions and key partners such as ECHO, the delegation participated in the CG meeting of the Mekong River Commission, the Country Coordinating Committee (CCC) of GFATM, and continued to work with the Social Fund for Cambodia. The delegation also hosted visits from inter alia, the Norwegian government (NORAD), USAID (including OFDA), the European Commission and Voluntary Service Overseas (a British NGO).

Additionally, the Federation played a key coordinating role in the drought and flood response by working closely with the United Nations, NGOs and the royal government of Cambodia. The Federation received extensive press coverage in national media and has also been quoted in international radio and print media. The Federation and CRC continue to be involved in sectoral coordination meetings (health and disaster management).

The delegation, under its legal status agreement in Cambodia, is hosting the Humanitarian Accountability project. The field trial, which will look at accountability in the context of humanitarian assistance and builds on earlier work principally in Sierra Leone and Afghanistan, will be completed in February 2003. CRC is also actively involved in the initiative.

### ***Constraints***

Time constraints did not enable the continued participation of the Federation in the working group on demobilisation.

***Objective 4*** The Cambodian Red Cross and the country delegation are an active part of the wider Federation.

***Activities & Achievements***

The Federation 'change process', the changing functions of the regional delegation and the increasing importance of bilateral operations, has meant more tangible coordination within the Federation and the Movement as a whole. CRC is developing more direct links to the technical support units of the regional delegation with complete participation in the regional disaster management network. Whilst Cambodia is able to share its experience with NS through workshops, such as in Macau (international humanitarian law) and in Italy (gender), it continues to benefit from visiting partners such as the RC of DPRK. In December CRC will host a regional workshop on strategic planning.

***Constraints***

There are no significant constraints though a shortage of funding within CRC has meant that all costs for external workshops must be covered by the Federation or PNS. The amount of time spent by senior CRC managers out of the country has at times impacted on internal processes.

***Federation Delegation:***

The Federation delegation continued to make changes to its strategy of support to CRC and its relationships with the PNS. Driven by the need to have a more effective model of support to CRC, and by the wider Federation 'change process', there has continued to be a reduction in delegates and office staff. By late March 2003 only 2 delegates and 5 national staff will remain. An integrated model where the PNS provides the bulk of CRC programme support, and the Federation takes a lead role in coordination and OD, is continuing to emerge. This model of support will include the flexibility to both facilitate multilateral support as well as to ensure timely support for humanitarian emergencies. The Federation will continue to ensure that bilateral PNS are increasingly considered as a resource for the country and region and that they, in-turn, will have a better understanding of, and active involvement in, the regional Federation team. The regional delegation itself will have a more accountable role vis-a-vis providing direct support to CRC (coordinated with the country delegation).

The delegation continued to be constrained by a lack of funding for its core costs. Given greater cost sharing by PNS as well as a much reduced delegation size, it is expected that a more fundable structure will be in place for 2003. Staff changes in this quarter included a change in the head of delegation as well as the end of contract for the disaster management delegate and the office manager.

***Monitoring & Evaluation:***

The period saw production of an 'end of project' evaluation of the ECHO supported Food Security project (available on request from the delegation), the initiation of the third evaluation of the northeast programme, and an evaluation of the youth programme. Monitoring of Federation supported programmes was carried out by delegation staff and reported on through, inter alia, informal reports to partners and through the programme update. Monitoring visits have also been made by a number of key PNS partners.

***Lessons Learned:***

The ongoing formal and informal monitoring of the Federation's work in Cambodia has, in recent months, again highlighted a number of significant lessons:

- 1.** That with the recent growth in CRC bilateral commitments, there is an urgent need to work with CRC to ensure it has adequate capacity to effectively manage the partnerships.

2. That coordination between PNS, CRC and the Federation must be increased if CRC is to maximise the effectiveness of Movement support. It is on this basis that monthly meetings have been re-established.
3. That CRC requires technical assistance to develop a realistic and fundable structure (through the strategic planning process); increased core support must be received through bilateral partners, fundraising must develop realistic targets, and dependency on the Federation for salary support cannot be sustained.
4. That effective support from the Federation and PNS partners will only achieve optimum effectiveness when CRC departments work effectively together in the interests of the organisation as a whole. This is the basis for the planned strategic planning process scheduled for 2003.
5. That if CRC is to raise further emergency funds locally, the Federation must support CRC to establish a formal national level appeal process with a comprehensive reporting structure.

### ***Financial Update (see attached annex):***

Additional unplanned funds have been provided by ECHO for flood rehabilitation (see disaster management section) and for the Dengue Fever Operation (see health section). The rate of programme expenditure by CRC in 2002 has in some instances, especially OD and humanitarian values, been slow. This is due to both late pledges as well as to the demands placed on CRC by two emergency operations (dengue fever, and floods and drought), the General Assembly, overseas travel and the high number of partnerships. The lack of funding for delegation 'coordination and management', has in 2001/2002, led to an estimated deficit of CHF 300,000. In 2003 the Federation delegation budget will be significantly reduced to better reflect the overall level of bilateral assistance, the changing role of the Federation and reality of funding available for Cambodia.

### ***Outstanding needs:***

Aside from a shortage of funds for the 'coordination and management' budget and, assuming an OD delegate is recruited, there are no further outstanding needs for the delegation in 2002. Donors are, however, strongly encouraged to continue to support the Federation and the bilateral partners in 2003 as this will help to ensure a complementary and Movement-wide strategy of support to CRC and the people of Cambodia.

### ***Conclusion:***

Significantly since May, CRC has successfully held its third General Assembly and, in recent months, re-established the OD Council. The election of a strong Central Committee committed to organisational change, the growing role of bilateral partners, and the Federation 'change process' are all significant factors in moving ahead the development of CRC. The next real 'test' for the Movement in Cambodia will be to work with CRC on a comprehensive strategic planning process that will begin with the regional workshop in December. This process is widely recognised as critical to ensuring the steady progress made by CRC in recent years, is built upon and sustained. Meanwhile, the Federation will continue to work with CRC and its partners in developing an appropriate response to chronic food insecurity and the alarming reports of increasing malnutrition.

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*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>.*

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