

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

Cambodia (Appeal 01.41/2001)

Click on programme title or figures to go to the text or budget

1. Institutional and Resource Development	1,272,987
2. Disaster Preparedness	792,216
3. Health and Care	1,302,483
4. Humanitarian Values	351,201
5. Coordination and Management	569,699
Total	4,288,587



Introduction

National Context

The country is struggling to put behind it two decades of warfare, internal disputes and political instability. Former Khmer Rouge forces have been reintegrated into society and all refugees and IDPs have returned home or been resettled. The country regained its seat at the United Nations; the international community and potential donors resumed their assistance; and in April 1999 the country became the 10th member of ASEAN.

The regional economic crisis, political instability and poor harvests in 1998-99 severely impacted social development. The country is largely dependent on direct foreign investment and the export of raw materials to its trading partners, both of which have shown a dramatic decline since mid-1997. The higher cost of food, health care and imported goods led to a substantial drop in real disposable income. Cambodia's most vulnerable face major problems of food security, decreasing access to affordable health care, declining standards of living and poor proximity to elementary education. Cambodia's challenges will require the combined resources of external aid and development interests, in close association with a government willing to implement the initiatives proclaimed in its platform.

Health conditions of the majority of the Cambodian population are alarming, especially among the rural poor, women and children. The country has one of the lowest health levels in the region. Diarrhoea, acute

respiratory infections, vaccine-preventable diseases, dengue haemorrhagic fever and malnutrition are the leading causes of child mortality. The health of women is not much better. Cambodia has one of the highest maternal mortality rates in the region. Unsafe abortion, eclampsia and haemorrhage are the leading causes of high maternal deaths.

Access to health facilities and the utilization of existing health services remains a serious problem. Only 20 per cent of the population has access to a health facility, and only one out of every three pregnant women receives any semblance of pre-natal care and assistance during delivery from trained health professionals.

Cambodia is also highly susceptible to flooding. Each year, floods of varying intensity affect the country along two major watersheds.

National Society Priorities

The Society, which with 8,708 members is the largest humanitarian organization in the country, has a network of 24 Red Cross branches covering all provinces/municipalities/cities. It has trained 4,734 Red Cross Volunteers (RCVs) since 1992 and there are 3,654 RCVs who are still active and committed (CRC survey 1999). The CRC co-operates closely with ministries, especially in the field of health, education and youth, as well as disaster preparedness and response.

The priorities of the CRC are:

- Institutional development, including capacity building and resource development at all levels (national, provincial, community)
- Community-based health care, including HIV/AIDS/STDs prevention
- Community-based disaster preparedness and response
- Resource development
- Development of the Red Cross Volunteer and Red Cross Youth networks linked to the various community based programmes.

Priority Programmes for Federation Assistance

In line with the CRC development plan, the following programmes are priorities for Federation assistance:

- Institutional and resource development
- Community-Based Disaster Preparedness
- Health education and services through a Community-Based First-Aid Programme
- Promotion of humanitarian values through a Red Cross Youth Programme and a Communications Programme.

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1. Institutional and Resource Development

Background and progress to date

This programme seeks to provide the necessary assistance to the Cambodian Red Cross Society (CRC) in its overall aim to become a well-functioning National Society. The programme is a continuation of National Society and branch development activities that have been going on since 1998 under the CRC's Three-Year Development Plan (1998-2000) and which were further expanded in its Five-Year Development Plan (2001-2005).

To date, the programme has concentrated primarily on the governance and headquarters levels with such achievements as:

- The revision and adoption of the CRC Statutes.
- The introduction of Rules of Procedure (for the implementation of the Statutes).
- Drafting of the Red Cross Law for Cambodia.
- Introduction of Financial Regulations.
- Development of a Financial Procedures Manual.
- Development a Conditions of Service Manual (staff policy).
- Restructuring of headquarters departments and development of job descriptions for all headquarters and branch staff..

In 2001-2002 the programme will be expanded to include the 24 Provincial and Municipal Branches in Cambodia. Much of the work will concentrate on the dissemination of the policies and documents mentioned above and on providing the Branches with the necessary tools to implement. The overall benefit will be standardized approaches in the adoption and implementation of CRC procedures and an increase in technical skills and capacity of governance and paid staff.

In addition to this National Plan, special attention will be given to implementing specific branch and community development programmes in two areas. One area comprises the four northeastern branches of Mondulhiri, Ratanakiri, Stung Treng and Kratie and another is the Municipal Red Cross Branch in Phnom Penh.

The four northeastern provinces are some of the most remote and underdeveloped in Cambodia. The area received scant attention from aid agencies when international aid started to flow into Cambodia in the 1980s. Until 1999 the CRC had programmes in only one of the four provinces. A capacity building programme, supported by the Federation, was first implemented as a pilot project with the assistance of the United Nations High Commissioner for Refugees (UNHCR) during the repatriation programme in 1999, focusing on the issues facing returning populations in one province. In 2000, this programme was expanded to include the other three northeastern provinces. Each of these branches now has an active branch office, and a trained and dynamic Red Cross Volunteer (RCV) network, which has taken key steps to learn about and map critical aspects of communities and identify characteristics that are contributing factors to vulnerability. The branches and the RCV network have all expressed a desire and a vision to further develop existing programmes and introduce new ones to assist the most vulnerable.

A programme to assist the Municipal Branch of Phnom Penh started in July 2000. The primary objective is to assist it in becoming a well-functioning and self-reliant branch that is able to assist individuals and communities in need and to contribute to community development in seven districts of the Municipality of Phnom Penh. The activities and network of the Branch are already relatively well established and the motivation of core members is high. The branch is at a stage where adequate assistance and support could have a significant effect on strengthening and developing capacity and performance.

Resource development is an integral part of the planned capacity building of CRC and its branches. CRC is successful in raising funds, but the majority of its income comes from single events and charity boxes. There

have been no documented guidelines for fundraising activities and membership drives and no database standard format for registration until recently. Special attention will be paid to assist CRC in strengthening its fundraising and membership activities by supporting the development of guidelines and standards, new ideas and improved skills and by increasing the linkage of fundraising and recruitment to raising awareness through communication.

Goal This programme aims to address the first of five Goals identified by the Cambodian Red Cross in its Five-Year Development Plan 2001-2005, namely: to strengthen the capacity building process of the CRC at national, branch and community level. An integral part of this is to increase the self-reliance and the sustainability of CRC through improved resource development.

Objectives and Activities Planned

Objective 1 To implement the newly adopted CRC Statutes with regard to the separation of governance and management at branch level before the next scheduled General Assembly in April 2002.

Activities to achieve objective 1:

- Disseminate Statutes' Rules of Procedures, including Branch Assembly procedures, to all 24 Branches (in 2000) and hold Branch Assemblies in all 24 Branches.
- Provide Induction Courses to newly elected Branch Committee members.

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

Activities to achieve objective 2:

- Recruit and appoint Branch staff following Branch Assemblies and provide training for them.
- Construct/renovate Branch buildings.
- Provide means of transport for Branches.
- Hold Branch Directors' Annual Planning Meeting.

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

Activities to achieve objective 3:

- Disseminate *Financial Regulations* to members of the Central Committee and Branch Committee.
- Disseminate *Conditions of Service, Financial Procedures Manual* and *Logistics Manual* to all staff.

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

Activities to achieve objective 4:

- Conduct annual external audits for 2000 and 2001.
- Continue external training for Accounting Sub-Department staff.
- Identify and introduce basic accounting software in Branches.
- Introduce new CRC databases, update and maintain existing databases.

Objective 5 To strengthen the capacity of the four northeastern branches of the Cambodian Red Cross through fundraising and membership and through activities which will improve the socioeconomic and health status of the most vulnerable.

Activities to achieve Objective 5:

- Appoint a second full time development officer and establish district offices in each province.
- Improve training facilities, provide training opportunities to branch staff and volunteers.
- Recruit new volunteers to achieve the CRC standard of 2 RCVs per village.
- Develop a plan and establish a RCY programme in each province.
- Establish a fundraising and membership committee and develop plans in each province.
- Raise awareness of the Red Cross, promote branch activities and use the celebration of the World Red Cross Red Crescent Day as a fundraising opportunity.
- Further develop programmes assisting the most vulnerable.

- Continue programmes such as Family Tracing, Mine Incident Database, “Roll Back Malaria” and HIV/AIDS education, and implement new programmes and campaigns on health issues, such as safe water, latrine construction and community clean-up events.

Objective 6 To strengthen the capacity of the Municipal Red Cross Branch at municipal, district and commune levels.

Activities to achieve objective 6:

- Set up and strengthen management and infrastructures at Municipal, District and Commune levels in order to implement activities, recruit members and volunteers and carry out dissemination.
- Develop a Branch Development Plan (2002-2005).
- Strengthen the general management and leadership capacity of Branch and Sub-Branch officers.
- Strengthen fundraising and promote confidence among donors and partners.
- Maintain Red Cross Youth activities in 25 schools and implement activities in 25 new schools, notably campaigns on health, hygiene and the environment.
- Provide training in health education to Red Cross Volunteers.
- Provide appropriate emergency assistance for disaster victims in the Municipality of Phnom Penh.

Objective 7 To further develop fundraising activities in line with the financial resource mobilization strategy hereunder to optimize recruitment, training and retention of members and to promote confidence among donors and partners.

Activities to achieve objective 7:

- Further develop membership guidelines and review and revise fund-raising guidelines and disseminate these to branch staff.
- Maintain membership database and provide technical assistance to branch staff in membership database maintenance.
- Disseminate CRC statutes on membership to the public.
- Recruit new members by motivating government officials, police, and the armed forces.
- Retain members by providing them with a clear Red Cross message and adequate and appropriate printed materials on activities.
- Maintain and expand existing fund-raising activities such as the allocation of charity boxes, the organization of charity bazaars, pin campaigns, the production of postcards.
- Maintain and promote the CRC shop by producing CRC items, promotional materials, advertisements.
- Promote the sharing of experience nationally and internationally in fund-raising activities and revenue generation.
- Maintain visibility and effective publicity by inviting donors and members to participate in activities and by producing regular reports.

Expected Results by December 2002

Objective 1

- 24 Branch Committees elected and recognised by CRC Central Committee.
- Increased awareness amongst newly elected Branch Committee members.

Objective 2

- Each Branch will have a full-time Director, Administration Officer and a minimum of two Development Officers with the appropriate education, qualifications and work experience.
- Branches will have suitable office and warehouse facilities.
- Development Officers will have increased mobility.
- Employees will have increased technical skills.
- Annual plans for 2002-2003 will have been developed.

Objective 3

- Awareness among staff of employee/employer rights, benefits and responsibilities will have increased.
- Awareness among all Committee members on Financial Regulations will have increased.

- Standardized approach to accounting and financial management will have been introduced throughout CRC.
- Standard approach to logistics -- warehouse management, procurement procedures, vehicle management and radio management -- will have been introduced.

Objective 4

- Audited annual financial statements will have been distributed to interested parties.
- General accounting skills will have generally improved.
- Accounting systems will have been updated and improved.
- At least 12 Branches will have computerized accounting.
- There will be increased awareness of the human resources and fixed assets available within CRC.

Objective 5:

- Provincial assemblies in all four north eastern provinces will have been conducted and provincial committees will have been elected with clear roles and responsibilities by February 2002.
- All four north eastern provinces will have a second full time development officer operational by January 2001.
- Branch staff will have received one external training opportunity in accordance with the training plan by December 2001, with a further plan developed for 2002.
- Branch training and management facility construction or renovation will have been completed by December 2001.
- The second stage of the branch resource plan will have been implemented by December 2001.
- Sub branch offices will have been established in key districts in each province.
- 350 new volunteers will have been recruited in the four north eastern provinces in 2001 and a further 150 volunteers will have been recruited in 2002, achieving the CRC standard of 2 RCVs per village.
- A RCY programme will have been established in each province and youth volunteer and advisers trained. In 2002 the new RCY policy will have been implemented and RCY will have participated in national RCY planned activities.
- CBFA training will have been provided to 350 new RCVs and refresher training will have been provided to 450 existing RCVs by December 2001. 200 new volunteers will have been trained and refresher training will have been provided to 800 existing RCVs in 2002 in the four north eastern provinces.
- A fundraising and membership committee will have been established by April 2001 and plans will have been developed ready for implementation by July 2001.
- Red Cross dissemination and fundraising activities will have been conducted on World Red Cross Red Crescent Day.
- The assessment and assistance programme will have been implemented according to the criteria and the needs of the most vulnerable as a continuing programme of the Phnom Penh branch.
- The branches will participate in and contribute to 70 per cent of the provincial network meetings.
- All family tracing requests will be responded to.
- The implementation of the Mine Incident Database project in partnership with Handicap International will continue.
- The partnership in the WHO 'Roll Back Malaria' Campaign will be continued in the second year of this 5 year programme. Training to RCVs and community members will have been conducted in cooperation with Department of Health and other agencies.
- Community cleanup campaigns will have been facilitated.
- Branch HIV/AIDS education activities will have been developed and implemented by December 2001, with education programmes being conducted by 450 existing RCVs in 2001 and 800 RCVs in 2002 in the four north eastern provinces.
- Key health intervention programmes will have been developed.
- 50 RCVs will have been trained in household filtration unit construction and will have constructed 1000 household filtration units in each of the four north eastern provinces.
- 20 RCVs will have been trained in one district in latrine construction and will have facilitated the construction of 80 latrines in one pilot district in each of the four north eastern provinces.

Objective 6

- Governance and management structure will be in place and functioning at all levels.
- There will be improved Branch management and branch staff able to implement the Branch and Community Development Plan (2001-2002), including financial management and training.
- Fundraising and financial management capacity will have improved.
- Confidence in Red Cross and the Municipal Red Cross Branch, in particular among public, partners and donors, will have improved.
- Branch Officers, sub-Branch staff, community group, RCVs, RCY and members will be able to disseminate information to the public and target audiences on Red Cross/Red Cross Movement, Fundamental principles and IHL according to the Dissemination Guidelines.
- The Branch and sub-Branches are prepared to recruit new RCVs.
- RCVs will have been trained to provide first aid.
- The CBFA programme in Phnom Penh will be able to contribute to community based care of the government health facility.
- Campaigns and activities will have been organized in 50 schools.
- RCY members and students will conduct dissemination in their own community.
- Victims of disasters will receive emergency relief properly.
- The Branch forms a community based group designed for disaster preparedness.

Objective 7

- The membership will have increased by 100% and there will be registration documentation and a database.
- The National Society will gradually be able to contribute a higher percentage to its overall budget.

Indicators

Objective 1:

- 24 Branch Assemblies completed with minutes and election results published.
- 4 Induction Courses for newly elected Branch Committee members completed.

Objective 2:

- 24 Branches will have employed a full-time staff.
- 2 Branch buildings constructed (Sihanoukville and Odtar Mean Chey) and 10 renovated.
- Development Officers in 17 Branches received a motorcycle.
- 24 Branch Directors received Leadership and Project Management training.
- 6 programme managers received Project Management training.
- 24 Administration Officers received office management/accounts training.

Objective 3:

- Each employee has a personal copy of the Conditions of Service; written appraisals on file for staff.
- More than 250 Central and Branch Committee members attended training on Statutory texts (Statutes, Rules of Procedure and Finance Regulations).
- 24 Administration Officers and headquarters staff attended training on financial procedures.
- 24 Administration Officers and 48 Development Officers attended training on logistics.

Objective 4:

- Audit reports printed and distributed for years 2001 and 2002.
- 6 Accounts staff attended external training.
- 12 computers with accounting software distributed to 12 Branches.
- Database reports printed for Committee members, headquarters and Branches.

Objective 5:

- Each branch has a minimum staff of one administrative officer and two development officers.
- Monthly narrative and financial reports prepared and submitted by the branch to the CRC headquarters.
- Provincial assemblies held in each province.
- A fundraising and membership committee established in each branch and the committee develops a fundraising and membership plan.

- New assistance programmes fill gaps or complement assistance currently available to these communities.

Objective 6:

- Fixed salary for Branch officers and incentive for sub-Branches provided.
- Branch Development Plan (2002-2005) developed and documented.
- All human resources of the Branch aware of Branch Development Plan (2002-2005).
- Sub Branches and Commune Red Cross groups equipped and renovated as planned.
- Branch officers able to conduct project cycle management.
- Sub-Branch staff able to explain how disaster in the District should be managed.
- Financial Resource Mobilization Committee established and Strategy developed.
- Framework of cooperation confirmed, agreed and signed by involved partners.
- Implementation guidelines of the Branch developed and workshops organized.
- Volunteer Selection Committee set up in 64 communes.
- Community members aware who are the RCVs in their community.
- Municipality RCY Committee established and programme ongoing in 50 schools.

Objective 7:

- A diversification of fundraising activities.
- Effective / influential leaders help society in raising funds.
- Brainstorming sessions on income generation.

Critical Assumptions

- There is continued political stability
- There is sufficient funding.
- There is commitment from all involved parties, including the leadership of the CRC, and good cooperation between departments and among CRC and external partners.
- Major disasters do not occur with the effect of reducing available manpower and diminishing the emphasis on capacity building.

Monitoring and Evaluation

The involved councils, departments and the Federation delegation will monitor different sections of this programme through regular reports, field visits and meetings. Feedback and reports from volunteers, trainers and Development Officers will contribute to the monitoring.

An annual evaluation will be carried out of all sections of this programme by the departments involved and the council, the Federation delegation and external parties. The branch development programme in Phnom Penh will be evaluated in June 2001 for possible changes during the following six months. The results of the evaluation will be analyzed against this proposal and the CRC Five-Year Development Plan.

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2. Disaster Preparedness

Background and progress to date

The primary natural disasters in Cambodia are floods, drought and forest fires. Cambodia is particularly susceptible to annual river flooding during the monsoon season along two major watersheds, the Tonle Sap and Mekong rivers. Localised flooding caused by monsoon thunderstorms also poses a serious threat.

The rains are both a curse and a blessing for the farmers who depend on the annual rainfall for crop production and have developed an extensive water management system to trap and store water for periods of drought. In this way, many parts of the country are capable of harvesting a primary rice crop and a secondary harvest of vegetables or other cash producing commodities.

In years of extreme flooding the high waters can wash away homes, clinics, schools, dams and dikes and disrupt infrastructure. In their wake they leaves thousands of hectares of destroyed and damaged crops and dead livestock and create a breeding ground for waterborne diseases.

Cambodia's chronic annual flooding reached catastrophic proportions in September 1996 and again in 2000 when continuous heavy rainfall in China, Laos, Vietnam and Cambodia inundated the Mekong River Watershed which comprises an area of 795,000 square kilometres.

The Cambodian Red Cross (CRC) has traditionally acted as an auxiliary to the government in disaster response. Its long history of partnership in activities with the World Food Programme (WFP), and the extensive logistics capability established to support that partnership, made the CRC an ideal partner to provide response and relief assistance in times of disaster.

The Federation had been working with CRC since 1996 to strengthen both the headquarters and provincial (branch) offices through the placement of Institutional and Branch Development Delegates. The post-1996 flood assessment and the adoption of a CRC Three Year Development Plan (1998-2000) marked a shift within CRC from relief to capacity building and planning for capacity building community based preparedness. Since then the primary emphasis has been directed toward training for Community Based DP activities.

The Royal Government of Cambodia (RGC) established a National Committee for Disaster Management (NCDM) in June 1995. The main purpose of NCDM is to be the lead agency in planning, preparedness, response and mitigation activities co-ordinating all governmental agencies, IOs and NGOs. The United Nations Development Program (UNDP) has been assisting NCDM to develop policy and supporting its capacity building efforts, and the Asian Disaster Preparedness Center (ADPC) has conducted national and provincial training and assisted in policy development.

An official Government sub-decree names CRC as the main partner of NCDM in emergency response. The First Vice President of CRC acts as Deputy Chair of the Scientific and Technical Committee (STC), the main directive and advisory committee to NCDM.

In February 2000, the Federation was officially requested to assist the capacity building efforts of NCDM and, at the same time, received strong encouragement from the donor community to strengthen the NCDM in its role as lead governmental agency for preparedness and response.

In September 1998 the Federation extended its disaster preparedness support through funding obtained by the American Red Cross from USAID/OFDA. A DP Delegate was placed within the delegation to develop and implement a Community Based Disaster Preparedness (CBDP) programme, together with the CRC Disaster Management Department (DMD).

The programme had the following objectives:

- Develop CRC capacity to effectively prepare for and respond to the natural disasters annually affecting Cambodia.
- Develop CRC capacity to successfully implement disaster prevention and mitigation strategies at the community level.

During the past two years the society's disaster management capacity has improved and a community based network of Red Cross Volunteers (RCV) has been developed in three provinces.

During and after the training the volunteers have returned to their communities and, supported by CRC staff, conducted planning and community identification of vulnerabilities and hazards. They assisted in organizing community preparedness committees, encouraged the prioritization of mitigation and prevention solutions and led the process of developing community proposals for mitigation solutions. These solutions (community micro-projects) have been submitted and presented to potential donors through CRC and Participating Agencies Cooperating Together (PACT), a partner with CRC and Federation in flood mitigation activities.

The CBDP programme has so far trained and supported 354 RC volunteers, developed a standardized curriculum for training and achieved enhanced management capacity to plan for and respond to disasters.

On the basis of these accomplishments over the past two years, the programme will now be expanded to include three additional provinces: Kompong Speu, Kratie and Pursat. Training in Kompot will be completed and activities will continue to develop in the original target provinces of Kandal, Kompong Cham and Prey Veng. At the same time more emphasis will be put on enhancing CRC's capacity to develop and manage its Red Cross Volunteers.

Goal The overall goal is to strengthen the disaster preparedness and response capacity of seven provinces in order to mitigate the effects of natural disasters.

Objectives and Activities Planned

Objective 1 To develop CRC capacity to effectively prepare for and respond to natural disasters affecting Cambodia.

Activities to achieve objective 1:

- Review and revise the DMD staff and Branch Development Officers (DOs) skills enhancement and capacity building plan.
- Formalize a structured staff training and skills enhancement plan-
- Review, follow up and monitor the impact of training-
- Continue the participatory assessment of DMD staffing and departmental structure; provide recommendations on modifications to this structure and continue development of departmental procedures.
- Conduct a quarterly review of CBDP progress, including CRC branch participation.
- Develop strategies to target and implement CBDP in additional provinces.
- Continue to review the CBDP curriculum.
- Review and revise the RCV selection criteria.
- Review and revise target community selection criteria.
- Monitor RCV training outcomes in seven target provinces: Kompong Cham, Prey Veng, Kandal, Kratie, Kompong Speu, Kompot and Pursat.
- Continue to support the function of the 'CRC HQ CBDP management and oversight committee'.

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

Activities to achieve objective 2:

- Review the community flood prevention and mitigation training.

- Implement RCV field support plans by CRC DMD and branch staff.
- Follow-up the training already provided to communities in Kandal, Kompong Cham and Prey Veng.
- Organise group meetings and conduct site visits to Kratie, Kompong Speu, Kompot, Pursat, Kompong Cham, Prey Veng and Kandal.
- Analyze the risks, identification of vulnerabilities and hazard mapping in the 7 provinces.
- Develop community disaster preparedness committees.
- Assist the communities to develop mitigation micro-projects.
- Introduce the CBDP micro-project programme to potential donors.
- Evaluate the programme content and project results.

Objective 3 To contribute to the development of the NCDM capacity to effectively prepare and respond to natural disasters affecting Cambodia.

Activities to achieve objective 3:

- Continue the activities of the management working group to oversee and monitor activities.
- Complete the initial assessment of NCDM capacity and capability at national and provincial levels.
- Establish procedures to incorporate assessment information and findings into the development of a long-term “capacity and capability strengthening proposal”.
- Assist and support NCDM in securing donor funding for capacity building.
- Assist and support NCDM and CRC in exchange visits with counterparts in other countries.

Objective 4 To establish an information sharing and coordination network through the close cooperation and coordination of CRC and NCDM with organizations and agencies involved in disaster management in Cambodia.

Activities to achieve objective 4:

- Assist CRC and NCDM to establish written procedures for information sharing.
- Assist CRC and NCDM in the development of an information gathering matrix for all agencies, NGOs and IOs involved in disaster management in Cambodia.
- Explore the feasibility of developing a disaster organization data base.
- Assist NCDM in partnership with CRC to hold regular meetings with agencies, IOs and NGOs involved in disaster management.

Expected results by 31 August 2001

- CRC DMD will have finalized an integrated CBDP curriculum, training procedures and practices. CRC DMD will be structured and staffed with trained, knowledgeable instructors capable of providing all required field support to branch staff, RCVs and community groups.
- CRC will be targeting vulnerable provinces, and training and supporting a cadre of RCVs in CBDP. Seven provincial branches will be implementing micro-mitigation projects.
- An assessment of NCDM will have been completed; a long-term funding proposal will have been developed and submitted to appropriate funding sources.
- NCDM, in partnership with CRC, will have developed an information gathering matrix.
- Regular meetings of all agencies, NGOs and IOs involved in disaster management will have been held for the purpose of dialogue on preparedness and response issues and the exchange of information.

Indicators

- 25 CRC staff received capacity building training to successfully organize and support CBDP at the branch and community level. The CBDP curriculum finalized and the training process standardized.
- 25 RCVs in each of 6 branches received CBDP training and 200 RCVs in one branch received CBDP training. Previously trained communities have developed micro-mitigation projects. 50 projects implemented in 7 provinces.
- The NCDM assessment report has been completed. A proposal for long-term funding of NCDM capacity building efforts has been drafted and submitted to potential donors.

- The information data collection matrix from 10 agencies, IOs and NGOs involved in disaster management has been completed. Information sharing and exchange meetings conducted at least once a month.

Critical Assumptions

- Recommended staffing changes within DMD will be implemented.
- CRC as an institution has the capacity and capability to fully absorb the impact of programme initiatives and processes and institutionalize them.
- Political stability within the government and country continues and that NCDM and senior government officials maintain their pledge of full and open cooperation.
- NGOs and IOs agree to join together in a participatory process, mutually beneficial to all concerned, to improve disaster management in Cambodia.

Monitoring and Evaluation Arrangements

Monitoring of the programme will be carried out through:

- CRC training reports.
- CRC group meeting reports.
- CRC site visit reports.
- Federation and CRC assessment of training results.
- Review of micro-project proposals.
- Minutes of CBDP Management Committee.
- Minutes of NCDM Information Sharing Meetings.
- CRC quarterly reports.
- NCDM reports to the Council of Ministers.

Evaluation of this programme will be carried out through:

- CRC DMD Director field visits, programme evaluations and staff progress reports.
- Federation DP delegate field visits, evaluations and quarterly programme review and evaluation.
- DP Coordinator field visits and quarterly programme review and reports.
- Independent consultant for programme review of objectives 1 and 2.
- Participating NGOs and IOs evaluation of objective 4.
- Regional DP delegate evaluation.

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3. Health and Care in the Community

Background and progress to date

Although there is now peace in Cambodia and the political and economic situation is beginning to improve, years of war and civil strife have destroyed the fabric of society, leaving the country at grips with poverty, ill-health, wretched socio-economic condition, ill equipped administrative structures, and inadequate national resource allocation for health and other social structures.

Cambodia remains one of the poorest countries in the region, and has the worst health statistics. Infant mortality is 89.4 per 1,000 live births, maternal mortality is 473 per 100,000 live births, and life expectancy is 54.4 years. Access to and utilisation of government health facilities remains a problem, and unofficial costs can be high. Diseases of poverty, such as diarrhoea, respiratory infections, tuberculosis, malnutrition, unsafe abortions, maternal depletion, disability, are all common, as are epidemic diseases, with dengue, malaria and HIV/AIDS being endemic. A recent Oxfam GB study has demonstrated that health is the major factor that precipitates families into destitution. Additionally, the rural poor are at risk from natural disasters, particularly floods, and from social injustices. Food security is a major concern for both rural and urban poor.

For the Cambodian Red Cross (CRC) two of the major goals of its recently approved Five Year Development Plan (2001-2005) are to “improve the lives and the capacity of the most vulnerable” and “promote health, care and social welfare” in the community. Health activities are among the core activities for which CRC is constantly improving and expanding its services. These activities are based on a concerted and sustained volunteer outreach, and in recent years both authorities and international organisations have frequently called on CRC and its network of volunteers to assist during major outbreaks of diseases and to participate in health promotion and health campaigns.

The International Federation aims to support five major health activities, which are inter-linked and linked to other programmes, i.e. Branch Development and Land Mines Awareness. The five activities are:

1. **Community-Based First-Aid Programme** – expanding from 16 to 19 provinces
2. **PHC Pilot Project in a rural setting** (a three year project started in late 1999)
3. **PHC Pilot Project in an urban setting** (a three year project started in late 1999)
4. **Blood donor recruitment** – a two year pilot project to start in three provinces
5. **School-Based Red Cross Youth Programme** – promoting and improving health in 93 schools and expanding to more schools.

Community Based First Aid

The first-aid programme is a core activity of the CRC in 16 provinces: 4,215 Red Cross Volunteers (RCVs) have been trained, of whom 2,520 received refresher training by mid-2000. Also in 2000, the CBFA programme was expanded to three provinces in the Northeast. In the past, the first aid, public health and disaster-related activities of the RCVs were managed vertically by different departments, but recently these have been integrated as Red Cross/Red Crescent dissemination, disaster preparedness and mitigation with community based first aid and public health training, especially in the three north-eastern provinces (see appeal for Institutional Development). The CBFA trained RCVs played a major role, in close co-operation with the World Health Organisation (WHO), in the dengue fever (DF) and dengue hemorrhagic fever (DHF) control activities of the Ministry of Health in 1998. CRC has played key roles in flood disasters since then.

Community Based Primary Health Care

Two community based Primary Health Care pilot projects were started in late 1999 in order to survey how the Red Cross Volunteer (RCV) network could be best utilised and developed. The two projects - Chong Kal in a rural setting and Chamcar Mon in an urban setting - will continue until the end of 2002.

CBPHC – rural setting

Chong Kal is a district with 18,000 people in the newly created province of Odtar Mean Chey in the north west of Cambodia. After years of national internal strife and war, the district came under full government control in 1999, and has benefited from very few development activities. Access to most communities is by motor cycle, ox cart or foot except in the dry season, when it is possible to use a 4WD vehicle. The district has one health facility.

Most families are subsistence rice-farmers, and many have to forage for food in the forest or borrow rice at a high interest rate. Mines and UXOs continue to put the population at risk, although some demining activities are being carried out. There are significant numbers of female-headed families, and many families with mine victims. Very few families have access to clean water or knowledge of hygiene and sanitation principles.

New methods of training had to be developed as the level of illiteracy in the area is high, but there are now 78 trained RCVs in the district. Key health issues addressed so far are diarrhoea; TB; safe water and sanitation. Activities related to malaria and dengue, HIV/AIDS, and mine awareness were carried out in late 2000.

Villages without schools, and families with disabled members were amongst the criteria for vulnerability identified by the communities. The intention is to support adult female literacy classes in 2001, and use these as an entry point for health education and life skills training. Another aim is to carry out a disability survey with the support of other NGOs who have experience with amputees and other disabilities, and to develop food security activities for the affected families and for other vulnerable families.

CBPHC – urban setting

Chamkar Mon is one of the seven urban districts of Phnom Penh. Much of the population suffers from problems arising from poverty such as lack of clean water and sanitation, malnutrition, infectious diseases, high maternal morbidity and mortality, HIV/AIDS, TB, lack of education and powerlessness. Significant areas of the district also suffer from annual flooding. A recent survey¹ showed that in one of the squatter areas, 36 per cent of families are ultra poor (in chronic debt) and 21 per cent are very poor (all income is used, with no saving for emergencies). Access to health care is very difficult.

The project has so far trained 25 new Red Cross volunteers in basic Community Based First Aid (CBFA). These RCVs are now undergoing routine refresher training in key health education topics. With the Ministry of Health and Municipal Health Department or other agencies, the RCVs take part in health education campaigns and play a key role in anti-dengue campaigns. Plans have been made to recruit and train more RCVs from the most vulnerable communities.

The Japanese Red Cross Society (JRCS) has been supporting the Chamkar Mon health centre for 8 years, and there is a close relationship between the Municipal Red Cross branch, the health centre and the RCVs (see Institutional Development programme). The project will strengthen its activities for the most vulnerable, and will continue to ensure that gender issues are addressed at all levels of project implementation.

Blood donor recruitment

The Blood Donor Recruitment (BDR) Pilot Project is a new initiative of the CRC, based on the proposed partnership by the Ministry of Health/National Blood Transfusion Centre (NBTC) and the World Health Organisation (WHO).

Blood services have a very chequered history in Cambodia. During the past decades none or limited service has been available. In the aftermath of the war, blood transfusion services were supported by the Japanese Government and the ICRC, which phased out its assistance to NBTC by the end of 1997. Since then the NBTC has struggled to maintain its activities. It has problems both in mobilising and in retaining donors, as there is still considerable community resistance to blood donation. Because of the high incidence of HIV/AIDS, it has had to stop using the armed forces as donors. At present, the NBTC is able to recruit only

¹ *Urban Health Project (UHP) 1999*

1.8/1000 persons as blood donors, compared to the global average of 5/1000. Although the sale of blood is prohibited, there is an informal system in operation.

In late 1999, the MoH and WHO, which now supports the NBTC, approached the CRC and the International Federation in order to develop a partnership in relation to blood donor recruitment activities as part of the overall blood transfusion services. After a number of meetings, a planning workshop and participation in the global Federation/WHO campaign in early 2000, the CRC is now ready to implement a blood donor recruitment programme through a two-year pilot phase in three provinces. CRC will be responsible for health education and mobilisation of donors, organising collection sites and developing a system to maintain and recognise donors. The model may be duplicated in other provinces after the pilot phase.

School-based Red Cross Youth Programme

The Red Cross Youth programme aims to develop leadership skills among youth in the fields of health, social welfare, environmental preservation, and disaster preparedness. Additionally it will disseminate Red Cross Red Crescent Fundamental Principles and humanitarian ideals among youth and improve their knowledge of International Humanitarian Law (IHL).

Since the programme started in 1996, it has been expanded frequently, often in connection with disasters and campaigns for which school volunteers have been recruited and trained. Among these are the outbreak of the dengue hemorrhagic fever and cholera epidemics in 1998, (where RCY members were mobilised, and remained at the forefront of clean up and education campaigns in schools and communities), the floods in the South-east in 1999 and the Land Mines Awareness campaign in 2000.

The RCY Programme is currently implemented through 16 Provincial Red Cross Branches in 93 target schools. This programme enjoys the full support of the Ministry of Education, Youth and Sports (MoEYS) and has already been incorporated into the Cambodian school curriculum. There are 4,650 Red Cross Youth members supported by 186 Red Cross Youth Advisors, all of whom have been trained in CBFA and have subsequently provided training for all volunteers. RCVs promote health training and have been involved in providing better water and sanitation facilities in a number of schools.

In 2001-2002, the programme will concentrate on the revision and updating of the RCY policy, training curriculum and programme documents. Networking with other organisations will be enhanced, water and sanitation activities expanded and refresher courses organised. Linkages to the Land Mines Awareness campaign and the Blood Donor Recruitment pilot project will be ensured and practised. Possible expansions to new schools in new provinces will be considered.

This project is supported by an Australian Youth Ambassador who started working as a RCY advisor in Cambodia in July 2000.

Goal The overall goal is to improve the health conditions of the most vulnerable in Cambodia through a concerted and sustained volunteer-based outreach effort.

Objectives and Activities Planned

Objective 1: Community Based First Aid

- To improve human resource development and build capacity within the CRC at the grass roots, branch and HQ level, and to develop an understanding with the relevant government departments regarding the role and responsibility of the RCVs in improving community health.
- To conduct public health education and other preventive activities, including epidemic control, water sanitation and hygiene, and cleaning up the environment.
- To mitigate the impact of disasters by activating the Red Cross Volunteers network in the community.

Activities to achieve objective 1:

- Provide health education on water sanitation and hygiene with DOs/RCVs for the target communities.
- Plan and take action in dengue fever and malaria campaigns.

- Make a plan for specific activities based on local community needs, including programmes about HIV/AIDS, TB and disability.
- Train RCVs and provide some of them with leadership skills.
- Develop a system of feedback to the RCVs.
- Design a family health book for heads of households and for Red Cross Branches.
- Strengthen the capacity of the Programme Department and Branches, enabling them to plan, implement, monitor and evaluate CBFA activities.
- Develop a monitoring system for first aid supplies and materials at all levels.
- Provide resupplies at least quarterly for 4,000 RCVs.

Objective 2: Community Based Primary Health Care

- To develop a volunteer-based outreach public health information and service delivery system, which can act as a model for replication.
- To optimise the utilisation and accessibility of existing public health facilities.
- 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 to achieve objective 2:

- Design, plan and implement small scale research including KAP (knowledge, attitude, practice) surveys and anthropological and social studies.
- Develop the necessary managerial and support systems for a cadre of volunteers who can deliver a package of essential services directly to the community.
- Develop training on the use of health education materials for CRC trainers and volunteers.
- Encourage co-ordination and co-operation within CRC and with external partners.
- Develop outreach activities for key diseases such as dengue, HIV/AIDS, TB, diarrhoea and malnutrition.
- Develop strategies to improve the utilisation of existing health facilities and empower communities to demand better quality services from all providers.
- Develop appropriate mechanisms and case studies to analyse various aspects of the volunteer system; develop strategies to replicate successful elements of the system in other areas.
- Develop and implement a participatory system of providing health information and education to households in the targeted communities through the RCVs.
- Develop strategies for using and implementing participatory planning and action at project and community level.
- Focus on health education and specific initiatives for key health problems, including TB, HIV/AIDS, malaria, dengue and disabilities.
- Strengthen and expand water and sanitation facilities.
- Develop a referral and feedback system between the community and the health facilities, in co-operation with all involved partners.
- Develop strategies to improve the utilisation of existing health facilities and empower communities to demand better quality services from all providers.
- Strengthen the public health human resources in CRC and partners.
- Improve the monitoring system and initiate a participatory approach for planning in 2002.
- Develop strategies to improve institutional learning in the pilot project.

Objective 3: Blood Donor Recruitment

- To develop, in partnership with the Ministry of Health/National Blood Transfusion Centre (NBTC), a well-functioning model for a voluntary, non-remunerated blood donor recruitment (BDR) programme in three target provinces, which could then be replicated in other provinces.
- To develop the necessary human resource capacity in CRC to manage a blood donor recruitment pilot project in partnership with the Ministry of Health/NBTC.

- To work with the NBTC and the relevant government departments to ensure that the appropriate policies, protocols, and safety mechanisms are in place.
- To develop a system of donor retention and methods to increase recruitment.

Activities to achieve objective 3:

- Carry out in-depth baseline KBAP operational research and develop strategies based on the results.
- Identify target populations, including registered donors, and disseminate information in the targeted areas.
- Develop and implement pre-donation IEC activities.
- Set up an association or club of blood donors.
- Set up a recognition and reward system for donors.
- Carry out six monthly reviews.
- Recruit and train four new CRC officers for the BDR project.
- Undertake study visits to other NSs in the region.
- Develop protocols for the BDR pilot project.
- At the end of the year, carry out modified KBAP studies to determine possible changes.

Objective 4: School Based Youth

- To further develop the existing Cambodian Red Cross Youth policy and structure.
- To improve the quality of health, hygiene and environment in target schools.

Activities to achieve objective 4:

- Provide HIV/AIDS prevention education in target schools.
- Develop water sanitation project proposals for target schools.
- Develop guidelines for school-based mini-projects that focus on environmental responsibility.
- Undertake clean up campaigns in all schools and communities.
- Develop new training modules on specialised topics such as road safety.
- Provide refresher training courses in CBFA for RCY advisers.
- Develop and provide leadership training for all RCY advisers.
- Facilitate Land Mine Awareness training in all target schools at risk.
- Develop a plan for the establishment of RCY school councils.
- Evaluate RCY training and resource materials in current use.

Expected Results

Community Based First Aid

- Red Cross Volunteers, families and individuals will have some awareness of common disease prevention, and some vulnerable and disabled people will receive assistance.
- RCVs will be active in community health care, health education, provision of first aid, disaster preparedness and health information collection.
- A health assessment of victims affected by disasters will have been carried out.
- A health response plan will have been developed.

Community Based Primary Health Care – urban setting

- A community-based volunteer system will have improved health service delivery, and communities' access to first aid and the RCVs will have obtained a better understanding of health prevention.
- Individuals, families and communities will be better informed on preventive health measures enabling them to improve their own health and well-being.
- The Health and Social Welfare sub-department and the Municipal Red Cross branches will have improved their capacity to plan and implement public health programmes.
- Scientifically sound testing of the volunteer system will have been completed and conclusions drawn on feasibility for replication in other urban settings.

Community Based Primary Health Care – rural setting

- Public health activities will have been developed and function through community-based volunteers.
- Individuals, families and communities will be better informed on preventive health measures enabling them to improve their own health and well-being.
- A self-sufficient unit with the capacity to undertake comprehensive public health programming will have been established and be functioning within CRC.
- The volunteer system will have been assessed and replication of successful activities recommended to other provinces/branches.

Blood Donor Recruitment

- All policies, protocols and safety mechanisms are being implemented.
- Number of blood donors is increasing.
- Recognition and reward system will have been developed and implemented.

School Based Youth Programme

- There will be increased awareness of the Red Cross Youth programme within CRC and among other agencies, resulting in better recognition and co-operation.
- The environment around target schools will have been improved and public awareness of environmental issues raised.
- Water sanitation project proposals will have been created and funds will have been sought.
- The number of HIV-infected youth in target schools will have decreased.
- RCY advisers will be better trained and equipped to motivate, manage and educate Red Cross Youth members, thus improving the implementation of all planned activities.

Indicators

Community Based First Aid

- Health education tools developed.
- Number of RCVs applying leadership skills and development plan.
- Number of public health education sessions conducted.
- Number of branches, volunteers and communities involved in activities for prevention of communicable diseases.
- Support and monitoring system for Red Cross Volunteers developed.
- Number of volunteers in different areas activated during disasters.
- Clear protocol for action in emergencies developed.

Community Based Primary Health Care – urban setting

- Increased number of health education sessions conducted.
- Both quantitative and qualitative documented studies conducted on preventive health; behaviour changes towards improved health practice analysed.

Community Based Primary Health Care – rural setting

- Number of health promotion activities conducted by volunteers in co-operation with MOH and other partners.
- Numbers referred to static health facilities and feedback given.
- Low attrition rate of Red Cross Volunteers.
- Number of volunteers providing health education to the community on water and sanitation.
- Number of latrines built.
- Number of households having access to clean water.
- Quantitative and qualitative research conducted.

Blood Donor Recruitment

- Staff training plan developed and implemented.
- KBAP survey completed.
- IEC methods and materials developed and used.

- Number of blood donors increased and donors retained.

School Based Youth Programme

- 80 percent participation of registered Red Cross Youth members in each activity, with increasing numbers taking an active role in planning and implementation of the programme.
- All Red Cross Youth materials and manuals revised and updated.

Critical Assumptions

- CRC Health & Social Welfare Sub-Department is fully and appropriately staffed to support the health programmes.
- No major disasters influence the implementation of the programmes, particularly in terms of manpower (staff and volunteers).
- The necessary policies, protocols and safety mechanisms are in place for the sound implementation of the programmes.
- Sufficient funding is available.
- There is a stable political and economic environment.

Monitoring and Evaluation Arrangements

Monitoring of this programme will be carried out in the following ways:

- Analysis of RCV logbooks, Development Officers' monthly reports, trainers' monthly reports, feedback and problem solving initiatives.
- Monitoring visits by headquarters to the branches and RCVs.
- Regular meetings to review progress and solve problems.
- In the case of Blood Donor Recruitment, a monitoring system will be developed, based on the experiences of other National Societies in the region.

Evaluation of this programme will be carried out in the following ways:

- End of year reviews will be carried out by teams comprising CRC, Federation, MoH and other stakeholders.
- Final evaluations of pilot projects will be carried out by external evaluators to identify and summarise lessons learned for incorporation into replication projects.

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4. Promotion of Humanitarian Values

Background and progress to date

Supported by the Federation, the Cambodian Red Cross (CRC) Communications Department has expanded from three to eight staff during the past two years and its achievements are significant. What seemed like a very ambitious programme has exceeded expectations and continued support should further increase the professional information and dissemination work of the department.

High quality communication materials have been produced in both English and Khmer - bulletins, brochures, calendars, reports and newsletters. The department also organises exhibitions and contests on the Red Cross Red Crescent Movement. All this – combined with dissemination targeting selected groups – has led to a clearly measurable growing confidence in CRC by the public and donors.

Dissemination activities have increased from covering an initial 13 target provinces to the whole country, and the understanding of the importance of dissemination in the branches has grown. A distribution list of dissemination materials includes every member of the Senate, the National Assembly, government ministries, diplomatic missions, international organisations, non-governmental organisations, libraries, Cambodian diplomatic missions overseas, participating National Societies and donors.

A nation-wide workshop on dissemination has become an annual event, in addition to the annual training of disseminators. Dissemination training has been integrated into community development and capacity building programmes such as the Community Based First Aid programme (CBFA), the Community Based Disaster Preparedness programme (CBDP) and the Land Mine Awareness programme.

The annual 8 May events and the CRC Charity Bazaar and Gala Dinner have offered opportunities for the CRC to expand its dissemination activities through the production of documentary films, TV spots, cultural performances with a Red Cross message, and the launch of Red Cross contests.

A significant communication activity is the Land Mine Awareness programme, begun as a pilot project in July 2000. The purpose is to reduce the risk of death and injuries by educating Red Cross Volunteers (RCVs) and Red Cross Youth (RCY) members in five mine-affected districts, and training them to pass on this information to members of their families and their communities. In 2000, more than 750 Red Cross Youth and 30 advisers had been trained and a land mine awareness session was carried out in 15 schools in five districts. The CRC continues to co-ordinate its efforts and to co-operate with other organisations involved in this activity.

The pilot project also aims to disseminate the Movement's Fundamental Principles and humanitarian values among youth and to improve their knowledge of International Humanitarian Law (IHL). It will continue until the end of 2001, by which time it should be fully integrated into existing CRC programmes such as community based health care and youth programmes.

The Communication Department still has a limited capacity both in terms of staff, compared to its ambitions and workload, and in terms of writing and editing skills. These skills can be improved by providing in-house and in-country training, but the department also seeks opportunities through training overseas and participation in international conferences/workshops/meetings.

In 2001, the CRC will have the support of an expatriate Youth Ambassador (YA), well experienced in communications, to assist its Communications Department and provide training to the staff on communication skills, dissemination, marketing/advertisement, fund-raising and revenue generation.

Goal This programme is intended to support CRC's communication department in its efforts to continuously improve its skills and output, as well as to continue the Land Mines Awareness pilot project

until it is integrated into other programmes. The overall goal is to attain a measurable increase in internal and public awareness of the Movement, its Fundamental Principles and IHL.

Objectives and Activities Planned

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

Activities to achieve objective 1:

- Maintain the production of brochures, bulletins, press releases in Khmer and in English for distribution nationally and internationally;
- Produce a newsletter in Khmer for nation-wide distribution.
- Continue to distribute CRC communication materials to members of the Constitutional Council, Senate, National Assembly, Government Ministries, diplomatic missions, IOs, NGOs, libraries, research institutions, RC members, RCVs, RCY and the media.
- Print leaflets and posters on the seven Fundamental Principles and the Red Cross emblem for nation-wide dissemination; to produce radio and TV-spots to raise public awareness and to print pocket and desk calendars for targeted groups.
Improve writing skills for publications by recruiting one publicist and providing him/her with a computer.
Train existing information staff in writing, editing and communication.
- Upgrade and update the CRC web site.

Objective 2 To promote IHL through dissemination to targeted audiences.

Activities to achieve objective 2:

- Organise induction courses for newly elected governance boards of 24 branches.
- Organise an in-house induction course for newly recruited CRC staff and members.
- Organise a nation-wide workshop on dissemination, membership and fund-raising with the participation of all Branch Directors or Representatives.
- Organise a media workshop to highlight the Geneva Conventions.
- Launch contests on the Movement among students in secondary schools and a drawing contest in primary schools.
- Organise a training workshop for branch disseminators.
- Review, revise and update the dissemination handbook.

Objective 3 To enhance knowledge about IHL among the society's staff.

Activities to achieve objective 3:

- Invite staff to participate in the IHL course at the Faculty of Law, the Regional Dissemination Workshop, Information Workshops and round tables/seminars.
- Arrange an internship for department staff in a more experienced National Society or in the Federation's Regional Office.
- Facilitate an internship for staff of sister societies in the department.
- Provide a communications internship to branch staff.
- Continue to provide branches with technical and moral support in dissemination.

Objective 4 To maintain documentation and effective communication for IHL promotion.

Activities to achieve objective 4:

- Maintain the department's documentation: photos, books, films and other materials;
- Broaden the communication network internally, nationally and internationally by establishing a computer network (including email) and updating the CRC website.

Objective 5 To establish and train Red Cross volunteers in Land Mines Awareness in selected provinces, and to strengthen the LMA skills of already trained volunteers.

Activities to achieve objective 5:

- Recruit 50 RCVs in each target province and provide basic training, plus additional training by a specialist agency.
- Support qualified RC Volunteers (including students) in conducting LMA information sessions in their communities.
- Mobilise the RCV network in target provinces to assist with data collection for the Cambodia Mine Incident Database Project (MIDP).
- Conduct information sessions for Branch Committees and their staff on the Red Cross Red Crescent Movement and the LMA pilot project.
- Evaluate the LMA programme in order to integrate it into other programmes.
- Organise a drawing contest for RCY in target provinces on the theme of LMA.
- Organise public exhibitions of selected entries in the LMA drawing contest to commemorate the signing of the Ottawa Treaty.
- Collect evaluation reports on the pilot project from communities and provincial committees.
- Conduct a joint evaluation session among all stakeholders at National Headquarters (NHQ).
- Compile and distribute a pilot project evaluation report.

Expected Results by the end of 2002

- The participation of staff in regional workshops and meetings will have provided hands-on training and exchange of ideas and material with sister NSs.
- Specific skills will have increased through internship, the Youth Ambassador's input and workshops.
- Improved communication will have led to increased support to emergency appeals and CRC activities.
- Red Cross volunteers will have received LMA training and carried out awareness sessions in all provinces covered by the pilot project. Trained volunteers will have had their knowledge refreshed and expanded.
- There will be an increased network of data collectors for MIDP.
- Branches will be able to provide support for the LMA pilot project and CRC will remain well informed and an important partner in LMA, co-ordinating and co-operating with other organisations.
- After feedback from all involved partners, the project will be integrated into existing programmes of CRC.

Indicators

- ◆ 50 RC Volunteers for LMA recruited in each target province and approved by local authorities;
- ◆ 200 newly recruited RCVs trained in CBFA, CBDP and dissemination;
- ◆ 200 newly recruited RCVs trained in LMA;
- ◆ 40 community information sessions on LMA conducted by Volunteers;
- ◆ 200 new RCVs participating in MIDP data collection;
- ◆ Regular meetings held with all relevant organisations also working on LMA projects;
- ◆ All Branch committees and staff attend information sessions on Red Cross Red Crescent Movement and the LMA pilot project;
- ◆ All 15 RCY schools in target provinces participated in LMA drawing contest;
- ◆ Exhibitions of selected entries from drawing contests held in each target province in conjunction with Ottawa Treaty commemoration;
- ◆ All 15 RCY schools in target provinces participated in provincial gatherings to refresh LMA skills of RCY members;
- ◆ All project evaluation forms completed and returned by communities, Branch Committees and project participants;
- ◆ Representatives from involved partners attended joint evaluation session at NHQ;
- ◆ Finished copies of final pilot project evaluation report distributed to all.

Critical Assumptions

- Staff receive the appropriate in-house and external training to increase their skills.
- There is sufficient funding to implement this programme.

- There is adequate technical support from the ICRC Regional Delegation following the closure of the Cambodia delegation office.
- The economic and political realities in the country do not delay the implementation of certain activities.
- The current level of partner co-operation and participation is maintained or, preferably, expanded.
- The stability of the CRC leadership, its commitment to real change and its continued support to the development of this pilot project is maintained.

Monitoring and Evaluation Arrangements

Monitoring of this programme will be carried out through regular field trips and interviews, report from branches, and meetings. The evaluation will be carried out through a standard format survey, e.g. questionnaire forms. Indicators and expected output in the Logical framework will be evaluated. This will be analyzed at the strategic planning workshop.

The specific monitoring of the LMA pilot project will be carried out through:

- Regular reports from Land Mine Awareness Co-ordinator, who has direct responsibility for the implementation of the pilot project;
- Feedback from trainees through a survey on their completion of training.
- Reports of trainers, on completion of training.
- Feedback from community information sessions, through a survey.
- Regular reports of relevant branches; Field visits.

Evaluation of the LMA pilot project will be carried out through:

- Gathering of evaluation reports from communities, Branch Committees and pilot project participants.
- Conducting a joint evaluation session among all partners at national headquarters; publishing the results.

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5. Co-ordination and Management

Background and progress to date

In early 1998, the Cambodian Red Cross (CRC) adopted a Three Year Development Plan (1998-2000) and a commitment to carry out a comprehensive Institutional Development process.

An interim evaluation of the Development Plan was conducted by the Federation and CRC at the beginning of 2000. An analysis of the evaluation confirmed the positive impact of Federation technical support on CRC programmes, compared to programmes where there was no technical support available.

The Federation delegation in Cambodia has gradually expanded as the Federation has increased its support to CRC in the implementation of its Development Plan:

Position	Programme	Contracting NS/Agency	Present Mission
Head of Delegation	Overall co-ordination National & Branch Development	Finnish RC	April 1998 - April 2002
Finance/Administration Development Delegate	Financial/administration support National & Branch Development	British RC	April 1999 - April 2002
Disaster Preparedness Co-ordinator	NCDM Development Community Based Disaster Preparedness	American RC	August 1998 - August 2001
Disaster Preparedness Delegate	Community Based Disaster Preparedness	French RC	Sept. 2000 - Sept. 2001
Programme Co-ordinator North East	Branch & Community Development in NE	Australian RC	May 1999 - ?
Health Co-ordinator	Community Based First Aid Community Based Primary Health Care (pilot projects)	British RC	October 1999 - April 2001
Associate Delegate [Development]	Branch & Community Development in Phnom Penh Municipal RC	Japanese RC	May 2000 - March 2001
Australian Youth Ambassador (Youth)	Red Cross Youth Programme	Australian govt in consultation with Australian RC	July 2000 - July 2001
Australian Youth Ambassador x 2 (Health)	Community Based Primary Health Care (pilot projects)		March 2001 - March 2002

Technical delegates are included in the respective programme proposals presented in other documents; this programme proposal deals specifically with the Head of Delegation and Finance/Administration Development positions, together with the delegation office and locally-recruited support staff.

Goals To promote the Movement's Fundamental Principles and humanitarian values, disaster response, disaster preparedness, and health and care in the community.

To assist the Cambodian Red Cross in becoming a well-functioning National Society that can mobilise support and carry out its humanitarian mission, thus contributing to the building of civil society.

To ensure that Red Cross/Red Crescent partners and supporters in Cambodia work together effectively, through programme co-operation, long-term partnerships and funding, and more active advocacy.

Objectives and Activities Planned

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

Activities to achieve objective 1:

- Ensure Head of Delegation and Finance/Administration Delegate positions are filled for 2001 with appropriately skilled delegates.
- Ensure locally-recruited staff positions are filled with appropriately skilled personnel.
- Ensure adequate office and transport facilities for the Cambodia delegation.
- Co-ordinate periodic assessments and evaluations of the Federation's programmes and operations.

Objective 2 To manage the Federation delegates, finances and administration in Cambodia.

Activities to achieve objective 2:

- Provide supervision and monitoring of delegates and volunteers, ensuring capacity building and personal growth within an innovative, productive working environment.
- Ensure proper financial management according to Federation standards.
- Provide administrative support to delegates and operations.
- Ensure that security measures are in force.

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

Activities to achieve objective 3:

- Carry out a joint evaluation of the CRC Three Year Development Plan (1998-2000).
- Supervise, monitor and support the implementation of the National & Branch Development programme.

Objective 4 To co-ordinate planning and reporting.

Activities to achieve objective 4:

- Co-ordinate the development of an all inclusive Country Assistance Strategy (CAS) for Cambodia incorporating all elements of the Red Cross Movement in the country.
- Promote a Memorandum of Understanding within the Red Cross Movement covering the CRC Five Year Development Plan (2001-2005), based on the all inclusive CAS.
- Co-ordinate planning for 2002-2003.
- Ensure timely and adequate reporting to the Secretariat, the regional delegation and donors, in accordance with Federation minimum reporting standards.

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

Activities to achieve objective 5 :

- Participate in meetings of official bodies, international organisations, NGOs, donors and others.
- Represent the Federation in Red Cross/Red Crescent Movement special events.
- Co-ordinate donor visits and media interest in Federation operations in Cambodia.
- Actively market Federation programmes and operations in order to attract potential donors and partners.
- Ensure high visibility, publicity and recognition of Federation supported programmes and operations in Cambodia.
- Ensure good co-operation and collaboration with the host National Society.
- Ensure co-ordination and liaison between Red Cross partners in Cambodia.
- Promote information sharing, exchange of experiences and co-operation with the Secretariat, the regional delegation and the Federation delegations in south-east Asia.

Expected Results

The expected result of objective 1:

- A well functioning delegation office managed by the Head of Delegation, supported by the Finance/Administration Development Delegate and fully staffed with skilled local employees.

The expected result of objective 2:

- The Delegation will provide a working environment conducive for delegates, volunteers and staff to implement their programmes effectively.

The expected result of objective 3:

- The CRC will receive experienced technical advice, monitoring and support for its national and branch institutional development programme.

The expected result of objective 4:

- The CRC will have detailed operational programmes based on its Five Year Development Plan 2001-2005; there will be a long-term moral commitment from partners and donors to helping the CRC achieve its goals and objectives.

The expected result of objective 5:

- The Federation and Red Cross Red Crescent Movement will have a highly visible profile in Cambodia and the south-east Asia region which will attract potential donors and partners for CRC.

Indicators

The indicators for objective 1 are:

- Signed contracts on file.
- Financial receipts.
- Finance/administration staff have improved language and technical skills.
- Office equipment and vehicles in good working order.
- Evaluations carried out and disseminated to all stakeholders.

The indicators for objective 2 are:

- Full and timely briefings/debriefings.
- Regular co-ordination and consultative meetings.
- Interim, annual and end of mission evaluations.
- Budget approved and monitored.
- Regular financial reports.
- Updated security rules and regulations.

The indicators for objective 3 are:

- Joint evaluation report on Three Year Development Plan with improved programmes and operations.
- Delegation quarterly development reports.
- Delegation biannual and other sitreps.
- Delegation annual report.

The indicators for objective 4 are:

- Regular meetings.
- All inclusive CAS printed and distributed locally.
- Signed MoU.
- Updated individual programme/project proposals.
- Delegate monthly reports.
- Delegation quarterly development report.
- Delegation biannual and other situation reports.
- Delegation annual report.

The indicators for objective 5 are:

- Invitations to meetings.
- Speeches broadcast.
- High visibility and publicity through media coverage.
- Continued and new funding.

Critical Assumptions

- The present Head of Delegation and Finance/Administration Development Delegate extend their assignments in Cambodia, in order to build on the experiences and relationships of the last two years.
- The excellent co-operation between the host National Society, the Federation and supporting National Societies continues, enabling a productive working relationship.
- Donor interest in Cambodia continues to grow, allowing the Federation to fully support CRC in all programme sectors
- The security situation and the economy remain stable.

Monitoring and Evaluation Arrangements

Monitoring of this programme will be carried out on a daily basis by the Cambodia Head of Delegation with the support of the delegates. The outputs of the delegation, in the form of reports, correspondence and communications, will be monitored by the south-east Asia regional delegation and the Federation Secretariat, as well as the host National Society, donors and other interested parties.

An interim evaluation of this programme will be carried in the fourth quarter of 2001 and a final evaluation conducted in the fourth quarter of 2002. The Secretariat, regional delegation, the host National Society, National Societies active in Cambodia and donors will be invited to participate in the process.

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DELEGATION: CAMBODIA						
PROGRAMME	DP	Health & services	Human. values	IDRD	Coord. & mgt	TOTAL
Shelter & construction	26,400	39,600	0	87,450	0	153,450
Clothing & textiles	0	936	0	11,015	0	11,951
Food & seeds	0	0	16,335	0	0	16,335
Water	0	0	0	0	0	0
Medical & first aid	0	111,510	0	6,188	0	117,697
Teaching materials	0	0	0	0	0	0
Utensils & tools	0	0	6,270	0	0	6,270
Other relief supplies	0	13,200	0	59,400	0	72,600
Sub total supplies	26,400	165,246	22,605	164,052	0	378,303
Land & Buildings	0	0	0	0	0	0
Vehicles	0	68,805	0	49,484	0	118,289
Computers & telecom	0	9,900	3,300	29,700	0	42,900
Medical equipment	0	0	0	0	0	0
Other capital expenses	0	0	0	0	0	0
Sub total capital	0	78,705	3,300	79,184	0	161,189
Programme management	53,419	87,826	23,681	85,838	38,415	289,179
Technical services	15,991	26,291	7,089	25,695	11,499	86,565
Professional services	17,734	29,156	7,862	28,496	12,753	96,000
Sub total programme support	87,144	143,273	38,632	140,029	62,667	471,745
Transport & storage	30,710	40,412	3,960	43,158	21,800	140,040
Personnel (delegates & expatriates)	212,004	102,669	990	200,784	221,409	737,856
Personnel (local staff)	145,269	114,873	11,088	268,620	116,556	656,406
Sub total personnel	357,273	217,542	12,078	469,404	337,965	1,394,262
Travel & related expenses	21,120	34,683	18,097	16,830	15,543	106,273
Information expenses	10,560	77,304	114,317	150,558	21,603	374,342
Expert fees	61,050	342,821	0	0	16,500	420,371
Admin. - general expenses	160,009	94,687	12,434	99,999	93,621	460,750
Training workshops / seminars	37,950	107,811	125,778	109,775	0	381,313
Sub total travel, training, general exp.	290,689	657,305	270,626	377,162	147,267	1,743,049
Total budget	792,216	1,302,483	351,201	1,272,987	569,699	4,288,587