

26 July 1999

# **CAMBODIA:**

## ***Institutional Development and Capacity Building***

*appeal no. 01.31/99 (1999 Emergency Appeal)*

*situation report no. 1*

*period covered: January-June 1999*

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*Building on the steady progress, including the formulation of the CRC 3 year Development Plan, made in 1998, the first six months of 1999 has brought tangible results in the development of CRC. Working together with a number of participating RC societies (Phnom Penh based) and other donors, considerable steps have been taken in ID processes as well as in support to the CRC's core programmes. This Situation Report summarises those achievements, as well as constraints, against the objectives of the 1999 Emergency Appeal.*

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### ***The context***

The 1998 General Assembly of the Cambodian Red Cross (CRC) and the adoption of a three-year development plan (1998 - 2000) opened the door to expanded development efforts; emphasis in 1999 is, therefore, on sustainability and the harnessing of resources. The co-ordination of external international support (largely PNSs), ensuring assistance is both integrated and in line with the CRC's development plan, continues to be central to development co-operation in Cambodia.

Key ID activities include the establishment of a human resource development programme, the development of policy on the roles and functions of governance and management (through provincial assemblies, training workshops) and the strengthening of the finance department (clear budgeting procedures, holding of an external and internal audit, defining and documenting fund allocation policy and the evaluation of assets and stocks).

Support to the CRC information programme facilitates an increase in awareness of the CRC, greater respect for the emblem and access to local donors. CRC youth programmes (through an existing school scheme) are being further expanded in 1999.

## ***Latest events***

The objectives for the Federation delegation in Cambodia were included in the Federation consolidated Emergency Appeal for 1999:

1. To strengthen the capacity of Cambodian Red Cross through headquarters and branch support in the areas of management (including human resources), governance, fund-raising and public relations;
2. To improve health conditions for specific rural and urban communities through support to the CRC's CBFA and Youth programmes;
3. To minimise the impact of disasters and to strengthen response measures, through support to the CRC Disaster Preparedness programme.

In summary (for detail see below) the following has taken place in 1999: An Emergency Appeal was launched in February to respond to the Repatriation needs of Cambodians returnees. Preparation for the RC/RC Millennium Year Campaign, follow-up sessions on the ID process, completion of the consolidated audit process for 1997, drafting the Country Assistance Strategy 1999-2000 and numerous foreign visitors (mainly partners, donors and working colleagues) characterised the work of the Federation/CRC during the first two quarters. Implementation of various development programmes and health emergency operations (dengue and malaria) activities kept all four CRC Departments busy.

The work of the Federation in Cambodia is complimented by the presence of the French, Australian, American and Japanese Red Cross offices in Phnom Penh. It is expected that a Netherlands Red Cross presence in branch development will be started in August 1999. The Chinese (including Hong Kong Branch), Swedish, Finnish, Icelandic and British Red Cross Societies are supporting the work of the delegation.

## ***Red Cross/Red Crescent action***

The CRC Three Year Development Plan 1998-2000, adopted by the 2nd General Assembly on 30 April 1998, identified five major goals for the Society:

- GOAL 1: to improve the living conditions and capacity of Cambodia's vulnerable
- GOAL 2: to strengthen the CRC organisation and management
- GOAL 3: to strengthen the public image of the CRC, ensuring respect for IHL
- GOAL 4: to increase fund support for the CRC and its programs
- GOAL 5: to strengthen relationship with regional and international societies.

Four development programs, as part of the Three Year Development Program, were identified for Federation support:

- \* Institutional Development/Capacity Building

- \* Community Based Disaster Preparedness, Flood Mitigation and Relief Program
- \* Community Based First Aid (CBFA) Program
- \* Red Cross Youth (RCY) Program.

## **Institutional Development/Capacity Building**

### Human Resource Development

- { A format has now been adopted to standardised all existing job descriptions and to develop new ones as required.
- { An assessment of staffing needs has been carried out in the *Disaster Management Department* (DMD) with the support of the Federation DP Delegate. New staff members have been recruited to implement programmes and training needs for the staff identified.

The *Communications Department* has identified the structure and staff needs and has recruited professionally qualified staff members.

A major restructuring process is taking place in the *Programme Department*. There is a clear need to convert the Health Sub-department into a separate *Health/Social Welfare Department* due to many health related programmes and projects implemented by the CRC. The professional capacity of the CRC health sector, especially in the field of public health, needs to be strengthened. The Federation hopes to recruit a Health Delegate to assist and support the implementation of the CRC health and health related programs and a professional counterpart is needed at the CRC for capacity building. New structures have been drafted for the Health/Social Welfare Department and Programme Department.

- { Following the Induction Workshop on ID and Governance (which took place in 1998 for the Members of the Central Committee, Executive Group and Senior Managers both at NHQ and provincial level) and the Capacity Building Workshop for the existing 20 Development Officers at the provincial level, a follow-up session on staff development took place in March. However a consolidated plan for staff development can take place only after job descriptions have been written and staff appraisals carried out. Some individual English classes and leadership training course have been funded by the Federation for the Programme Department. The Federation Delegates continued the on-the-job-training of their NS counterparts.

### National and Branch Development: Governance, Management and Finance

- { The Federation Guidelines for NS Governance have been translated into Khmer and distributed to the Members of the Central Committee (CC), Executive Group, Senior Directors and to all Directors of the target Provincial Red Cross Branches. The CRC will commence the review of its Statues with the support of the Federation and ICRC in the 3rd quarter 1999 and is planning to have an extraordinary General Assembly in the year 2000.
- { The CRC structure was again reviewed during the ID Working group meetings in March. The changes in the main structure will be presented for the approval of the CC after the restructuring process in each department is complete. The CRC has prepared a clear schedule for regular management meetings (quarterly progress report to the Honorary President by the President, progress report on monthly basis to the President by the Secretary General (SG), monthly meetings between the SG and weekly meetings between the Department Directors and their staff). Regular meetings between the NHQ and provincial Branches do not take place yet.
- { An Accounting and Budgeting Procedures Manual and the Financial Management Policy of the CRC were prepared in 1997 with the assistance of a French bilateral delegate. The documents have not yet been approved by the Central Committee but are used by the NS as guidelines for financial

management. An in-depth review is currently taking place, with the assistance of the Federation Finance Delegate, to update the finance systems and reporting procedures.

- { The 1997 consolidated Audit, carried out by Price Waterhouse Coopers in 1998 nears completion. The CRC Treasurer and Director of Finance & Administration, assisted by the Federation Finance Delegate, have finalised the management comments and submitted these to the auditors. Once a final copy of the audit report is received, arrangements will be made to prepare for the 1998 consolidated Audit

#### Communications/Public Awareness and Fund-raising

- { The dissemination activities were formally transferred from the Programme Department to the Communications Department as there is now a capable Director of Communications to manage the work.
- { The connection of the CRC to the world by E-mail and the Internet has significantly improved the possibilities to strengthen external relations and access to information in general. The new Director is a very experienced computer and Internet user and is able to design a CRC home page for web site herself.
- { Five hundred desk calendars (Khmer/English) were designed, printed and distributed at the beginning of 1999 for dissemination purposes. A new CRC brochure has been designed as well as the 1st quarterly Bulletin on RC activities. Four different type of Millennium Year Campaign posters have been designed, printed (2000 of each) and were distributed in public places, both at the central and provincial level before the 8 May events. Videos on CRC activities in the field were prepared on many programmes and activities shown on TV on weekly basis. The Department also prepares Press Releases on specific events or activities and submits them to the mass media (e.g. central level workshops, RC involvement in the Repatriation or Malaria Emergency). Dissemination and public awareness remain a high priority for the Society.
- { The membership fee decided and adopted by the 2nd General Assembly is deemed far too high (USD50/member) for the majority of ordinary citizens and therefore alternatives for a membership fee are under discussion.

#### **Community Based Disaster Preparedness (CBDP) Programme**

- { The DMD has been restructured and new staff recruited to support CBDP. CRC Headquarters DMD staff received skills enhancement training and DMD Instructors received training of trainers.
- { There is an ongoing participatory review of strategies and methods by the DMD with support from the Federation DP Delegate.
- { Formal communications and linkage to National Committee for Disaster Management (NCDM) have been established. This is the ministerial level office within the government charged with co-ordinating disaster preparedness and response activities.

#### CBDP Training Activities

During the final quarter of 1998 participatory meetings were held at the community level to assess and analyse the content and context of training relevant to Cambodia's history of annual floods. From these meetings the DMD developed a new CBDP training curriculum with specific emphasis on disaster preparedness and flood mitigation activities that could be implemented at the community level. Training is conducted in three target provinces: Kandal, Prey Veng and Kampong Cham. In each province twenty-eight Red Cross Volunteers receive eighteen days of classroom instruction. This is followed with field activities to include: hazards identification, mapping, community organising, mitigation

activity identification, planning, and mitigation project activities. All volunteer field activities are monitored and supported by CRC headquarters and provincial staff in participation with commune and village leadership.

### CRC Capacity Building

The Federation works closely with the DMD staff to provide the managerial and technical support for programme implementation and capacity development. The process of programme application is utilised as the vehicle for formal and informal skills enhancement across a broad range of issues to include: policy development, procedural implementation, issue identification, problem solving, supervisory skills, staffing patterns, etc.

### Challenges of the CBDP Programme

All significant challenges are outlined in the "Notes to Workplan" (available at the delegation). The only exception of major consequence has been the total preoccupation of DMD with repatriation activities and tasking by UNHCR and WFP. Since the beginning of January 1999, the department has been fully engaged in the movement of refugees, distribution of food and procurement, assembly and transportation of relief supplies. The capacity and capability of the department to direct, control, monitor and guide two major new initiatives, repatriation and CBDP, is beyond the current competence of managers and supervisors.

### **Community Based First Aid (CBFA) Program**

- { The CRC CBFA Programme was formally recognised by the Ministry of Health (MoH) and the CBFA Policy and training curriculum were reviewed and further developed with the support of the Federation and French RC.
- { Two Project proposals for the expanded CBFA Pilot Projects in Phnom Penh (Cham Carmon) and Siem Reap (Chong Kal) were further developed and a technical water sanitation assessment carried out in Chong Kal district with the support of the RDKL as part of the proposal development.
- { The monitoring system was improved; site visits to the provincial RC branches were carried out for supportive supervision and monitoring; a survey of existing and committed RCVs was initiated.
- { 36 Red Cross Youth Advisors were trained in basic CBFA in the first three pilot provinces; 500 Red Cross Volunteers (RCVs) received a 5-day refresher training in 10 target provinces (50 RCVs/province) and 20 Development Officers (2/province) received refresher training as CBFA Instructors funded by French RC.
- { 390 T-shirts, caps were printed for RCVs (to add to the existing stock 110) for visibility; 3'474 tunics were printed for RCVs for visibility and recognition (for existing RCVs); 500 basic FA kits purchased and distributed to the RCVs receiving the refresher training and the re-supply of 1,000 FA kits was implemented.
- { A separate booklet on dengue haemorrhagic fever (DHF) was designed in co-operation with the National Malaria Control Program and 10,000 copies printed for distribution to the communities as part of the health education campaign.
- { JRCS assisted with the support from the RDKL to develop a Two-Year-Phase-Out Plan for the Red Cross Health Centre support in Phnom Penh.
- { Regular CBFA co-ordination meetings were held between CRC, Federation, French RC and Japanese RC.

### **Red Cross Youth (RCY) Programme**

{ To date, there are 3,300 RCY members recruited in 11 target provinces (6 target schools/province, 50 RCY members/school, 2 RCY Advisors/school and one liaison person/province for co-ordination purposes between the Ministry of Education, Sports and Youth and the provincial RC Branch. RCY Advisors and Members received basic training on RCY Policy and RC principles last year and they now actively organise campaigns in their respective schools or communities (e.g. clean up campaigns, malaria prevention). Other activities during the quarter include:

- Printing of 3'500 RC Notebooks and pens for RCY members.
- 104 RCY Advisors from 8 new target provinces trained in basic CBFA skills.
- RCY Advisors and RCY members participated extensively in the clean up campaigns in their respective communities organised as part of the DHF operation.

## ***Outstanding needs***

Partner/Donor interest and support for Cambodia has been positive during this period. The Federation challenge, together with the PNSs in country, will be to ensure the appropriate level of support for CRC over the coming years. It is, therefore, critical that the steady progress in harnessing the joint resources of the donors (specifically the bilateral PNS presence) is continued, that a single strategy of support for Cambodia is developed and that donors look at making longer term pledges of support to the delegation.

## ***External relations - Government/UN/NGOs/Media***

Co-ordination meetings shared by ICRC for security and general information sharing within the RC family continued once a week. Due to the heavy workload in relation to the repatriation and several other information sharing forums during the quarter, special co-ordination meetings between the CRC and RC family were not held.

Excellent co-ordination and co-operation continued between the Delegation and the CRC as well as between the Delegation, Ministry of Health, Ministry of Rural Development, ECHO Phnom Penh, UNSG Personal Representative, Diplomatic Missions, relevant UN Agencies (especially WFP and UNHCR), IOs and NGOs. Both Asian Development Bank and World Bank visited the Delegation for information sharing during the quarter.

## ***Contributions***

See Annex 1 for details.

## ***Conclusion***

The first half of the year has been extremely busy and challenging for the Red Cross in Cambodia. The repatriation programme required considerable additional effort. However, the CRC was able to cope with the expanded demands and implement successfully both the emergency operations and planned activities of various development programmes.

The ID Program is progressing although the process is slow due to a continuous heavy workload of key people in the Society. It can be expected that the ID Working Groups will address their tasks more during the second half of the year and that significant progress is made in the coming 12 months.

1999 has proved to be a critical time in the development of Cambodian Red Cross and in its assistance to the people of Cambodia. This 'window of opportunity' has been identified by the Federation and its key donors; this impetus must now be built on.

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