

ANNUAL REPORT



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

CAMBODIA

May 2002

Appeal No. 01.41/2001

*Appeal Target: CHF 4,288,587 (Revised to CHF 3,045,882 - US\$ 1.79 million/
EUR 2.06 million)*

Operational Developments

In 2001 Cambodia experienced greater political stability than in previous years, although perceived abuses of power still gave cause for dissatisfaction. A law to try former Khmer Rouge leaders in courts with both international and local judges was passed and signed. In late 2001 registration for the first communal election in decades, planned for February 2002, took place. Many international donors continued to support Cambodia's development efforts after decades of war, internal dispute and political instability. However, donors voiced their concerns about the apparently uneven distribution of aid, which rarely reached the poor and vulnerable in the provinces.

The International Federation continued its support to strengthen the Cambodian Red Cross (CRC) in 2001 in accordance with the CRC Five Year Development Plan (2001 - 2005) and the Federation's Country Assistance Strategy 2001-2002. A disappointing financial response to the Appeal for 2001-2002 prompted a reassessment of programmes and resulted in a revision of the annual budget. Despite this setback however, core activities took place as planned in practically all programmes. In addition, an international emergency appeal was launched in September (a six-month operation to assist flood victims).

The Federation continued to support the CRC in its efforts to become a well-functioning national society with special emphasis on branch development, training and recruitment. The benefits of this process became increasingly evident as the CRC played an increasingly key role at a national level in disaster prevention, preparedness and response. The CRC's demonstrated ability to respond to the needs of those affected by the floods in 2001 (which, although less devastating than those of the previous year nonetheless affected three million people, or a quarter of the population) was a prime example of its increased capacity.

The CRC's increased capacity (it is the country's largest humanitarian organization) was offset by the growing need for assistance to millions of Cambodians. Despite an (estimated) five percent economic growth, the gap between the rich urban élite and the poor continued to widen. Cambodia was listed as a "Hunger Hot Spot" by the United Nations World Food Program (UNWFP) and the Cambodia Human Development Report for 2000 estimated that 40 per cent of the population lived below the poverty line. The vast majority of Cambodians still had no food security, access to health services, or elementary education.

The plight of the poor was further aggravated by an increasing number of land grabbing and land encroachment cases which - together with natural disasters - resulted in the influx of

tens of thousands of people to urban areas in search of work. This influx was largely unwelcome however, and following three major fires in 2001 which destroyed large squatter communities in Phnom Penh, thousands were relocated to undeveloped areas far from the city.

Objectives, Achievements and Constraints

Disaster Preparedness

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

Achievements

- Disaster management department (DMD) trainers, development officers (DOs) and Federation DP staff participated in 13 training sessions in the country and abroad (see annex).
- Skills enhancement training was designed, based on the organizational chart of the DMD team and a training needs assessment of DOs.
- A refresher training workshop to incorporate lessons learnt was conducted prior to the implementation of the CBDP programme.
- Selection criteria for Red Cross volunteers and communities for the CBDP programme were finalized.
- An assessment and an evaluation of the CBDP program was carried out (the evaluation report is available from the Cambodia delegation on request).
- Roles and responsibilities of the integrated CBDP management committee (MC) were finalized.
- A working group (WG) was established to support day to day implementation of MC decisions. As a result an integrated quarterly based work plan was finalized for all seven provinces.
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- **Objective 2** *To develop CRC capacity to successfully implement natural disaster prevention and mitigation strategies at the community level.*

Achievements

- A total of 175 volunteers in seven provinces (25 per province) were trained in the following areas:

MODULE I:	3-day training on <i>Orientation and Dissemination on the Red Cross Red Crescent Movement and History of the Cambodian Red Cross</i> (Communications Department).
MODULE II:	5-day training on <i>Disasters, Vulnerabilities and Hazards mapping</i> (Disaster Management Department)
MODULE III:	10-day training on <i>Community Organizing for Disaster Preparedness</i> (Disaster Management Department)*
MODULE IV:	6-day training on <i>Community Based First Aid (CBFA)</i> (Programme department).

*As part of the 10-day community organizing (CO) training module III, the RCVs were trained in hazard identification, capacity and vulnerability assessment (VCA) and the writing of project proposals. The community based disaster management committee (CBDMC) - with the assistance of the RCVs - was in charge of developing a community development project proposal, including a budget, for submission to the CRC and other donors.

All training sessions were followed up through a site-visit monitoring system. This system also provided an opportunity to further enhance and strengthen the knowledge of RCVs and their understanding of how to apply their skills in practice.

- A total of 70 villages in 12 communes benefited from the CBDP programme: 49 villages in six communes through DipECHO support, and 21 villages in six communes through AmCross/USAID/OFDA support.
- 37 micro projects were identified and prioritized by the community and a total of 27 were implemented through DipECHO (23) and DFID (four) funds.
- For many communities, the implementation of micro-projects was a collective effort that had an impact on individual families, on the entire community and often on neighbouring communities as well. For many people, it was the first time they had ever worked together for a common goal.
- During the implementation of the micro projects, the communities understood the value of collective action. As a result of their work together, they developed greater confidence in their ability to conduct similar projects on their own. In some cases the communities felt confident enough to seek funds directly from potential donors through project proposals that they themselves had developed.

As a result of the implementation of these micro projects, the effect of disasters was mitigated and the physical vulnerability of the target communities was reduced. The implementation process increased the competence and organizational capacity of the villagers.

Constraints (objectives 1 and 2)

- The implementation of the CBDP program was delayed significantly due to the prolonged rehabilitation phase of the 2000 floods, the most serious to occur in Cambodia in the last 70 years, followed by further flooding in 2001. The CBDP team's resources were focused on emergency response activities for a large part of 2001. However, based on experience gained over the previous two years, the CBDP team was able to implement all planned activities on time.
- The sudden and unexpected withdrawal of funding in November after the September 11 attack in the USA was another significant constraint. Funding for the remaining two months of the year had to be sourced and additional sums raised through the Southeast Asia regional delegation's DP programme. This caused disruptions in planned national society project implementations.

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

Achievements

Step 1: The joint assessment process

- Based on the request by the Council of Ministers to the International Federation and the CRC to assist the NCDM in their capacity building efforts, terms of reference (ToR) were developed for a joint capacity and capability assessment together with all stakeholders in November-December 2000 which outlined the following:
 1. objectives of the joint assessment;
 2. tasks of the team;
 3. expected components of the report;
 4. schedule;
 5. composition of the team;
 6. management and accountability (team leader, management committee and reference group),
 7. financial accountability.
- An external consultant from the southeast Asia region was identified and contracted by the Federation in January 2001 to act as a team leader with assistance from the Federation's disaster preparedness coordinator, NCDM and CRC staff. The assessment

commenced on 21 January for a one month period and a two-day feedback workshop was held on 3 - 4 April after the stakeholders had studied the draft report.

- Members of the United Nations Disaster Management Team (UN-DMT) participated in the joint assessment.
- The assessment team visited Vietnam in order to learn from the more advanced disaster management system there and to establish linkages between the two countries in the Mekong River Basin.
- A draft report was given to the management committee at the end of the assessment period, who in turn presented it to the president of the NCDM. The report was well received by the president (only one additional recommendation was highlighted). It was then translated into Khmer and circulated to all reference group members and provincial governors for comments.
- A feedback workshop was conducted on 3 - 4 April, providing an opportunity for all stakeholders to discuss various aspects of the 2000 flood response and the NCDM's role in general in the disaster management sector. The feedback workshop was well attended, particularly by government ministries and provincial governors, while the circulation of the draft report prior to the feedback workshop was highly appreciated.

Step 2: moving forward

- Following the feedback workshop in April, the report was finalized and printed by the assessment team. The report included three essential components for NCDM capacity building, as follows:

PART I: Report on the capability and capacity of NCDM
 PART II: Five-year institutional development strategy of NCDM
 PART III: Two-year plan of action for NCDM development

- The government of Cambodia particularly appreciated the final report and, based on its experience of the devastating floods in 2000, disaster management was put on the agenda at the Cambodia Consultative Group (CG) meeting held in Tokyo on 11 - 13 June 2001. The report was widely circulated by the NCDM to the donor community in advance and additional copies were made available to all participants at the CG meeting. In addition, the vice-president of the NCDM was requested to give a 45-minute presentation at the CG meeting on disaster management challenges in Cambodia.
- As a result of this process, the NCDM raised its profile and its roles and responsibilities were clarified and disseminated to a wide national and international audience. The NCDM's long-term strategy was defined and a clear two-year development plan was produced.

Step 3: Marketing the plan of action

- As awareness of the NCDM increased, its annual budget was doubled by the government and some support was received from the Korean government based on the two-year plan of action. NCDM now has clearly defined responsibilities which have been disseminated to a wider audience. The NCDM met with all major partners and donors following the CG meeting in Tokyo - which itself was an excellent opportunity to lobby for support of its development efforts. Other organizations and agencies which met individually with the NCDM after the CG meeting and indicated their possible support in the future included:

- **UN-DMT:** a disaster management consultant for six to 12 months to continue to support the NCDM development efforts;
- **Asian Development Bank:** financial management support for a part time in-country consultant;
- **DFID:** requested that the two-year plan of action be submitted to their DM in Bangkok; NCDM submitted the plan with a cover letter;

- **JICA:** interested in funding part of the two-year development plan, negotiations to continue;
- **SIDA:** interested in NCDM development, negotiations to continue;
- **Japanese ASEAN Solidarity Fund:** the two-year plan of action was submitted.

Humanitarian Values

Objective 1 *To increase publications for general dissemination purposes and improve skills of the staff*

Achievements

- The following dissemination materials were developed, printed and distributed nation wide through 24 provincial branches. Special emphasis was placed on dissemination of CRC news to government authorities, and international and national organizations.
 - 2,000 brochures in English and 8,000 in Khmer;
 - 4,000 bulletins in English and 12,000 in Khmer;
 - 10,000 leaflets on the Red Cross/Red Crescent Movement;
 - 10,000 leaflets on the use of the emblem;
 - A pamphlet was drafted on CRC activities, the seven Fundamental Principles and the components of the Red Cross Movement;
 - 1,000 desk calendars and 10,000 postcard calendars were produced;
 - 1,000 World Disasters Reports 2001 were distributed in Khmer;
 - Press releases were issued for special issues, for example on CRC SAMU personnel, demonstrations for food relief, the organization of the Regional Partnership Meeting (March 2001) and the 11th secretary generals and leaders conference (October 2001);
 - Translations (Khmer) of the east and southeast Asian regional communications strategy were distributed to all branch directors.
- News on CRC activities and branch profiles were broadcast every week in the first half of the year and every two weeks in the third quarter. The broadcast was suspended due to financial constraints.
- Training of staff by an Australian youth representative (Australian Red Cross) in the field of communications was conducted on an individual basis when staff were available. The training included the following aspects:
 - two persons received 40 hours of international humanitarian law (IHL) training;
 - three persons received 10 hours on plan of action training;
 - three persons received 10 hours training on cycle management;
 - one person received instruction on how to prepare a power point presentation;
- In addition to in-house training, staff were given financial support and the following skills development training:
 - One person received financial support for a one-year course in communications;
 - One person received financial support for a one-month project management training course;
 - One person was supported on a six-month English course at the Australian Center for English (ACE)
- A review of CRC publication material was made after the director of the department completed a five-day internship program with the Federation's information unit (RD Bangkok).

Constraints

The initial plan to recruit a publicist to take responsibility for publication materials was suspended due to lack of office space. Lack of professional development was a major obstacle in the finalization of the first teaching manual for disseminators. Despite limited time, the Australian youth representative was instrumental in facilitating a review of the department's structure, identifying priorities and contributing to personnel training in management and IHL.

Objectives 2, 3 and 4:

- *To promote IHL through dissemination to target audiences.*
- *To enhance knowledge of IHL among national society staff*
- *To maintain documentation and effective communication for IHL promotion.*

Achievements

These activities were implemented with support from the ICRC and the Australian youth advisor to the communications department.

Objective 5 *To establish and train Red Cross volunteers in landmine awareness in selected provinces, and to strengthen the LMA skills of volunteers already trained.*

Achievements

- A network of 250 RCVs (50 per cent women) was established and trained in the five target provinces on community based first aid (CBFA), Red Cross dissemination/International Humanitarian Law (IHL), mine awareness and CMVIS (Cambodia mine/UXO victim information system). Target areas included the following provinces: Veal Veng/Battambang, Samlot/Battambang, Pailin, Malay/Bateay Mean Chey and Roveang/Preah Vihear.
- RCVs disseminated to communities on Red Cross principles and IHL in 240 sessions and received 260 small donations for Red Cross activities.
- RCVs conducted 158 landmine awareness sessions with 1,837 participants.
- RCVs educated communities on health related issues through 332 organized sessions and 471 first-aid sessions.
- CRC cooperation with external agencies working in the same sector was strengthened through linkages and coordination meetings with CMAA (Cambodia Mine Action and Victim Assistance Authority), CMAC (Cambodia Mine Action Centre), MAG (Mine Action Group), HALO Trust, World Vision and other organizations working on LMA projects.
- A two-day LMA refresher course was conducted involving 32 Red Cross Youth (RCY) advisors and 750 RCY members already trained in 2000.
- A RCY drawing contest was conducted in Pailin province to help to reinforce the LMA message and the role of RCY as peer educators in their communities.
- An internal review of the impact of the project was conducted in cooperation with the Federation, CRC headquarters and target RC branches. The review is available at the Cambodia delegation on request. The report stated that the training was very useful for raising landmine awareness in high risk provinces and the CRC decided, based on negotiations with partners and with its main donor, to continue this project and further strengthen the relationship and cooperation with mine action authorities and partners working in the same sector.

Constraints

Funds for the project were received only towards the end of the second quarter. This put a great deal of pressure on staff to get all activities, planned for 12 months, implemented in six months.

Health and Care

Objective 1 *To improve human resource development and build capacity within the CRC at branch and headquarters level, and to develop an understanding with the relevant*

government departments regarding the role and responsibility of Red Cross volunteers (RCVs) in improving community health.

Achievements

- Two working groups were nominated to review the RCV policy, curriculum and training materials.
- Coordination between departments within the CRC was strengthened through the establishment of a management committee (MC) comprising the disaster management department, the programme department and the communications department in order to ensure a uniform approach to the RCVs and development officers (DOs) at branch level. This was a first step towards a cross-sectoral approach, at headquarters as well as at branch levels.
- Gender balance between the RCVs was strengthened based on the new criteria and selection process. As a result, new RCVs were comprised of 50 per cent men and 50 per cent women.
- Health education tools were developed for diarrhoea prevention, eye care, nutrition, hygiene, dengue/DHF and malaria prevention, STDs (sexually transmitted diseases) and HIV/AIDS prevention. This was done jointly by the French Red Cross and the Federation.
- Reporting forms were developed and logbooks distributed to facilitate the monitoring and reporting of RCV activities.
- A database of all RCVs was developed and 50 per cent of the information had been processed at the time of writing this report.
- A total of 971 new RCVs were trained. A further 597 received five days of refresher training. The refresher training course has the same curriculum as the eight-day CBFA session, thus reinforcing skills already learnt.
- A total of 21 out of 24 branches were involved in activities for the prevention of communicable diseases.

Constraints

- The RCV policy and curriculum/training material working groups did not produce any concrete results.
- The RCV database processed very slowly due to lack of input from some branches and the time-consuming process of primary data entry.
- In the absence of an overall, clear health sector policy within the CRC, individual projects remained disjointed.

Objective 2 *To conduct public health education and other preventive activities, including epidemic control, water/sanitation and hygiene.*

Achievements

- In six branches, the DOs identified the most vulnerable communities. As a result, health interventions could be carried out more efficiently.
- DOs conducted monthly planning sessions for health education at provincial and district levels. As a result, a total of 6,812 health education sessions targeting 20,436 people were organized in 2001.
- A severe outbreak of dengue haemorrhagic fever (DHF) was expected in 2001 as part of a three-year cycle. In cooperation with the Federation, Ministry of Health/National Malaria Centre (NMC) and WHO, the CRC mobilized their branches and RCV and RCY networks to conduct health education and cleanup campaigns in identified high risk areas prior to the MoH/NMC distribution of larvacide. In provinces not identified as target areas by the MoH/NMC but with high fatality rates, the CRC mobilized its network particularly in Pursat and Ratanakiri. As a result, the joint intervention made a significant contribution to the prevention of the expected epidemic. The MoH/NMC scientific study showed that an estimated 5,000 severe cases of DHF in children were prevented and 250 children were saved through the joint intervention.

Objective 3 *To mitigate disasters by activating the Red Cross volunteer network in the community.*

Achievements

- Following the devastating floods in 2000, 44 “safe areas” were established in eight provinces, with the construction of 147 latrine blocks, 45 new water points, and 2,363 rehabilitated water points (see reports on web site www.ifrc.org in relation to the Emergency Appeal No. 22/2000).
- During floods in 2001, 30 new safe areas were identified and 26 wells and 108 latrines were constructed (see reports on web site www.ifrc.org in relation to the Emergency Appeal No. 29/2001).
- A total of 581 health and hygiene education sessions were conducted targeting 19,527 people around the safe areas.
- A total of 1,000 posters on the use of latrines as well as 15,000 posters on safe water and personal hygiene were distributed as part of the health and hygiene education campaign.
- At the request of the MoH, 20,000 posters/leaflets on the use of oral rehydration solution (ORS), aluminium sulphate and chloramine were distributed by the RCVs in flooded areas.

As a result of these activities, the incidence of water borne diseases was reduced.

Community Based Primary Health Care (CBPHC) pilot project in a rural area (Chong Kal district, Otdar Mean Chey province)

Objective 1 *To develop a volunteer-based outreach public health information and service delivery system, as a model for replication (in a rural area).*

Achievements

- A new office was constructed and equipped.
- A situation analysis including a health survey, qualitative health research and a disability survey was conducted by an external consultant. The report is available at the Cambodia delegation on request.
- A total of 50 volunteers recruited earlier received an eight-day refresher training course, following the curriculum of the basic CBFA training.
- A total of 30 new RCVs were recruited and methods for training of illiterates developed earlier were used.
- Water and sanitation activities were conducted in partnership with an organization specialised in this field. A total of 17 wells, 342 water jars and 80 latrines were produced with the participation of the RCVs and the community.
- Village profiles and village mapping were developed by the community and RCVs.
- Mine awareness training and health education for prevention of diarrhoea, cholera, tuberculosis, malaria, dengue, HIV/AIDS and poisoning were conducted among the target community.
- Information, education and communication (IEC) materials for diarrhoea, DHF and malaria prevention, and on general hygiene were produced in cooperation with the MoH and distributed to the target communities.
- First Aid was provided for some 650 patients at the village level and approximately 60 patients were referred to the health facilities.

As a result, the remote Chong Kal district in rural Otdar Mean Chey province now has a well established RCV network to assist the community.

Constraints

- Although the DO and the field officer (FO) as well as the RCVs were active and committed, there were gaps in reporting. This was addressed by developing reporting forms, by providing RCVs with logbooks and by encouraging RCVs to submit narrative reports. However, in the absence of a well-developed, comprehensive health information management and supportive supervision/monitoring systems for RCVs at the CRC, the monitoring and systematic documentation of results and impact of the work of RCVs remained weak.
- The statistics at the health centre were not analyzed, although this issue was addressed at every monitoring visit.

Objective 2 *To optimize the utilization and accessibility of existing public health facilities.*

Achievements

- The RCVs referred 36 tuberculosis and other patients to the Chong Kal health centre.
- The RCVs mobilized the community for MoH immunization sessions.

Constraints

- The MoH Chong Kal Health Centre had limited space for TB patients. This was brought to the attention of the MoH/TB department.

Objective 3 *To ensure that local branches, municipal branches and CRC headquarters are able to replicate and implement PHC programmes in rural and urban areas, as appropriate.*

Achievements

- The CRC has promoted this programme to the Singaporean Red Cross for replication in another rural and remote province in Koh Kong near the Thai border. This province shared similarities with Chong Kal in terms of general development.

Community Based Primary Health Care (CBPHC) pilot project in an urban area (Chamkar Mon district in the municipality of Phnom Penh)

Objective 1 *To develop a volunteer-based outreach public health information and service delivery system, which can then be used as a model for replication.*

Achievements

- A water and sanitation survey was carried out by an external consultant in one of the communes in the target area at the beginning of 2001. The consultant assessed the availability of safe water in squatter areas in an urban setting. The report is available at the Cambodia delegation on request.
- A situation analysis of Chamkar Mon district with an overview of the social, economic, civic, geographical and historical situation was conducted in February by an external consultant. The report is available at the Cambodia delegation on request.
- An RCV package, including guidelines for RCV selection, the roles and responsibilities of RCVs and RCV leaders, monitoring and motivation, was developed and used when an additional 50 RCVs were recruited. At the time of writing, there were 75 active RCVs in the project.
- All 75 RCVs received training in disease recognition and prevention including sexually transmitted diseases (STDs) and HIV/AIDS, the importance of maintaining a high nutritional status, safe drinking water, methods for rainwater collection, and environmental hygiene, including methods for disposal of rubbish.
- The RCVs also provided Red Cross/Red Crescent dissemination and educated their communities in these topics.

Objective 2 *To optimize the utilization and accessibility of existing public health facilities*

Achievements

- Two health centres in the Chamkar Mon district covered the 12 communes. Outreach activities were strengthened throughout the year by mobilizing community members for immunization sessions and using them to disseminate the services of the health centres. One of the health centres was supported extensively by the CRC and the Japanese Red Cross Society. The health centre cooperation was phased out in March 2001 and the MoH became fully responsible for the implementation of activities there.
- Another key role for RCVs was the referral of patients to the health centres for treatment. Approximately 40 patients were referred.
- Identification tags were designed for the RCVs so they could be recognised by the health staff and their efforts acknowledged.
- A health assessment form was developed by the Federation/CRC. With this, 25 RCVs conducted more than 1,000 individual family health surveys. The purpose was to identify the most common diseases in the community and plan and perform health education accordingly.

Objective 3 *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.*

Achievements

- The Municipal Red Cross branch conducted a provincial assembly in December 2000 and recruited a director and some key staff members in early 2001.
- The branch became increasingly involved and interested in the project after the appointment of new management including a project development officer.
- The CRC headquarters based project health officer at times showed little interest in this urban pilot project, and most of the overall planning and monitoring was conducted by the health advisor (the Australian youth representative) in cooperation with the branch.

Constraints

The Chamkar Mon pilot project faced many constraints during the year.

- During the first six months of the year the CRC was generally still heavily involved in the rehabilitation phase of the flood operation 2000 (this ended in August 2001).
- CRC key headquarters health staff were often absent due to international workshops and courses.
- In May, an extensive fire hit the Tonle Bassac area destroying 547 homes and leaving over 1,700 people homeless. (This was the area in which the water and sanitation survey was conducted). After this fire, the municipal government established a relocation site outside the city, in Chong Rouk. This led to a mass exodus of squatter families (including RCVs) to this new resettlement area and 25 RCVs began work in this area.
- In November 2001 two other fires swept through the urban squatter region, which was the project area. This time the victims were relocated to two new areas outside Phnom Penh, Anlong Kong, (421 families) and Anlong Kanang (3,000 families).
- Transfer of funds for 2001 was also delayed (received in November).

Despite all these constraints, the squatter area in the urban setting in the municipality of Phnom Penh was able to establish a RCV network to assist the most vulnerable.

Blood donor recruitment

Objectives

- *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 BDR 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.*

Achievements

- This project was included in the Federation's Annual Appeal 2000-2001 after long negotiations between the WHO, the Federation, CRC and the MoH/National Blood Transfusion Services (NBTS) although donor funding was not secured for the project in 2000. However, the CRC and Korean Red Cross had numerous discussions, and as a result of this negotiation process, a high level technical team from the KRC conducted an assessment relating to the BDR project in November in cooperation with the Federation and CRC. The Federation recommended a tripartite cooperation agreement between the CRC, KRC and the MoH/NBTS for the project. The WHO technically and financially supported the MoH/National Blood Transfusion Centre (NBTC) and also cooperated closely with the planned project.
- The head of the health and social welfare sub-department attended two workshops in BDR programming, namely the *Third Symposium of RC/RC on Blood Safety* and the *Blood Donor Recruitment Campaign Techniques*, both in Bangkok.

School-based Red Cross youth programme

Objectives

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

Throughout 2001 the RCY programme conducted training activities in the areas of landmine awareness and HIV/AIDS, CBFA and dissemination. During this period the programme focused resources on developing stronger foundations in areas of policy, procedures and the review of training materials. The programme was expanded to include one new province, Kompong Cham, and youth unit staff commenced plans to expand to a further four provinces in 2002.

Achievements

- In 2001 the programme was extended to six more schools in another province (Kampong Cham, funded by French Red Cross [FRC] bilateral co-operation).
- The Federation supported the CRC in building a stronger working relationship with the French Red Cross. The result was more understanding and a greater opportunity for FRC to build the capacity of CRC staff.
- A total of 102 CRC youth target schools received first-aid kits.
- Two editions of the youth bulletin were distributed to all members.
- Schools bags with the CRC and the Federation logos were distributed to all 4,650 members.
- Cleanup campaigns were conducted in most of the target schools through dengue haemorrhagic fever (DHF) prevention campaign in August under the health-in-emergencies project. This was done in close cooperation with the MoH national DHF control Programme and WHO.
- Road safety training modules were developed as part of the implementation of health and care in the community.

Constraints

It was not possible to conduct regular activities in target schools in 2001 because of funding shortages. The year 2001 was one in which solid foundations for the programme were established, to ensure a sustainable future. In 2001 plans were put in place to ensure that regular activities would be conducted and monitored in schools in 2002.

Organizational Development

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.*

Achievements

Eighteen provincial assemblies took place during this period, (2001), bringing the total conducted to date to 19.

Constraints

- The lack of clarification on the role and responsibilities of branch committee members has meant that few committees functioned effectively.

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

Achievements

- Recruitment and appointment of core branch staff following provincial assemblies:

Branch	Director	Admin/Finance Officer	Development Officer number 1	Development Officer number 2
Phnom Penh	Yes	Yes	Yes	Yes
Siem Reap	Yes	Yes	Yes	Yes
Battambang	Yes	Yes	Yes	Yes
Pursat	Yes	Yes	Yes	Yes
Banthey Mean Chey	Yes	Yes	Yes	Yes
Kandal	Yes	Yes	Yes	Yes
Prey Veng	Yes	Yes	Yes	Yes
Koh Kong	-	Yes	Yes	-
Kampong Cham	Yes	Yes	Yes	Yes
Kep	-	Yes	Yes	-
Kampot	Yes	Yes	Yes	Yes
Kampong Chhnang	Yes	Yes	Yes	Yes
Takeo	Yes	Yes	Yes	Yes
Kampong Speu	Yes	Yes	Yes	Yes
Kampong Thom	Yes	Yes	Yes	Yes
Sihanoukville	-	Yes	Yes	Yes
Preah Vihear	-	Recrt. ongoing	Yes	-
Kratie	Yes	Yes	Yes	Yes
Svay Rieng	-	yes	Yes	-
TOTAL 19	14	18	19	15

Constraints

- CRC recruitment procedures state that a representative from headquarters must be present on the recruitment panel. With the large volume of recruitment, the lack of headquarters staff to take part and vet appropriate candidates, delayed hiring.
- Due to the lack of funding, renovation and/or construction of office and warehouse facilities of branches was not done.
- Identification of a sustainable funding source to establish and maintain a provincial branch management structure was a challenge for the national society and its partners.

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

Achievements

- The Conditions of Service (Staff Policy) document, approved by the CRC central committee in November 2000, was printed. It was then disseminated to branch directors and their representatives and headquarters staff in October 2001. Branch directors were responsible for dissemination of the Conditions of Service to branch staff. The procedures outlined in the document were followed extensively.
- Dissemination on the Statutes for all branch directors was conducted during the annual planning workshop, and subsequent dissemination was carried out for branch assemblies in every province.
- CRC statutory texts booklets were distributed to branch committee members as well as to branch staff, and to government institutions. Conditions of Service were also distributed to all CRC paid staff.
- A second draft of the CRC logistics manual was prepared jointly by the administration and finance department and the disaster management department. This was agreed on in principle by management at national level after the first draft received comments from headquarters and branch staff. Draft procedures were followed, particularly with regard to the procurement of goods.
- Terms of Reference were finalized for external assistance in developing a CRC financial procedures manual and several business schools and accounting/audit companies were invited to submit quotations for the work. CRC signed an engagement letter with KPMG

who commenced work on August 2001. The first draft manual was received from KPMG in the Khmer version on 27 November and an English version on 11 December 2001 for review in the new year.

Constraints

- These activities involved the participation of key members of CRC, whose time was spread thinly across their wide range of responsibilities.
- With only short briefings during business sessions with other institutions and authorities, CRC did not have enough printed materials to distribute to those organizations for dissemination purposes.
- The participants of the annual planning workshop and the induction course found that some articles and rules in the Statutes and the Rules of Procedures needed to be revised.

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

Achievements

- PriceWaterhouseCoopers conducted external audits for the fiscal years ending on 31 December 1999 and 31 December 2000. Both audits were carried out in the second quarter of 2001 and the final reports were ready for distribution to partners and donors in the new year.
- External accounts training for accounting sub-department staff was conducted and completed by the end of July 2001 and certificates were issued.
- The ACCPAC system was verified by an ICS expert to ensure its accuracy.
- Volunteer and youth database: a database including both RCVs and RCY/RCYs advisors was developed. RCVs' individual forms were entered and the results are stated as follows:

Province	Number of forms entered	% of entry
1. Banteay Mean Chey	156	37%
2. Battambang	325	75%
3. Kampong Cham	175	73%
4. Kampong Chhnang	334	93%
5. Kampong Speu	69	18%
6. Kampong Thom	292	100%
7. Kandal	74	99%
8. Koh Kong	25	50%
9. Kratie	152	51%
10. Mondol Kiri	177	100%
11. Prey Veng	173	39%
12. Pursat	72	16%
13. Ratnakiri	101	100%
14. Siem Reap	383	98%
15. Stung Treng	150	99%
16. Takeo	261	58%
17. Otdar Mean Chey	104	68%
18. Pailin	50	100%
Total	3,139	61%

Constraints

- Individual forms of RCVs and RCY came in at a trickle from branches and there was a shortage of staff to enter data.

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

Achievements

Within *the Branch and Community Development Project* of the four north east provinces of Monduliri, Ratnakiri, Stung Treng and Kratie, the Federation focused on two key objectives:

1. The strengthening of the Cambodian Red Cross;
2. Providing assistance to the most vulnerable.

These objectives were achieved:

- The Federation facilitated the establishment and/or strengthening of a provincial Cambodian Red Cross branch in each of the four north east provinces. Each branch has one administration/finance officer and two development officers. Kratie branch held a provincial assembly in July 2001. Since then, a branch director was recruited.
- Membership plans were made in each province by the honorary committees. CRC membership increased in preparation for the provincial assemblies.
- Awareness of the Red Cross was achieved by the use of visible materials, branch staff attendance at provincial meetings, and cooperation and collaboration with other agencies represented in each province.
- All branches conducted Red Cross/Red Crescent fund-raising activities. Dissemination was conducted in 17 of the 24 districts for 12,009 people.
- Branch staff attended a CRC course on the Training of Trainers. Staff also attended external training courses, including project management, financial management, planning, reporting, leadership, and computer and office skills. The branch staff were encouraged to share their knowledge with their colleagues.
- A total of 252 new RCVs received CBFA training and 80 per cent of RCVs (300) trained earlier received CBFA refresher training.
- Plans were made for the establishment of a Red Cross youth programme in each of the four provinces. This was done in conjunction with the CRC Red Cross youth team and the Ministry of Education, Youth and Sport.
- Plans to assist the most vulnerable were matched with the vulnerability assessment and assistance (VAA) data collected by Red Cross volunteers and consolidated by the branch staff. Distribution of rice, household kits, water filtration units and other relief items commenced to 3,588 most vulnerable families.
- The branches continued the family tracing and the mine incident database activities.
- All RCVs received HIV/AIDS education and assisted in planning an HIV education and awareness raising activity in their villages. In addition, 943 people and 36 RCVs took part in World AIDS Day activities in three provinces.
- Six “Roll Back Malaria” campaigns were conducted in 57 villages in three provinces (2,430 villagers). A total of 1,800 impregnated bednets were distributed and 2,752 bednets were re-impregnated.
- Two dengue fever campaigns were conducted in two provinces.
- The pilot of the household filtration unit (HFU) project was conducted in all four provinces. A total of 240 HFUs were constructed and planning was completed for the construction of the remaining 3,760 units (1,000 HFUs per province).
- The family latrine project planning was completed.
- The first interim evaluation was completed. A total of 43 recommendations was made and an implementation plan will be finalized in February 2002.
- Applications were made to the social fund of the Kingdom of Cambodia (SFKC) for public health training (CBFA) and two applications were also put in for a total of 39 drilled water points in two provinces. To date, one water point application was successful and others were still being appraised by the SFKC.
- A first interim evaluation of the north east project was conducted in 2001 in two provinces.
-
- The north east project continued to strengthen the capacity of the CRC staff at national headquarters and in the four branch offices. CRC staff were supported in the implementation of a wide variety of activities that addressed the needs of the most vulnerable in these remote provinces, populated largely by ethnic minorities.

Constraints

- The main financial and budgetary difficulty was the challenge of ensuring timely reporting to donors. In the first two quarters of 2001, this impacted on the programme by delaying budget requests for the following quarters. A number of initiatives were put in place to facilitate more timely reporting. As a result, the combined fourth quarter and annual north east programme report was completed and sent out within the required time frame.

Objective 6 *To strengthen the capacity of Red Cross branches at municipal, district and communal levels.*

The branch and community development project of the CRC Phnom Penh municipal branch has been in operation since June 2000. Through this project the Federation has supported and strengthened the self-reliance and sustainability efforts of the branch. The main emphasis has been to ensure that the governance and management structure of the branch was in line with CRC's new Statutes and that the objectives and activities of the municipal branch reflected the CRC's five-year development plan. In addition, the national society demonstrated its willingness to learn the best practise for branch development efforts through this pilot project which will end in March 2002. Following the CRC's first-ever provincial assembly held in the municipal branch in December 2000, the branch strengthened its governance and management structure by recruiting professionals to key positions following CRC procedures. The branch also significantly improved its capacity to implement Red Cross activities such as the establishing of RCV and RCY networks at community level.

Achievements

- An induction course for the 10 newly elected branch committee members was conducted and recruitment of key branch staff members was completed.
- Recruitment of key staff members such as a finance and administration officer and a development officer for the district sub-branch was processed but not completed.
- Renovation and/or construction of seven sub-branch offices reached near completion.

Branch Development Plan (2002-2005):

- This was achieved by the initiative of the branch itself.
- The Federation's branch development delegate supported the CRC and the municipal branch, focusing on implementation and monitoring of planned activities and budget implementation. As a result, the capacity of the newly recruited branch director and development officer to plan, implement and monitor the project improved significantly. To further strengthen the overall management capacity of the branch, the following training sessions were conducted in 2001:
 - Language (English): branch director, development officers, adm/fin officer];
 - Staff development (human resources development): branch director, development officers, district sub-branch staff, RCVs;
 - RCV recruitment criteria and procedures: branch director, development officers, district sub-branch staff, RCVs;
 - Follow-up, monitoring and evaluation of RCVs: branch director, development officers, district sub-branch staff, RCVs;
 - Participatory rural appraisal (PRA): branch director, development officer, head of CRC development department, RCVs;
 - CBFA basic training for 50 new RCVs;
 - Organizational strategy and fund-raising: branch director, district sub-branch officers, head of CRC fund-raising sub-department.

- Although the RCY network was adequately maintained, implementation of planned campaigns and refresher training for RCY leaders and Red Cross youth was postponed to 2002 due to the heavy workload of the branch in emergency activities.
- The branch successfully recruited and trained 75 new RCVs in 2001, involving the community in the selection process.
- The branch provided timely and well-organized emergency assistance to the victims of disasters such as floods, storms and fires, utilizing resources from the national headquarters and involving local authorities and RCVs effectively.

Constraints

Implementation of activities planned for 2001 were delayed for the following reasons:

- workload of the branch due to the organization of the International Red Cross and Red Crescent Day on 8 May;
- unexpected difficulties in completing the recruitment of core branch staff, i.e. branch director, administration / finance officer and three development officers;
- urgent humanitarian needs caused by huge fires in the squatter communities of the municipality (see Federation Web site News for two stories on Phnom Penh fires) in November.

Most of the district sub-branch officers also held high-level government positions full-time and the CRC headquarters was concerned as to whether they could contribute adequately to Red Cross activities in line with the Statutes. However, to date the district sub-branch staff demonstrated a strong commitment to the implementation of Red Cross activities as for example during the recruitment process of new RCVs.

Objective 7 *To further develop fund-raising activities in line with the financial resource mobilization strategy outlined below to optimize recruitment, training and retention of members and to promote confidence among donors and partners.*

Achievements

- A national appeal was made to raise funds for emergency assistance to flood victims. Approximately US\$ 600,000 plus in-kind donations were given to the CRC over four months.
- A film première at the beginning of the year to replace the canceled 2000 annual charity bazaar raised more than US\$ 200,000. Allocation of charity boxes was organized by all 24 branches throughout the country.
- Branches requested the fundraising strategy from the national headquarters, and guidance for professional and management development training.
- Two workshops were organized. In January, honorary presidents and presidents of the 24 branches were invited to brainstorm on income generating small-scale projects. Two branches worked on the producing CRC stationary and souvenir items. Income generating initiatives included an English course, the opening of a café, gymnastic facilities, a beauty salon, and car-parking.
- At another workshop discussion focused on the membership drive and reviewed the fundraising guidelines and communications.
- The CRC shop continued to operate in a modest way. An assessment was undertaken to identify methods to improve its operation, by an Australian pro-bono volunteer. Confirmation of these findings rely on the completion of the income/loss of the year and the estimated cost of all items in the inventory list.
- The head of the sub-department attended a fundraising course outside the organization and staff received access computer software training.
- Membership sub-categories were revised and relevant membership fees were fixed. Branches continued to register members.

Constraints

- Inadequate available expertise and professional development of staff within the department; inadequate technical support; lack of financial and operational management skills.

Coordination and Management

The delegation continued to provide technical and financial support to all core areas of the CRC's five-year development plan to ensure that the national society developed further in accordance with Federation standards, policies and guidelines. PNS coordination was facilitated through regular meetings and by providing service based on the Service Agreements between the Federation and all PNSs present in the country, namely the American, Australian, French and the Swiss Red Cross societies.

Objective 1 *To provide overall coordination and management for Federation supported programmes and operations in Cambodia.*

Achievements

- The head of delegation (HoD), finance administration development delegate (FADD) and national staff posts were filled with skilled personnel throughout the year. Some administrative and finance staff received training in accounting systems, security, transport, communications and English. The FADD finished her mission at the end of the year and was replaced by a locally recruited national finance officer. An OD position was created and advertised for the OD segment of her work. The finance assistant's contract came to an end due to illness, and the recruitment of a new assistant was processed.
- The delegation's office, located next to the CRC building in the same compound, was equipped with sufficient equipment and facilities for Federation staff. Two vehicles were donated to the CRC at the end of the year, since the delegation pared down its staff after the extensive flood operations over the preceding two years and the ongoing integration of delegates within relevant CRC departments.
- The delegation facilitated several reviews, studies and evaluations of CRC programmes (see Monitoring and Evaluation section for details). As a result, the lessons learnt through these exercises provided clear guidance for improvement in future programme implementation.

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

Achievements

- The head of delegation conducted weekly or biweekly support and supervision meetings throughout the year. All new delegates, volunteers and other staff had a two-day briefing programme within the delegation and the CRC. Appraisals were conducted once a year as well as at the end of missions as part of the individual and delegation debriefing process. As a result, the delegates were supported and guided according to their needs.
- In terms of human resource development, the Federation introduced a new appraisal system throughout the organization called "*Performance Development and Review (PDR)*" as part of the Leadership 2010 concept. All staff members were requested to define personal objectives for 2001 and all were then evaluated against these objectives. In addition core competencies were analyzed and appraisals completed. All international and national personnel, including support staff were trained in the new PDR system. Appraisals following the introduction of the new PDR concept commenced in December.
- The delegation's weekly coordination meetings continued throughout the year for knowledge and information sharing purposes thus facilitating a better understanding of the Federation.
- Regular bi-weekly delegates' meetings were initiated during the year to address the issues related to the Federation's overall perspective, strategic planning, reporting and related issues.

- The demanding emergency flood operation in 2000 was particularly stressful for the delegation and an intensive team building process was therefore initiated in February, involving an individual Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis to address the situation and to identify staff support needs. This process, concentrating on communication, cross-cultural challenges, stress management and issues relevant to the team, proved to be very fruitful.
- The finance and administration unit continued to provide services to all delegates and national staff throughout the year.
- English language training and some specific skills training for staff continued during the year.
- The head of delegation appointed a committee to review the delegation's Security Rules and Regulations. The review process was completed and updated security rules and regulations were approved by the Geneva security coordinator in November.
- All security guards and drivers received a one-week refresher security training in November to enhance and update their professional skills. As a result of these two activities, the delegation was better prepared for any future security challenges.
- Although the delegation submitted regular financial reports to the Asia and Pacific regional finance unit (RFU) as part of monthly cash requests, deficit management became an issue over the course of the year. The secretariat introduced tighter financial management controls on projects with deficits through the new "*Operation Budget Approval*" system in October. The delegation submitted a financial management plan of action with the reports.

Constraints

- Late pledges from donors, gaps in funding, rigorous donor specific reports and the Federation's three-tier financial management system (country, region, secretariat) were some of the issues that considerably challenged the delegation's coordination and management and a smooth implementation of projects.
- Although it is important to know, through a separate budget, how much the coordination and management of a delegation costs, widespread evidence indicated that it was unrealistic to expect donors to fund this function as a distinct category in addition to programme support recovery (PSR 11 per cent), which is already billed automatically for all expenditure for secretariat and regional delegation support. The country delegation repeatedly brought this issue to the attention of the southeast Asia regional delegation and the secretariat.

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

Achievements

- A joint internal analysis of the CRC's three-year development plan (1998-2000) was conducted by the CRC and the Federation and a detailed report was attached to their current five-year plan (2001-2005).
- Details of the OD process are explained under organization and resource development above.

Constraints

- Increased involvement in the Federation's change process by the head of delegation and the finance administration development delegate resulted in less time to support the national society's development process. This issue was discussed with the national society, the southeast Asia (SEA) regional delegation and the secretariat to find a solution for more balanced time management.

Objective 4 *To coordinate planning and reporting.*

Achievements

- The Federation improved planning and reporting systems during the year by introducing new planning and reporting formats for the annual appeal, development programmes and emergency operations. The new formats were used for reporting in 2001 by the delegation.
- Close cooperation was maintained with the newly established SEA reporting and planning unit which nominated a staff member with specific responsibilities to support Cambodia.
- The delegation stopped producing monthly delegate reports in order to reduce quantities and concentrate more on the quality of reporting.
- The delegation issued an annual report for 2000, two programme updates (PU 1-2), seven situation reports for flood operations in 2000, three operation updates (situation reports) for the 2001 flood operation and some 20 donor specific reports either for development programmes/projects or emergency operations. Over 40 formal reports were submitted by the delegation in 2001 and the majority of them went through the SEA regional planning and reporting unit before being issued to donors/partners.
- Five web site stories were published in relation to the emergencies (floods and fires) in the country and several articles drafted in cooperation with the SEA regional information unit (RIU) for Asia and the Pacific.
- The appeal process for 2002-2003 commenced in May when the SEA regional planning and reporting unit visited the delegation and the CRC and conducted a one-day mini-workshop on new planning and reporting formats and the annual appeal process. All delegates supported the CRC with their respective sectoral plans for each core area and programme category and the Federation then defined its own objectives for each of the six programme categories. Regional technical teams worked closely together ensuring quality and harmonised planning within the area. The delegation undertook an intensive review process and major planning changes were made immediately. After delegates had completed individual plans for each programme category, the appeal was then put together by the delegation in accordance with the narrative and budget guidelines and submitted in time to the SEA regional delegation. As a result of this intensive, participatory process, no changes were necessary either for the narrative texts or for budgets, and the Cambodia appeal was launched as part of the Federation's global appeal on 4 December.
- Regular coordination meetings for the Movement's partners were facilitated by the delegation which maintained a close and active contact with the International Committee of the Red Cross (ICRC) based in Bangkok. As a result of this coordination, discussions and the negotiation process - begun in June 2000 - on the Cooperation Agreement Strategy (CAS, formerly called the Country Assistance Strategy) by the partners present in the country continued. Drafting of the document in accordance with the new guidelines commenced.

Constraints

- The national society's planning cycle was not fully aligned with the Federation's deadlines for the Annual Appeal. Although delegate planning and report writing skills within the delegation improved, the majority of delegates would benefit from either additional support or training since few have English as their mother tongue. Changing formats and guidelines every year did not contribute to continuity in programmes. Often PNSs did not have their own strategies and therefore long-term planning, particularly concerning the CAS was difficult.

Objective 5 *The Federation and Red Cross/Red Crescent Movement will have a highly visible profile in Cambodia and the southeast Asia region which will attract potential donors and partners for CRC.*

Achievements

- The delegation's dissemination and advocacy initiatives focused on the disaster management sector due to the devastating floods requiring intensive Red Cross involvement over the past two years.
- Regular, intensive contact through information and knowledge sharing related to Federation activities were maintained with authorities, diplomatic missions, international and non-governmental organizations and all relevant partners.
- As a result of the improved capacity and image of the national society, several partners were engaged in negotiations with the CRC and small sums from new donors was received. These partnership initiatives included the Ministry of Health/National Malaria Centre, WFP, UNESCO, UNICEF, Partners for Development, Action Against Hunger (AAH), National Committee for Disaster Management (NCDM), Asian Disaster Preparedness Centre (ADPC), and the Belgian, British, Finnish, Danish, Korean and Singaporean Red Cross Societies.

The Federation's country delegation

The delegation continued to provide technical and financial support to the CRC throughout the year and also provided assistance to CRC flood and fire emergency operations. All international (delegates) and national staff positions were filled during the year. The delegation worked with two Australian youth advisors on development in the health and youth sectors. Negotiations continued for the further integration of international and national staff into CRC departments, and the disaster preparedness delegate and the Red Cross youth advisor (AYAD) were based at the CRC departments concerned. This proved to be a very fruitful arrangement in terms of cooperation and capacity building.

A table showing the current human resources within the delegation in 2001 and the plan for 2002 is available for review (Attachment 2). These positions are for development work and in addition to this summary, there were two short term relief operation delegates in 2000 (emergency health and water sanitation) who finished their missions at the beginning of 2001. Two long term delegates (finance and administration development delegate [FADD] and programme coordinator, northeast) finished their missions.

In addition the delegation provided administrative and logistics services as needed to participating national societies (PNSs) - the American, Australian, French and Swiss Red Cross Societies in accordance with the Service Agreements signed with them. This arrangement is based on the Federation Status Agreement signed with the Royal Government of Cambodia in 1995, in which the Federation is considered as an umbrella organization for all PNSs operating in Cambodia.

During the year, the delegation continued to participate in the SEA action research project as part of the Federation's overall change process. In this context, the head of delegation began reporting to the head of the southeast Asia regional delegation in Bangkok instead of to the Geneva secretariat. All technical delegates and teams began their regular cooperation and coordination through dialogue and joint meetings in June. As a result, there was much more intensive cooperation, experience, information and knowledge sharing between all delegations and national societies in the SEA region.

Monitoring and evaluation

In addition to regular supervision, guidance and monitoring provided by delegates in the field, the following special reviews, studies or evaluations were undertaken in 2001 in each programme category (all reports available at the delegation on request):

- *Federation CAS 2001-2002 analysis:* The delegation used the Federation CAS 2001-2002 to monitor the overall implementation of objectives. These Federation objectives for each programme category outlined the delegation's support to the CRC five-year development plan (2001-2005). An internal, rapid midyear review on major achievements was conducted and submitted to the Federation's secretariat during the year.

- *CRC consolidated audit 2000:* The CRC closely monitored and analyzed the implementation of recommendations made by PriceWaterhouseCoopers (external auditors) each year since 1997 when the first consolidated audit was conducted. A table of recommendations was established and the information was analyzed and updated regularly by CRC.
- *Regional OD programme evaluation:* The delegation and CRC participated in the regional organizational development (OD) programme evaluation in October. The evaluation was conducted by a three-member team from the Swedish, British and Philippines Red Cross societies. The team visited Cambodia, Laos and Myanmar.
- *OD/branch development:* A joint first interim evaluation of the *Northeast Branch and Community Development project* took place in the third quarter of the year involving the CRC, the Australian Red Cross and the Federation. The evaluation came up with 43 recommendations for improvements and implementation of those recommendations was closely monitored by the Federation's north east team, all four north east branches concerned and the CRC's programme department at the national headquarters level. The report was shared with all donors and partners supporting the Cambodia organizational development sector.
- Preparations commenced for the final evaluation of the *Branch and Community Development project of the Municipal Red Cross Branch* planned for March 2002. Terms of Reference (ToR) were drafted and an external consultant from the region identified as a team leader.
- *Disaster Response:* During the year, several workshops on lessons learnt in relation to the 2000 floods were held by the CRC, the Federation, and the government. In July, the Federation summarized all of this in a regional study on the 2000 floods in the three countries which had launched an emergency appeal, namely Cambodia, Laos and Vietnam. The executive summary of this review was widely circulated to all partners and donors world wide. The first-ever CRC disaster response programme was designed based on findings and recommendations of the lessons learnt from the floods.
- *Disaster Preparedness:* A short review of the CBDP program took place in the third quarter of the year in cooperation with the Philippine Red Cross Society. However, it was felt after the review that it was not comprehensive enough since the programme had been implemented over a three-year period. A comprehensive evaluation with an external, professional consultant was therefore initiated in December for one month.
- *Health and care in the community:* Two interim evaluations were planned for 2001 but were postponed to early 2002 since the two *community based primary health care (CBPHC)* pilot projects carried out baseline surveys in the Chong Kal and Chamcar Mon districts. These surveys provided a great deal of information from the target districts and projects themselves and it was felt that it would have been a duplication of efforts to conduct the interim evaluations in the same year.
- *The Landmine Awareness (LMA)* pilot project was implemented under health and care in the community programme category for the last two years and was evaluated internally by the Federation and the CRC in 2001. Twenty-one recommendations for improvement of the project were made. This project was effectively managed and implemented by the CRC.

Lessons learned

Lessons learned during the disaster operation in 2000-2001 were extensively detailed in the final flood operation report related to appeal number 22/2000 (please refer to www.ifrc.org). For overall organizational development and capacity building as such the following lessons were learnt: appropriate timing of interventions in each core area is important; adequate technical and financial support for programming provides a solid foundation; commitment at every level - particularly from management - is crucial; transparency and openness are tools for gaining credibility and support; continuity, monitoring and evaluation are imperative; and last but by no means least, volunteers are the mainstay of Red Cross work.

Conclusion

Notwithstanding financial constraints, and the extensive flooding that affected 14 out of 24 provinces, the CRC continued to develop throughout the year and significant results were achieved. All of the Movement's partners - the ICRC, the Federation, the Australian and French Red Cross Societies and others (through the Federation) continued to support the CRC's five-year development plan 2001-2005. Negotiations on the development of a formal framework between the Movement's partners through the Cooperation Agreement Strategy (CAS) 2002-2004 continued and drafting of documents commenced in accordance with the guidelines for the new generation of CAS, issued in February 2001. The CRC was keen to get the CAS Memorandum of Understanding signed with all partners as soon as possible in order to facilitate a standardized approach for support.

A major challenge for the Federation, CRC and participating national societies is to plan carefully what "*the Federation in the field as a Serving Leader*" means in practise in Cambodia. Initial discussions indicated that as of 2004 the Federation may concentrate only on organization and resource development and facilitating the CAS cooperation with Red Cross partners to ensure that the Federation's strategies, guidelines and standards are followed and met by national societies, while supporting CRC development in core areas.

For further details please contact: Ms. Seija Tyrninoksa, Head of Delegation in Cambodia, Phone: 855 12 901 400 or 855 23 10 162; Fax: 855 23 210 163; email: ifrckh01@ifrc.org

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

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

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ATTACHMENT 1: Table: Skills enhancement training in 2001

Course Name	Pax	From	Conducted by	Date	Purpose
1. Fund-raising	1	CBDP trainer	VBNK	10 - 15 Dec.	The team will be able to increase fundraising to support the CBDP project
2. Mini-workshop on RCV and Trainer Manual development and revision	26	CRC: HQ/PR IFRC	CRC	05 - 06 Dec	Review and give feedback on the updated RCV and Trainer Manuals
3. Short orientation about the PRA session, planning, and its tools.	13	CRC/HQ IFRC	IFRC DP Delegate	11 November	To strengthen the training team's capacity on PRA
4. Community level Disaster Risk Management and study tour in Philippines	2	CBDP Team	IRDM	29 October - 15 November	<ul style="list-style-type: none"> Strengthen the CBDP capacity on disaster management to the advanced – academic level To observe the practice, methodologies, and share experience of the Philippines Integrated Community Disaster Planning (ICDP) Program
5. TOT on the CBDP Annual planning 2002	10	CRC: HQ/ PRC	CRC	20 October	Assist the DOs and the branch director in setting up the CBDP master plan.
6. Mini-workshop on the CBDP lesson learns	33	CRC: HQ/PRC IFRC	CRC-HQ	18 - 19 October	Review the lesson learned, strong points, weak points and recommendations
7. Basic financial management	1	CBDP secretary	ICS	10 - 14 Sept	To enhance the CBDP staff in budget management
8. Focus Group Interview	11	CRC: CBDP Trainers and PRC DOs	Cambodian Researcher For Development (CRD)	8 - 11 Sept	To strengthen the CBDP capacity for using PRA tools
9. Field Assessment And Coordination Team (FACT)	1	DMD-CBDP Trainer	IFRC//DMC	3 - 14 Sept	<ul style="list-style-type: none"> To introduce the team to the concept of FACT To increase basic knowledge and skills of the team on the FACT methodologies and other necessary key elements for team building.
10. Project management	3	CBDP trainer	CRD	27 - 31 August	To strengthen the CBDP team capacity to effectively manage a project
11. Report Writing	3	CRC CBDP Team	ACE	16 July - 25 September	Improve the DP staffs' writing of reports
12. TOT on Disaster Management	30	CRC: HQ PRC IFRC Vaddanak Pact	CRC IFRC ADPC Pact	04 -15 June	Strengthen capacity of CBDP trainers, DOs, and DP Federation staff on disaster management and training methodologies.
13. CRC-HQ TOT on the Training methodologies and disaster management	17	CRC-HQ	CRC IFRC	22 - 23 Feb	Strengthen the new trainers' capacity on Training methodologies
TOTAL	151				

ATTACHMENT 2: Human Resources within the delegation 2001/2002

Programme Category	Delegates 2001	Delegates planned for 2002	** AYADs		National Staff		Location
			2'001	2'002	2'001	2'002	
Disaster Response/ Preparedness	1 (DP)	1 (DP)	-	-	3	-	Phnom Penh
Health and Care	1 (Health)	1 (Health)	2	1	1	-	Phnom Penh
Humanitarian values	-	-	-	-	-	-	Phnom Penh
Organisation and Resource Development	2 (BD Delegate, Northeast Program Coord)	2 (OD Delegate, NE Coord)	-	1	3	1	Phnom Penh
Co-ordination and Management	2 (Head of Delegation, Finance and Adm. Dev. Delegate)	1 (HoD)	-	-	5	6	Phnom Penh
TOTAL 20 in 2001	6	5	2	2	12	7	

* Plus 31 support staff in 2001: one office cleaner, 5 drivers (to be reduced to 3), 25 security guards (to be reduced to 16 in 2002). [In comparison, the total planned for 2002 is 35 staff: 5 international staff, 2 international volunteers and 8 national staff and 20 support staff].

** The *Australian Youth Ambassadors for Development (AYADs)* program is an Australian government initiative, funded through the Australian Agency for International Development (AusAID) and gives young Australian professionals, aged 18-30, the opportunity to use their skills to assist in development projects throughout the Asia Pacific Region. Assignments are usually for six months to a maximum of 12 months. The Federation has hosted AYADs (2 at the time) since 1999 and the CRC one AYAD since 2001 (for humanitarian values programme category). The aim is that the CRC gets familiar with this volunteering concept and builds up its capacity in hosting AYADs directly after 2002 if the AYAD program continues.

ATTACHMENT 3: CRC and Federation partnership arrangements in Cambodia

	Programme Category based on S2010	Individual programmes and projects under each programme category	Current or anticipated CRC partners/donors for 2002	Current or anticipated Federation partners/donors for 2002
1	Disaster Preparedness	1.1 Community Based Disaster Preparedness and Flood Mitigation Project	1.1 IFRC, AAH, ADPC	ECHO, DipECHO, BRCS, ADB
2	Disaster Response	2.1 Disaster Response Operations 2.2 Ambulance Service in PNH (2 ambulances) 2.3 Logistics Service	2.1 IFRC, Belgian RC, Diplomatic Missions, NGOs 2.2 French RC 2.2 No donor yet	PNSs, governments, ECHO, AMCross
3	Promotion of the Movement's Fundamental Principles and Humanitarian Values	3.1 Information and Dissemination project 3.2 Tracing and Message Service	3.1 IFRC, ICRC 3.2 ICRC	Finnish RC
4	Health and Care in the Community	4.1 Community Based First Aid (CBFA) 4.2 CBPHC Chong Kal (ad Dec 2002) 4.3 CBPHC Chamcar Mon (ad Dec 2002) 4.4 Commercial First Aid 4.5 HIV/AIDS Education 4.6 Blood Donor Recruitment (BDR) 4.7 Land Mine Awareness (LMA) 4.8 Cambodian Mine/UXO Victim Information System (CMVIS)	4.1 IFRC, French RC, Danish RC, Singaporean RC 4.2 IFRC 4.3 IFRC 4.4 French RC 4.5 AusRC, AusAID, UNICEF, UNESCO, FHI Impact, Danish RC, AmCross 4.6 Korean RC 4.7 Finnish RC 4.8 Handicap International	4.1 ECHO, BRCS, other PNSs 4.2 BRCS 4.3 JRCS
5	Organisational and Resource Development	5.1 National and Branch Development 5.2 Branch and Community Development, Northeast (ad Dec 2002) 5.3 Branch and Community Development, PNH (ad March 2002) 5.4 Resource Development 5.5 Red Cross Youth	5.1 IFRC, AusRC 5.2 IFRC, AusRC/AusAID 5.3 IFRC 5.4 IFRC 5.5 IFRC, British Embassy, UNICEF, UNESCO	5.1 Finnish RC, Swedish RC, Chinese RC 5.2 AusRC/AusAID, Swedish RC, NorCross, SFKC [WB] 5.3 JRCS 5.4 FinCross 5.5 FinCross
6	Co-ordination and Management	Federation Co-ordination and Management	N/A	Swedish RC, NZ RC, FinCross, other PNSs, ECHO, DipECHO, ADB

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.41/2001 Cambodia
Period: year 2001
Project(s): KH000, KH015, KH016, KH020, KH025, KH030, KH160, KH301
Currency: CHF

I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Reallocations	Goods/Services	Personnel	
Appeal budget	3,045,882				
less					
Cash brought forward	140,122				
TOTAL ASSISTANCE SOUGHT	2,905,760				
<i>Contributions from Donors</i>					
American Govt.via American Red Cross (DGN)	139,965				139,965
Australian Govt.via Australian Red C (DGNAU)	65,218				65,218
British Red Cross (DNGB)	43,272				43,272
British Red Cross (DNGB)	124,525				124,525
British Red Cross (DNGB)	43,307				43,307
Canadian Red Cross (DNCA)	5,000				5,000
Chinese Govt.via Chinese Red Cross (DGNC)	33,010				33,010
Danish Red Cross (DNDK)	20,000				20,000
Danish Red Cross (DNDK)	35,000				35,000
DFID - British Government (DFID)	75,000				75,000
DFID - British Government (DFID)	48,473				48,473
Donor - Unidentified (D000)	240				240
Donor - Unidentified (D000)	-12				-12
Donor - Unidentified (D000)	157				157
ECHO-Cambodia Floods 2000 (DE8005)	19,062				19,062
ECHO - CAMBODIA DPP & FLOOD MITIGAT	154,067				154,067
Finnish Govt.via Finnish Red Cross (DGNFI)	22,484				22,484
Finnish Govt.via Finnish Red Cross (DGNFI)	11,370				11,370
Finnish Govt.via Finnish Red Cross (DGNFI)	19,629				19,629
Finnish Govt.via Finnish Red Cross (DGNFI)	12,403				12,403
Finnish Govt.via Finnish Red Cross (DGNFI)	21,413				21,413
Finnish Govt.via Finnish Red Cross (DGNFI)	8,979				8,979
Finnish Govt.via Finnish Red Cross (DGNFI)	5,201				5,201
Finnish Govt.via Fin.RC 2 (DGNFI2)	147,875				147,875
Finnish Red Cross (DNFI)	3,563				3,563
Finnish Red Cross (DNFI)	1,495				1,495
Finnish Red Cross (DNFI)	6,424				6,424
Finnish Red Cross (DNFI)	3,268				3,268
Finnish Red Cross (DNFI)	6,152				6,152
Finnish Red Cross (DNFI)	5,641				5,641
Finnish Red Cross (DNFI)	2,581				2,581
Japanese Red Cross	145,281				145,281
Japanese Red Cross (DNJP)	223,282				223,282
Japanese Red Cross (DNJP)	25,000				25,000
New Zealand Red Cross (DNNZ)	260				260
Norwegian Red Cross (DNNO)	38,000				38,000
Republic of Korea Red Cross (DNKR)	20,000				20,000
Republic of Korea Red Cross (DNKR)	12,403				12,403
Swedish Govt.via Swedish Red Cross (DGNS)	7,476				7,476
Swedish Govt.via Swedish Red Cross (DGNS)	6,838				6,838
Swedish Govt.via Swedish Red Cross (DGNS)	48,970				48,970
Swedish Govt.via Swedish Red Cross (DGNS)	45,114				45,114
Swedish Red Cross (DNSE)	21,675				21,675
Swedish Red Cross (DNSE)	16,380				16,380
Swiss Red Cross (DNCH)	15,000				15,000
Australia				67,186	67,186
Finland				59,960	59,960
France				59,959	59,959
Great Britain				62,094	62,094
Japan				59,959	59,959
Sweden				59,959	59,959
USA				42,381	42,381
TOTAL	1,710,440			411,498	2,121,938

II - Balance of funds

Opening balance	140,122
CASH INCOME Rcv'd	1,710,440
CASH EXPENDITURE	-2,325,699

CASH BALANCE	-475,137

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Period: year 2001

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Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction	80,017	114,451			114,451	-34,434
Clothing & Textiles	6,065	769			769	5,296
Food/Seeds						
Water		5			5	-5
Medical & First Aid	22,080	13,407			13,407	8,673
Teaching materials		15,668			15,668	-15,668
Utensils & Tools		5			5	-5
Other relief supplies	43,093	23,313			23,313	19,780
Sub-Total	151,255	167,619			167,619	-16,364
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles	18,150	21,124			21,124	-2,974
Computers & Telecom equip.		9,923			9,923	-9,923
Medical equipment						
Other capital expenditures		19,885			19,885	-19,885
Sub-Total	18,150	50,932			50,932	-32,782
<u>TRANSPORT & STORAGE</u>	109,350	49,394			49,394	59,956
Sub-Total	109,350	49,394			49,394	59,956
<u>PERSONNEL</u>						
Personnel (delegates)	737,856	278,618		411,498	690,116	47,740
Personnel (local staff)	493,041	463,410			463,410	29,632
Training						
Sub-Total	1,230,897	742,027		411,498	1,153,525	77,372
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	294,146	159,653			159,653	134,493
Travel & related expenses	65,406	54,475			54,475	10,931
Information expenses	256,289	196,857			196,857	59,433
Administrative expenses	356,476	270,735			270,735	85,741
External workshops & Seminars	228,864	286,516			286,516	-57,652
Sub-Total	1,201,181	968,235			968,235	232,946
<u>PROGRAMME SUPPORT</u>						
Programme management	205,385	157,024			157,024	48,361
Technical services	61,481	47,014			47,014	14,468
Professional services	68,182	52,153			52,153	16,030
Sub-Total	335,049	256,190			256,190	78,858
Operational provisions		91,300			91,300	-91,300
Transfers to National Societies						
TOTAL BUDGET	3,045,882	2,325,699		411,498	2,737,197	308,686

Consumption rate: Expenditures versus income 129%
Expenditures versus budget 90%