# **Annual Report 2011**



# URBAN POOR WOMEN DEVELOPMENT





















# **UPWD TARGET COMMUNITIES**

No	Name of Community	Year Organized	Family	Women	Men	Child	Total	Village	Commune/ Sangkat	District / Khan
1	Chamroen	2005	200	234	290	346	870	Doemsleng 2	Chhba Ampov	
2	Phalandet	2005	129	204	264	143	611	Doemsleng	2	
3	Vealsbov	2010	68	116	131	128	375	Svaytaouk	Vealsbov	Manahau
4	Roeseysros	2004	89	170	190	107	467	Roeseysros	Nirouth	Meanchey
5	Streykreykrorkrom 13	2004	52	158	156	64	378	Thnout	Boeung	
6	Komakreykro	2004	44	136	138	25	299	Chhrum	Tumpun	
7	Tumnubpy	1998	49	57	59	33	149			
8	Tumnupbey	1998	44	<b>7</b> 9	93	60	232	Tumnup	Dharan Daub	
9	Phnom Penh Thmey	1998	34	101	88	44	233		Phnom Penh Thmey	
10	Kaksekor	2005	56	138	120	98	356	Chhres	Tillley	Sen Sok
11	Streykokkleang	2006	38	158	138	72	368	Kokkleang		Sell Suk
12	Toektla	1997	43	129	150	140	419	Chungthnal Khang Ket	Toektla	
13	Streytoektla	2007	36	138	137	77	352	Toektla		
14	Chheko	1997	47	160	138	58	356			
15	Krolko	1997	35	98	72	77	247	Krolko	Kilomet No6	
16	Chhekothmey	2007	24	98	85	27	210			
17	Boreymittapheap	2008	81	236	169	53	458			Russeykeo
18	Boreysantepheap	2010	102	296	214	74	584	Mittapheap	Pussovkos	
19	Boreydoemsral	2011	47	117	110	37	264		Russeykeo	
20	Streykleangsang	2009	41	67	89	72	228	Kleangsang		
			1259	2890	2831	1735	7456			

### **CONTACT US:**

Address : House No 35 AAEO, St. 265, Sangkat Boeng Salang,

Khan Toul Kork, Phnom Penh, Cambodia

**Tel** : 023 99 55 80 / 012 64 69 55

Fax : 023 99 55 80

**CCC mail box:** 463

**Email** : info@upwd.org / upwd@online.com.kh

Website : www.upwd.org

# ABOUT URBAN POOR WOMEN DEVELOPMENT (UPWD)

Urban Poor Women Development (UPWD) is a non-profit, non-political and non-religious organization. The organization was established in 1997 and registered as a local NGO with the Ministry of Interior in 1998.

UPWD is one of many women's organizations working with poor women and children living in urban squatters. The organization is unique as it was established by women, led by woman and works with women and for women. Nowadays, UPWD is governed by a Governing Board of five members, and three of those are women. There are in total 7 full time and 3 part time staff working for UPWD at the moment, and four of those are women, including the Executive Director.

Currently, UPWD works with 20 urban poor communities in 3 districts (Meanchey, Sen Sok and Russey Keo) and in 8 communes (Chbar Ampov, Niroth, Boeug Tum Pon, Veal Sbov, Phnom Penh Thmey, Toek Thla, Kilomet 6 and Russey Keo) of Phnom Penh city, Kingdom of Cambodia.

### **Our Approach**

UPWD focuses on establishment of women groups in squats to become a sustainable community. The organization works closely with all levels of authorities of Phnom Penh Municipality, including villages, communes, districts and City Hall. Our aim is to empower urban poor women to claim their basic rights, such as housing, health, education and other basis needs.

UPWD values its work with People Organization for Community Development (POCD) a committee of 5 women formed in 2007 to assist communities in coordinating and negotiating with relevant authorities for accessibility to clean water, electricity, health services, education, environment (building or renovating road, sewage), and so on. In addition to these, the committee is also taking core responsibilities on health funds, funeral funds, and community strengthening.

In addition to these, UPWD also values the work with other sectoral networks, such as NGO Education Partnership (NEP), NGO Forum on Cambodia, HACC, and so on. This enables UPWD to get updated information which is very important for the organization and the women it works with to work on different issues, such as land, food security, access to basic health care, and access to education for poor children.

# UPWD'S VISION, MISSION AND GOALS

### **Vision**

Residents in slum areas live with dignity and high self-esteem and are able to contribute to promotion of local good governance and public services toward sustainable communities.

### **Mission**

We support communities in slum areas to best achieve their endeavours by minimizing root-causes of their problem themselves and aim towards an independent people organization.

This can, through a partnership framework, be achieved by facilitating community organizing processes and building capacities of woman and youth leaders and of vulnerable groups in networking with others who support the interest of the communities.

### Goals

To enable target urban communities to enjoy the rights to secure settlement in order to extend their voices for their self-development processes.



# MESSAGE FROM THE GOVERNING BOARD



It is my great pleasure to serve as a member of Governing Board of Urban Poor Women Organization (UPWD) for the last 5 years. It is interesting to reflect how UPWD has evolved since its inception.

UPWD is strongly recognized as a woman organization, working with women and for women. UPWD has since its inception, struggled to deliver on its broad mandate which has exceeded its limited resources, in order to secure the basic rights

of urban poor women and children. One of the most remarkable achievements, I noticed, is improving self-esteem and leadership of women to claim for their rights. This achievement produced numerous results, especially, upgrading site (building and renovation of infrastructure in their communities), knowledge on land security, more access to basic services (health and education), knowledge on small business management and access to loans for improving their small business, knowledge on land tenure, to name a few.

UPWD's past and present development partners have also been instrumental to UPWD's growth and strengthened capacity in recent years. They are ActionAid (end 2011 not continue in this 2012), GIZ, Global Fund for Women, Huairou Commission, and MISEREOR.

I thank my colleagues on the Board for their time and thoughtful contributions. I also want to thank UPWD's staff who are also committed to making UPWD a stronger organization and one that delivers value to basic women right discussions and capacity to make change happen.

Sincerely.

**Chea Dara** 

In the name of the Governing Board Chairman

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# MESSAGE FROM EXECUTIVE DIRECTOR



Women's and children's involvement are important and inevitable in social and economic development. As such, capacity building, empowering and encouragement for women and children provided more opportunities for their full and active participation in the society. In the context of urban poor community (squatters), capacity and engagement of women and children is obviously critical to reduce involuntary resettlement.

At UPWD, we are working hard to empower women through capacity building for women on different topics, such as leadership, community organizing, human rights, health and sanitation, small business management, land law, and so on. We forms women groups and support them in terms of site development (infrastructure), securing their basic rights (access to basic health care and education), and improving their living standards (access to loan, saving and advice on small business management), etc.

Our work also focuses on building productive relationships with local authorities, in order to pave the way for women to directly work, negotiate and advocate with authorities at all levels. We work with other sectoral networks to get update information and provide learning opportunity for staff and community people.

The opportunity to lead an organization as it strives to become more responsive and effective in solving the problems of women is a challenging but exciting one. I would like to express my sincere thanks to the Board and staff for their support during my 6 years work with UPWD. Managing this level of change is not something one can do alone.

Finally, I wish to extend my sincere appreciation to the past and present UPWD Governing Board for their commitment and service to UPWD; to all the UPWD staff and volunteers for their hard work and dedication, to our funding agencies for their support and encouragement and to the communities who believe in the collective strength of working together for the development of Cambodia.

Sincerely yours,

Mrs. Suom Samoun

## **ACHIEVEMENTS**

### 1. Women Empowerment

### 1.1 Our activities and outputs

The implementation of women empowerment aims to provide women more control over their own lives, families and communities, especially to enable them to work and negotiate with authorities, to ensure that their basic rights are respected and protected.

In the past year, UPWD conducted different trainings/workshops for women and men , who serve as community leaders from the target poor community. The purpose of the training is to provide them with more knowledge, skills, experience, self-confidence, and tactics to lead and manage their community, as well as to advocate with authorities and other stakeholders for the common interest of their communities. For 2011, 9 trainings/workshops were conducted. They were: 1) Personal Empowerment and leadership for Women Leaders (25 participants[4 men]); 2) Community Facilitation Skills (21 community leaders [2 men]); 3) Advocacy Skills (21 community leaders [4 men]); 4) Environment (28 participants [11 men]); 5) How to Claim Women's Rights (30 women); 6) Circular 03 and Appropriation Law (33 participants [7 men, 4 youth]); 7) Proposal Writing (25 participants [6 men]); 8) Project Management Cycle (7 participant from UPWD), and 9) Domestic Violence to 25 participant (including 8 couples).

UPWD continued to organize new community. This was to enable other poor communities to have equal access to basic rights and needs as well as to protect themselves from involuntary resettlement. For 2011,

one new community was organized, called "Borey Doeum Srol". After being organized, the community actively participated with activities of UPWD as well as other organizations.

Quarterly meetings with community leaders were regularly conducted to reflect progress, identify challenges and solutions, budget monitoring of UPWD and set up new plans. For 2011, we organized 3 meetings, in each of which there were about 40 participants.

Reproductive health reflection was regularly conducted with women healers from the communities where health rooms were established to identify changes, achievement, challenges and solutions related

to services provided to the community people. A reflection was conducted in 2011 with 35 participants (5 men) from 13 communities at UPWD office.

A forum on reproductive health is conducted annually with the community people to raise awareness on health policy of the government, the national budget for health system and how the poor can get equal access to health services. In 2011, a forum was conducted with 65 participants (42 women), including representatives from communes, districts and health centers.



An exposure visit was conducted for women and youth to learn from each other as well as from other organizations, so that they can improve their work in their own community. For 2011, a 2-day exposure visit was conducted for women and youths to learn about leadership from 2 organizations, namely Cambodia Volunteer for Society (CVS) and Community Managed Development Partner (CMDP) at Preh Sihanouk province.

In addition to the above activities, UPWD Director, staff and volunteers went to communities regularly to follow up, monitor and provide more coaching to the community to ensure the quality and efficiency of their project implementation.

### 1.2 Our outcome

• 18 out of 20 target communities conducted 197 meetings regularly (6,480 participants – 5,058 women, 15 youth leaders and 383 youth members, and 10 local authority representatives attended those meetings). The agenda of the meetings included: planning and monitoring, land

registration, access to education, health services, domestic violence, small business management, etc. Through these meetings, many women took part in decision making on their planning.

 Based on the results of above monthly meeting, 10 communities integrated their plans into



the Commune Investment Plan (CIP). Phnom Penh Thmey considered land issues as their first priority.

- The number of serious cases of domestic violence was reduced (from 7 cases in 2010 to 2 cases in 2011). Intervention from local authorities and police on domestic violence was improved.
- 5 communities regularly clean up their communities
- Other related infrastructure were built:



O	Burton.	Estimated	Res	sults
Community	Project	budget	Success	in progress
	2 drainages 65m	\$130	✓	
Daraudaamaral	footbridge 60m	\$4,170	✓	
Boreydoemsral	Clean water connection 15 families	\$1,500	✓	
	concrete road 170m	\$9,000		✓
	youth and climate change	\$500	✓	
Krolko	drainage 26m	\$200	✓	
KIOIKO	change light box (27 boxes)	00		
	4 light posts	\$35	✓	
	5 light posts	\$100	✓	
Chheko	clean water connection 42 families	\$450	✓	
Ciliero	change light box 40	00		✓
	house no. plates 37	\$148		✓
	road 600m and drainage 400m	\$27,750	✓	
Kleangsang	light post (15)	\$3,000	✓	
	house repair 6 families	\$6,600	✓	
Chamroen	road	\$6,000		✓
Phnom Penh Thmey	house repair 30 families	\$12,000		✓
Toektla	Repair road and drainage	\$7,000		✓
	Total:	\$78,583		

- Land registration: 5 communities submitted their proposal to municipality and cadastral department, 5 submitted to communes and districts.
- About 15 women become resource persons as other organizations often invited them to share their experiences on community organizing methods.
- All school-aged children in the targeted communities have enrolled in public school.
- 109 families received health ID card (health equit fund).
- 1,038 people used health services of health rooms, 495 out of those were treated (first aid), and 543 were sent to hospitals and health centers. 67 members were subsidized between 50% and 90% of the health service charge.





### **Women and Community Organizing**

Community organizing is an approach that UPWD followed in order to mobilize members to solve common problems. Mrs. Chea Savoeun, a 50 year old widow and representative of Borey Doem Srol, organized in April 2011, said that "I scarified my time and energy to take part in solving problems in my commu-

nity. I engaged myself with other organizations to identify solutions and I tried to coordinate members to understand about common issues through organizing monthly meetings and conducting home visits with other 3 community representatives. With our will and solidarity, we communicated and negotiated with the local authority to solve our problem and to develop our community". The result of community organizing included building a new concrete bridge, enlarging the road to the community, building sewers, starting saving, and building good relationships among members as well as with authority.

### 2. Land Security

### 2.1 Our activities and output

UPWD has been working with community people and authorities to ensure that upgrading site is implemented, people receive appropriate compensation for resettlement, ensure voluntary resettlement and finally to reduce poverty of urban poor communities.

For 2011, UPWD conducted 2 training courses for 73 participants (35 women) in order to strengthen their knowledge on land law, advocacy and land rights. In addition to the training, the organization sup-

ported 29 community leaders from 9 communities to raised awareness on the Law on Appropriation, Circular 03 and Land Law. 277 community people (80% women) attended 32 awareness raising sessions. Copies of these laws were also distributed to the participants. Then, UPWD supported and worked with community leaders to prepare and submit requests for land registration (land tenure) to different authorities.



For the past year, a forum on land title and linking forum with networking was conducted to raise awareness for the people on land issues. The forum even helped build and strengthen good relationships between communities, NGOs and government ministries.

UPWD worked closely with more than 10 organizations, working on land issues, to organize World Habitat Day under the topic of "City and Climate Change". 590 participants (49% of women) from communities, local authorities, Ministry of Environment and National Assembly attended the event. The purposes of the forum were to present negative impact of development in the city and encourage government to consult with affected population.

For 2011, UPWD continued to work with People Organization Committee (POCD), a group of women serving as women focal group, focusing on coordination at community levels and their core responsibilities for their roles such as Health Revolving Fund, Funeral Fund, Land Rights, and Women Empowerment. In addition to this, the organization also supported annual retreat, reflection and planning with POCD in order to identify progress, challenges and solutions, and build trust in the groups.

### 2.2 Our outcome



- 145 families from 3 communities submitted land registration applications to municipal department of cadastral. Their applications were accepted, and District Cadastral Offices were asked by the relevant departments to follow up the application form. The municipal cadastral department had considered their applications and would charge them a reasonable fee.
- 2 communities submit land registration application to municipality; 2 others to district office, and 1 is in the process.
- A network on land conducted quarterly meetings with Department of Land Management and other stakeholders to report and follow up land registration process.
- Health revolving fund US\$ 12,000, received from generous donor through AAC in 2008, was transferred to be managed and used by women community leaders in 17 communities as revolving fund. For 2011, another 19 members borrow US\$ 1,800 from the fund (totally, US\$ 6,350 of the revolving fund was lent to the community members). The fund enabled members to seek timely appropriate health services, reduce mortality rate and debt and to maintain solidarity in the communities. Funeral fund up to the end of 2011, POCD have raised US\$ 1,000; and US\$ 80 of the fund was used to assist 3 families whose members had died. Although this amount is a small portion to cover the expenses of the family, it helped to provide spiritual support,





warmth, mutual assistance and solidarity among community members as well as to maintain a good tradition. Land issues – the group was a focal group to facilitate the communities to prepare and submit land registration. Women empowerment – POCD members were a model for the rest of women in their communities in term of decision making and social engagement.

### Women and Reproductive health

Mrs. Chea Chan Pum, 36 years old, is one of community healers. She is a youngest one, working in Cheko community, Kilometer 6 commune. As a community leader, she attended training courses on community work, especially on reproductive health, which enabled her to work well in her community. She said that



"I am happy to work with UPWD as I become popular in and outside the community. I gain support from many members because I always spent time to assist them when they have problems, especially, when any poor women have serious health issues, I try to prepare documents and negotiate with local authority to issue support letter, so that they go to a hospital with lower service charge or free of charge". Ms. Chanpum spent most of her time to implement community work, in order to solve women issues as well as to improve living conditions of the community. She continued that "Health project is very useful for the poor to have access to appropriate health care on time. I do not feel tired, and I am happy with this successful work".

### 3. Improved Community Rights to Food

### 3.1 Our activities and output

To ensure that poor people in target communities have access to food, especially in the communities affected by the flood, UPWD decided to implement some activities as follows:

**Disaster preparedness and mitigation** - UPWD organized meeting and raising awareness so that people prepared household materials, painted the house pillars, prepared boats and tire buoys, meeting with the community members to look for safe place, be ready for early warning and prepared the wooden poles and bamboo, so that they could use them when the flood came.



**Disaster response** - UPWD worked with the community leaders to complete an assessment in order to be ready for the response. Then, material for first aid, food item and other non-food items were provided to the 4 communities affected by the flood. During this period, UPWD promoted health and sanitation related to water use, environmental protection, assisted affected people to negotiate and submit proposals to local authorities and other NGOs to find safe place and other assistance.

**Rehabilitate** - after the flood, UPWD implemented some activities to ensure that the affected people recover immediately, such as vegetable planting, cleaning up their communities, house repairing, and encourage community people to continue to save money. In addition to this, some materials and seeds were also provided to the people for rehabilitation activities.

183 families living along river bank and other communities received materials and other seed, including mushroom, from UPWD for planting. In addition to this, members in 16 communities continued to save and borrow revolving fund from UPWD. Members in 4 out of those communities continued to strengthen their self-help groups. The groups have saved 32,528,000 riels (US\$ 8,132).



### 3.2 Our outcome

clothes as last year.

- 236 Families moved to safe place, while 250 others continued to live in their upgraded house.
- 486 affected population received rice, salt, sugar, fish sauce, milk and so on to for their immediate needs. 23 families received material for house repairing. 236 families that moved to safe places receive plastic sheets; 7 latrines were built for these families, and safe water was connected to their temporary living places. In addition to these, 150 families, who failed to move to safe place, received water filters, and a bamboo bridge was built for them, especially for children to go to schools and they do not face with changing 2 sets of

 183 families earned from 6,000-12,000 riels per day from selling vegetables, and they had enough food, especially during cultivation season. The income enabled them to improve their living condition, empower them in decision making, reduce debt, increase savings, and send children to school regularly.

### The better living conditions, the more happiness in the family

Mrs. Cheng Dara is 41 years old. She is married with 8 children, living in Russey Sras community. As a construction worker, her living condition was very low as she just earned from hand to mouth. She used to be trapped in debt. Because of poverty, 2 of her children left school early in order to help generate income for the family. In 2004, she became a member of community which was organized by UPWD. Then she engaged in some projects such as saving, food security, and attended in different training courses related to economy and other issues. Through this engagement, she developed her initiatives to generate income for her family. Now, her living condition was better comparing to previous years. She said that "I am happy after being involved with different activities of the organization. After I have got seed from the



organization for 3 times, I decided to borrow land from others to plant vegetables. Now, I can earn some money from selling the vegetable." We also observe that she was better than before as her family has enough food to eat and better health. She added that "before I thought of selling my house because of poverty and debt. However, I was lucky after getting involved with the community as I could solve many of my problems. I did not expect that I could pay my bad debt. Now my children can go to school; I can change my job as a construction worker — a difficult job for me — to vegetable planter — a job that I can earn more money".

### 4. Promoting Children and Women Rights

### 4.1 Our activities and output

Youth groups continued to teach children in 4 clubs in 4 communities with a total of 210 children (aged between 3-7 years old). In addition to this, the organization provided learning materials and school uniforms to 300 poor children to support their study. Moreover, UPWD and POCD negotiated with local authorities, School Directors, and Teachers to allow poor children to go to school without paying (Informal school fee).

Beside education, UPWD also worked on children health. The trained healers and youths in communities worked with children and their parents to improve access to appropriate health care and sanitation. UPWD provided small amount of money from, 4,000 - 6,000 riels, to the poorest families to cover for transportation to health centers. Actually, 230

families (170 children) were sent by community healers to health centers.

UPWD worked with different networks to organize different annual events, such as Global Campaign for Education (NEP), World AIDS Day with (HACC), World Habitat Day (NGO Forum [RAN], HRTS, and LOCOA), Other events that UPWD organized annually included Children's International Day, Women's International Day, Forum on land registration, and so on.

Another activity that UPWD conducted was training on Law on Domestic Violence, which aimed to raise awareness among community people on domestic violence and how to prevent it. 25 participants (including 8 spouses) from 10 communities attended the training.



### 4.2 Our outcomes

- About 80% of the younger kids (3-5 years old) had improved Khmer reading, they were brave, have good morals, friendly and respect parents.
- About 65% of the older children (5-7 years old) were able to write properly, have good morals, know how to keep the environment clean in the community and report on issues related to education.



- 250 children received support letters to show to teachers that they were poor. As result, they could go to school regularly and pay for the school fee just 50% (equal 250 riels) per day.
- 300 children (231 girls) were selected from the poorest families to receive school uniforms, book, pen and other materials for their schooling.
- Knowledge of members was improved regarding access to appropriate health care and they paid more attention to health care of the children.
- The 8 couples that used to have frequent violence have reduced and changed their attitudes after attending training on the law on domestic violence.



### Poor children and education

Pem Sopheap is an oldest daughter of a family with 3 children, living in Chamroeun community. At the age of 13 years old, she badly needed support for her education. Because of poverty, she could not go to school as regularly as other children whose living condition was better than hers. However, after taking part in the community organized by UPWD, her family understood the value of education and supported her a lot. Sopheap received learning materials and support from community leader, by negotiating with school director and teacher to allow her to study without paying informal school fee. She said that "I am happy to receive learning materials from UPWD and being able to go back to school regularly as my friends do. When I grow up, I want to find a job that can earn more money, so that I can help my mother".



### **Member of Governing Board**



**Chea Dara** Chairman of **Governing Board** He currently working for DPA



Vice-chair of **Governing Board** 

**Uch Ponh** 

She currently working for CWPD



**Meas Chanthavy Treasurer of Governing Board** 

for PACT Cambodia



**Chhoeung Sunlay** Member of **Governing Board** 

She currently working She currently working for CWDA



**Neup Ly** Member of **Governing Board** 

He currently working for HRTF

### **Staff Member**



**Soum Samoun Executive Director** 

She has worked for UPWD since 1999. She has been working as a current position since 2006.



**Kou Sina Programme Manager** 

She has worked for UPWD since 2000. She has been working as a current position since 2007.



**Kong Nimol** Finance/Admin Office

He has worked for UPWD since 2005. He has been working as a current position since 2010.



**Mang Bora** Community Health and HIV/AIDS **Facilitator** 

She has worked for UPWD since 2005. She has been working as current position since 2010.



**Noch Chamroen Child Education Facilitator** 

He has worked for UPWD since 2003. He has been working as a current position since 2005.



**Him Nimol Food Security Facilitator** 

She has been working for UPWD since 2007.



Thy Vichith **Community Organizing Facilitator** 

He has been working for UPWD since 2010.



**Um Bunnao** Guard

He has been working for UPWD since 2010



**Chhang Sreuy Try** 

He has been working for UPWD since 2010



**Hun Tok** Cleaner

He has been working for UPWD since 2010

# STATEMENT OF RECEIPTS, EXPENDITURES AND FUND BALANCE FOR THE YEAR ENDED 31 DECEMBER 2011 (Audited)

				OSD	0			2011	2010
	NOTES	ACTION AID	ZIS	Global Fund For Women	Huairou Commission	MISEREOR /KZE	UPWD	TOTAL	TOTAL
INCOME									
Grants received		1,211	15,649	15,000	4,425	58,007	1	94,292	124,501
UPWD Service income		1		ı	'	1	6,816	6,816	1,744
Bank Interest Income		2	1	53	9	92	91	245	273
		1,213	15,650	15,053	4,431	58,099	6,907	101,353	126,518
EXPENSES									
Capacity building cost	9	1	484	1	•	1	1	484	1
Non-recurrent expenditure	7	1	610	721	ı	1,120	ı	2,451	3,144
Staff costs	8	360	7,848	769'6	2,853	21,985	931	43,674	42,870
Recurrent programmed expenditure									
Empower community women leader	6	20	1	2,172	1,694	10,174	1	14,090	23,076
Security land tenure	10	ı	1	402	584	6,621	1	7,607	7,117
Improving community rights to food	11	1	1	494	006	1,490	1	2,884	7,614
Promoting child and women rights	12	845	1	1,624	1,535	9,486	1	13,490	21,318
Community women and better housing	13	1	5,205	ı	1	ı	1	5,205	ı
Other recurrent expenditure	14	43	1,503	199	35	10,869	185	12,834	15,243
Reserve (Used to conduct the institutional auditing 2010)		1	ı	1	1,428	ı	1	1,428	
Cambodian exchange		1	1	ı	ı	1	1	•	7,122
		1,298	15,650	15,309	7,601	63,173	1,116	104,147	127,504
EXCESS OF INCOME OVER EXPENSES		(85)	1	(256)	(3,170)	(5,074)	5,791	(2,794)	(986)
FUNDS RETURN TO DONOR		(42)	,	1	(266)	•	1	(308)	1
FUND BALANCE, BEGINNING		393	ı	726	4,547	8,812	1,738	16,216	17,202
FUND BALANCE, END		266	1	470	1,111	3,738	7,529	13,114	16,216