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# Cambodia Annual Report 2012

 International Federation  
of Red Cross and Red Crescent Societies

**MAAKH001**

**30 April 2013**

**This report covers the  
period 1 January 2012  
to 31 December 2012**

*School students enjoying clean  
water in Kampong Thom.  
Photo: French Red Cross*



## Overview

One of the strengths of the Cambodian Red Cross (CRC) is their capacity for fundraising. This was evident at the May 8 World Red Cross Red Crescent Day celebrations for 2012, where fundraising efforts resulted in an a total of USD 10.7 million raised, an increase from USD 9.5 million in 2011. The primary use of the funds is for relief operations i.e. during the flood season. CRC is being encouraged to increase funds towards building up a strong core staff, so that capacity is retained after programme staff leave upon completion of the programme that they were recruited for . The success of CRC's fundraising efforts will contribute to expand CRC's ownership of programmes by CRC and may increase the likelihood of programmes being sustained without external support.

Throughout 2012, CRC has engaged in a decentralization and categorization process of branches. This is a process whereby CRC hopes to build capacity at branch level. The categorization process is an attempt, in part, to identify stronger and weaker branches in order to target support. Significant to the success of this process is the support required by CRC from partners in the Red Cross Red Crescent Movement. CRC has asked Movement partners to re-visit their programme structures to ensure they are aligned closely with CRC and are not parallel structures, as well as emphasis for Movement partners to support capacity building at branch level to ensure branch staff receive the maximum support possible offered by the programme.

## Working in partnership

Operational Partners	Agreement
United Kingdom Department for International Development (DFID)	Global agreement
Global Road Safety Programme (GRSP)	Global agreement
Australian Red Cross, Danish Red Cross, German Red Cross, Swiss Red Cross	Integration agreements
French Red Cross	Service agreement
Finnish Red Cross, Italian Red Cross, Japanese Red Cross Society	Multilateral support

Operational Partners	Agreement
International Committee of the Red Cross (ICRC)	
Ministry of Foreign Affairs and International Cooperation	Memorandum of Understanding
Council for the Development of Cambodia	
Ministry of Interior / Global Road Safety Programme	Memorandum of Understanding
World Health Organization (WHO)	Global and Regional MoU

## Progress towards outcomes

### Business Line 2: “To grow Red Cross Red Crescent services for vulnerable people”

**Outcome 1:** Cambodian Red Cross (CRC) is better prepared to work with targeted communities and to cope with disasters over the next four years

**Output 1.1:** Standard operating procedures, guidelines and structure of national and branch disaster response teams of Cambodian Red Cross are reviewed and focused on multi-hazard emergencies.

Indicators	BL	Annual Target	Year to Date Actual
Target 2015: All 24 branches have implemented the standard operating procedure (SOP) guidelines and 3,000 volunteers are trained for response teams		6 100	13 100

**Output 1.2:** Adequate trained human resources of Cambodian Red Cross are available at all levels for disaster response.

Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015: The number of beneficiaries assisted by CRC has increased annually by ten per cent from the beneficiaries assisted in 2010.		8,800	18,346

**Output 1.3:** All 24 branches are prepared for emergency response and have an updated contingency plan in place by 2012.

Indicators	BL	Annual Target	Year to Date Actual
Target by 2015: All 24 branches have contingency plans in place		24	1

### Comments on progress towards outcomes

Another strength of the Cambodian Red Cross (CRC) is their capacity for disaster response. This capacity was put to the test during the flooding of September-October 2012. In late September 2012, tropical storms and steady rainfall combined with high water levels of the Tonle Sap River and the opening of dam flood gates on the Thailand side of the Mongkol Borei River resulted in a flash flood and prolonged flooding in Northwestern Cambodia. By early October, the flooding affected 11,714 households. In the most heavily affected province (Banteay Meanchy) more than 3,565 households were displaced. In total, 54 per cent of the villages (184) in 80.5 per cent of all 29 Banteay Meanchy communes were affected. CRC, with support from Danish Red Cross, were able to provide disaster relief to the affected the community.

However, despite the capacity in relief and logistics the majority of disaster management staff remain programme-based, hence when a programme is concluded, staff often cannot be offered a permanent position and have to leave. Consequently much of the capacity and institutional knowledge is lost. Specifically the disaster management department lacks sufficient professional and experienced staff which has a direct impact on programme implementation. While response capacity with regard to logistics is functional, it remains a challenge with regard to development programmes.

Significant variations in outputs 1.1. and 1.3 reflect the lack of available human resources in CRC to support branches in the development of their contingency plans as well as in the training and support of response teams. While significant resource mobilization results has been achieved by CRC, the above reflects the need for more of these funds to be contributed toward HR development and disaster preparedness.

**Outcome 2:** There is greater Cambodian Red Cross contribution in meeting vulnerability needs at national and local levels.

<b>Output 2.1: CRC branches are functioning well and can respond to the local needs of communities</b>			
<b>Indicators</b>	<b>BL</b>	<b>Annual Target</b>	<b>Year to Date Actual</b>
Target by 2015 All 24 branches are able to assist at least 300 families annually	24	12	24
<b>Comments on progress towards outcomes</b>			
Branch capacity to respond in the immediate aftermath of a disaster is sufficient to assist at least 300 families annually. This was evident following the floods in 2011; however given the enormous scale of that disaster the capacity of the affected branches was soon overwhelmed. A branch's ability to assist families is also contingent upon a successful resource mobilization plan. Most branches have been able to raise significant funds during May 8 celebrations.			

**Business Line 3: "To strengthen the specific Red Cross Red Crescent contribution to development"**

**Outcome 1:** Reduced exposure and vulnerability to natural and man-made hazards and greater public adoption of environmentally sustainable living in all 24 branches over the next four years.

<b>Output 1.1 A community-based disaster risk reduction (CBDRR) programme with participatory approach, including guidelines and standards of DRR delivery at community level are in place.</b>			
<b>Indicators</b>	<b>BL</b>	<b>Annual Target</b>	<b>Year to Date Actual</b>
Target: by 2015 CRC has incorporated climate change adaptation (CCA) into its CBDRR programme, and branches are utilizing climate information for the community programmes.	0	2	2
CRC has a plan for sustainable programmes	0	1	0

<b>Output 1.2:</b> All 24 branches have a better understanding of the local hazards and their individual vulnerabilities to these hazards, and devise local ways of managing hazards, reducing exposure and vulnerability.			
Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015 A total of six field exercises on multi-hazard disasters are organized for 12 branches	3	2	2
<b>Output 1.3:</b> Disaster risk reduction measures are scaled up and traditional methods of coping with disasters that are relevant are strengthened, in particular environmental contexts. .			
Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015 CRC has implemented psychosocial support in their programmes	0	0	0
<b>Comments on progress towards outcomes</b>			
<p>Support to community-based disaster risk reduction continued with the support of Finnish Red Cross through IFRC and bi-laterally with the support of Danish Red Cross, French Red Cross and Swiss Red Cross. Programmes followed an integrated resilience model, whereby both traditional health i.e. water, sanitation and hygiene promotion (WASH) and disaster risk reduction (DRR) activities were combined and implemented in one programme. Given time constraints, and change of the IFRC head of delegation , CRC has yet to articulate and develop a plan that will ensure sustainable programmes.</p> <p>Challenges in implementing output 1.2 reflect the geographical coverage of the support available from partners, and the limited resources available to the disaster management department in CRC headquarters. While policies and procedures are often established at headquarters level, the implementation at branch level is often dependent on support from Movement partners. Consequently if a branch has no Movement partner support and has limited ability to mobilize resources, then they are often unable to implement activities.</p> <p>During the latter half of the year, support to psychosocial support programme (PSP) activities in the region was provided to IFRC through a Danish Red Cross supported PSP delegate for the IFRC Southeast Asia regional office. A regional delegate will support three countries: Myanmar, Cambodia and Thailand, working in close coordination with the Southeast Asia regional health advisor, and with the IFRC Reference Center for psychosocial support. During the delegate's time in Cambodia, the delegate will work with Cambodian Red Cross to strengthen its psychosocial capacity. The support to Cambodia will continue until June 2013.</p>			

**Outcome 2:** Health status of target communities has been improved over the next four years through strengthening of youth and volunteer network.

<b>Output 2.1:</b> Cambodian Red Cross has expanded youth clubs on national and provincial level			
Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015 100 CRC youth clubs are established by 2015	35	25	12

<b>Output 2.2:</b> Cambodian Red Cross has expanded its road safety programme to cover three additional branches by 2015			
Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015 Road accidents decrease by five per cent, (based on official government statistics) in communities where CRC youth and volunteers are working with the road safety programme	1,477	1400	1010
<b>Output 2.3:</b> The community-based health and first aid is in action in all 24 branches, also during emergencies, by 2015.			
Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015 CRC has improved its capacity to promote health-seeking behaviour in community-based programmes (Number of beneficiaries)	20,372	3,000	3,469
CRC has developed a framework for psychosocial programme		1	0
<b>Output 2.4: With the community-based health and first aid approach, CRC has supported the national HIV plan to decrease HIV prevalence to a minimum in order to meet the 2015 UN millennium development goal (MDG).</b>			
Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015, Through the Harm Reduction programme, an increased number of drug users have been reached	253	550	721
<b>Output 2.5: Revised volunteer guidelines are implemented in all 24 branches by 2012</b>			
Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015 All 24 branches are familiar with the CRC volunteer policy and guidelines, and the volunteering management system is in place.			0
<b>Comments on progress towards outcomes</b>			
<p>To date CRC has a network of over 18,432 volunteers. The capacity of volunteers has been strengthened through ongoing training initiatives supported through Movement partners and CRC CBHD/CBHFA programmes. The CRC continues to disseminate health messages through the use of their extensive volunteer network. CRC volunteers conduct health groups meetings, WASH clubs and provide an important link for the community and government health authorities. Additionally, CRC volunteers act as community mobilizers to encourage communities to take a greater role in WASH and environmental sanitation activities.</p> <p>The Harm Reduction programme has made significant gains in reducing vulnerabilities amongst drug users. The 2012 annual target was exceeded as initially community members were not included in the target group. However following the implementation of activities by Red Cross staff, outreach workers and relatives of the intended beneficiaries attended the sessions thus demonstrating a reduction in the stigma and discrimination</p>			

against drug users in the family and community. After attending the sessions, the family members now understand how to negotiate with children who are using drugs, on how to encourage them to make changes in their behaviour.

CRC volunteer policy and guidelines were finalized in the beginning of the year but has not been approved by the president of CRC. Once approved, implementation will begin. Dates for consultative meetings planned for 2013 are yet to be finalized, though it is most likely that these will take place in the third quarter following the national elections.

**Business Line 4: “To heighten Red Cross/Red Crescent influence and support for our work”**

**Outcome1:** Cambodian Red Cross staff and volunteers will have an increased internal understanding of the Fundamental Principles and humanitarian values

**Output 1.1:** Training and dissemination of the Fundamental Principles and humanitarian values are carried out through the programmes.

Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015, An increased number of training sessions for staff and volunteers as well for government on Red Cross Red Crescent fundamental principles and humanitarian values.	15	25-30	0

**Comments on progress towards outcomes**

Limited progress has been made towards this outcome. This is in part due to the limited funding available to support initiatives. It is important to note that through the general programme training, awareness on Red Cross Red Crescent fundamental principles and humanitarian values is raised. Following the branch assemblies in 2013, branch governance will receive specific orientation training on the fundamental principles and values of the Red Cross and Red Crescent Movement.

**Outcome 2:** Cambodian Red Cross highlights the needs and rights of vulnerable people, and is respected and recognized for its humanitarian actions.

**Output 2.1:** CRC promotes women’s and children’s health by advocating for health care and assisting orphans with HIV/AIDS

Indicators	BL	Annual Target	Year to Date Actual
Target: by 2015 CRC advocates for and disseminates information in support of women’s and children’s health	0	1	0

**Comments on progress towards outcomes**

Limited progress has been made toward this outcome. This is in part due to the limited funding available to support initiatives. However the CRC president makes the most of every opportunity as the UN Champion of Maternal Newborn Child Health to raise awareness and advocate on behalf of women and children during her many public engagements, including specific relief distributions for the elderly, orphaned, and those living with HIV/AIDs.

**Outcome 3:** CRC is active in humanitarian diplomacy both in Cambodia and in the Southeast Asia region

**Output 3.1:** CRC is engaged with decision-makers to heighten their influence to act in the interest of vulnerable people and communities.

Indicators	BL	Annual Target	Year to Date Actual
Target by 2015 CRC is advocating for targeting vulnerability through forums, network exchanges and active participation on national committees and bodies	2	2	2

**Output 3.2** CRC promotes a culture of social inclusion, non-violence and peace, and ensure better integration of minorities and disadvantaged people through mainstreaming of gender, diversity, tolerance and anti-discrimination

Indicators	BL	Annual Target	Year to Date Actual
Target by 2015 In addition to regular media, press releases and newsletters highlighting CRC humanitarian action, CRC uses new social media to promote its work to the general public	0	0	0

**Comments on progress towards outcomes**

Following on from the response to the floods that devastated large parts of Cambodia in 2011, CRC has been involved in the Humanitarian Response Forum. The objective of the Cambodia Humanitarian Response Forum (HRF) is to ensure sound coordination and communication in emergency preparedness, humanitarian and early recovery response in Cambodia between the United Nations (UN), non-government organizations (NGOs), and international organizations (IOs). The HRF works in close collaboration with the government, most notably the National Committee for Disaster Management (NCDM), to facilitate a coordinated and effective approach in support of people affected by humanitarian crises. CRC has a unique opportunity to advocate directly with the NCDM as the current CRC director of the disaster management department currently acts as a special advisor to the committee. This participation in the forum was strengthened when CRC participated in a joint assessment with UN agencies for a flood affected province in the 2012 floods.

Additionally CRC's efforts in humanitarian diplomacy were reflected in the increased level of support that was raised in contributions to Red Cross Day on May 8, with funds totalling over USD10.7 million being raised.

**Business Line 5: To deepen our tradition of togetherness through joint working and accountability**

**Outcome 1:** Stronger cooperation between IFRC, Cambodian Red Cross and its stakeholders, including Movement components.

**Output 1.1:** Enhancing coordination and collaboration through regular partnership meetings within the Movement and with external partners, including humanitarian organizations through the country office with essential and capable staff in place.

Indicators	BL	Annual Target	Year to Date Actual
Cooperation mechanism is working well within the Red Cross Red Crescent Movement and with external partners through the cooperation agreement strategy (CAS) model.	0	4	4

**Comments on progress towards outcomes**

The cooperation agreement strategy (CAS), initiated in 2010, is due for review in Quarter 1, 2013. It was agreed to use an online survey to review the progress to date of the CAS, including achievements and challenges as well as identifying the way forward in the remaining agreement period. It is envisaged that the findings of the CAS review will be disseminated at CRCs proposed partnership meeting to be held in 2013.

**Outcome 2:** CRC utilizes effective tools to build greater collective responsibility and trust between headquarters and branches

**Output 2.1:** CRC has scaled up connectivity with branches through a cost-effective technology that bridges the digital divide, ensuring knowledge sharing and collaborative working with branches

Indicators	BL	Annual Target	Year to Date Actual
CRC is working more closely with its branches through the use of modern information and communication technology (ICT) under the digital divide project.	24	24	16

**Comments on progress towards outcomes**

CRC is working more closely with its branches through the use of modern information and communication technology (ICT) under the digital divide project. The variance in target figures is due to the fact that CRC has established email accounts for 16 branches in 2012 and will extend this to all 24 branches in 2013.

**Outcome 3:** CRC has well-functioning branches

**Output 3.1:** CRC has common understanding on the roles and responsibilities between branch management and governance

Indicators	BL	Annual Target	Year to Date Actual
One workshop for branch management and governance on management and leadership. (Number of participants)	64	64	56

**Comments on progress towards outcomes**

CRC hopes the decentralization and categorization process will build capacity at a branch level through, though not limited to, a series of workshops and mentoring visits. The categorization process is an attempt, in part, to identify stronger and weaker branches in order to target support. In addition, following the election of new governing boards (following the branch assemblies in 2013), CRC headquarters staff will conduct orientation workshops on branch governance to ensure that they have a common understanding on the roles and responsibilities between branch management and governance.

**Outcome 4:** Improved planning and performance management are in place for CRC activities

<b>Output 4.1.</b> CRC has a standard and improved financial system in place in 2013			
<b>Indicators</b>	<b>BL</b>	<b>Annual Target</b>	<b>Year to Date Actual</b>
Target by 2015 Financial procedures are functioning well at all levels  Training course to review the CRC financial procedures and administrative procedures		1	1
<b>Output 4.2.</b> Planning, monitoring, evaluation and reporting (PMER) systems are efficiently supporting the programmes in 2013			
<b>Indicators</b>	<b>BL</b>	<b>Annual Target</b>	<b>Year to Date Actual</b>
Target by 2015 CRC's PMER unit compiles and produces CRC collective reports		16	16
<b>Output 4.3 More</b> branches and sub-branches are able to carry out programmes through the Red Cross volunteer and community member network.			
<b>Indicators</b>	<b>BL</b>	<b>Annual Target</b>	<b>Year to Date Actual</b>
Target by 2015 Number of Red Cross volunteers and youth has increased by ten per cent from 2010	-		18,432 volunteers in 2012  2,200 youth in 2012
<b>Comments on progress towards outcomes</b>			
<p>Following several meetings with CRC, the IFRC Southeast Asia regional office has proposed technical support for PMER, currently under consideration. The initial input would involve a situational analysis of Red Cross Red Crescent National Society PMER concerns and needs in the Southeast Asia region, through a highly consultative approach, with attention to the commitment and readiness of CRC to embark on this monitoring and evaluation process and the key role of partner national societies in supporting CRC's PMER processes.</p> <p>As part of the CRC headquarter's decentralisation and de-concentration process, headquarters staff have provided ongoing technical support to both branches and sub branches; additional technical support has been provided through the capacity building efforts of Movement partners in their programme support to branches.</p>			

**Stakeholder participation and feedback**

Stakeholder feedback is obtained through regular monitoring visits to the programme areas. Beneficiaries are grateful for the support provided by CRC and its Movement partners. Beneficiaries are actively involved in the programmes throughout the programme cycle. During the design stage beneficiaries participate through consultative meetings, and assist with the identification of issues to be addressed by the programme i.e. through the participatory rural appraisal (PRA) / vulnerability capacity assessment (VCA) process. At the implementation stage, beneficiaries take a lead role, through volunteering, leading and participating in many of the community groups often established by programmes i.e. health clubs, WASH clubs, and response teams.

Movement coordination has remained positive with both Movement coordination meetings and partner national societies meetings held during the second half of the year with good levels of participation and commitment. Partners remain committed to assisting CRC to realise its goals in building capacity at branch level and obtaining more ownership where practical /feasible given scope and size of programmes vis-a-vis capacity available to support programme implementation. Additionally discussions are underway with French Red Cross to sign the integration agreement and to consider moving into the IFRC office in the CRC headquarters compound.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
CRC has expressed a desire for more ownership in all areas of programme management.	H	A capacity building plan with agreed milestones should be developed, whereby CRC can mark its progress toward full ownership of programmes.
Partner national society working in country without legal status.	H	Discussions ongoing, it is envisaged the French Red Cross will sign integration agreement in Quarter 2, 2013.
Increasing bilateral support from partner national societies	H	The number of partner national societies will reduce in 2013, as German Red Cross prepare to leave.
Limited human resources at IFRC country office	M	Due to downsizing of partner national societies and demand for IFRC services, as well as a reduction in number of programmes, IFRC country office has reduced the number of staff to reflect this trend.

## Lessons learned and looking ahead

A key lesson learned throughout the reporting period is that Movement partners should no longer assume that CRC wishes to have parallel structures for implementing programmes. While these may have been necessary before previously when CRC was developing operational capacity, CRC now believes it has sufficient capacity to manage programmes.

Consequently, moving forward to 2013, partners are requested to use the branches to implement programmes and manage programme staff, rather than to implement parallel structures. Another significant issue for implementation in 2013 is the request by CRC for Movement partners to review their in country structures. Specific issues related to each partnership will be raised in bi-lateral meetings between movement partners and CRC.

The IFRC country office will continue to support CRC in reaching its strategic objectives, and will identify ways to ensure CRC has more ownership of the programmes that it supports. Additionally, office and programme structures will be reviewed in order to ensure maximum cost efficiency.

## Financial situation

[Click here to go directly to the financial report.](#)

## How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Find out more on [www.ifrc.org](http://www.ifrc.org)

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