

# Appeal 2004



## CAMBODIA

### Appeal no. 01.62/2004

*The International Federation's mission is to improve the lives of vulnerable people by mobilising the power of humanity. The Federation is the world's largest humanitarian organisation, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.*

*This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>*

Programme title	2004 in CHF
<b>Strengthening the National Society</b>	
Health and Care	231,479
Disaster Management	381,729
Humanitarian Values	61,085
Organisational Development	394,619
<b>Representation, Management, and Implementation</b>	290,352
<b>Total</b>	<b>1,359,264<sup>1</sup></b>

<sup>1</sup> USD 1,019,448 or EUR 869,929

## **National Context**

Cambodia, a constitutional monarchy since 1993, has a coalition government lead by the Cambodian People's Party (CPP), which has publicly committed itself to reform. Through its Governance Action Plan (GAP 2001), the government has identified the judiciary, administration, and public finance as areas in need of reform, in addition to committing itself to tackling corruption and promoting gender equity. While some progress has been made in these areas, reform of the judiciary has been particularly slow and is seen as a significant barrier to the effective enforcement and promotion of human rights. The decentralisation process following the 2002 commune elections created a framework for enhanced local administration; however, this too has received criticism as many village chiefs are seen as loyal to the ruling CPP. The July 2003 general election was generally peaceful, and though international observers subsequently proved reticent to declare it 'free and fair', there is a feeling that the overall results are broadly 'a reflection of how people voted'.

Although Cambodia has generally shown steady progress in its development with the government demonstrating a commitment to poverty reduction - the National Poverty Reduction Strategy was launched in February 2003 - and to move ahead with public and state sector reform, the 6.3 per cent GDP growth in 2001, attributed largely to garment exports and tourism, has not been maintained in 2002 and 2003. According to the Cambodian Development Research Institute, real GDP in 2002 fell to 4.2 per cent and in the first six months of 2003 is projected to achieve a level of 4.5 per cent. While industry grew by 11 per cent from 2001, the drop in GDP has been influenced by a slowdown in tourism, due to SARS and global fears of terrorism, a downward trend in foreign direct investment - US\$60m in 2001 compared with US\$230m in 1998 (Asian Development Bank, 2002) - and a continued decline in the agricultural sector. Agriculture, which represents 30 per cent of GDP and provides the livelihood for 90 per cent of the 10 million rural population, has continued to be hit by devastating floods and drought. The estimated average annual income remains at approximately US\$ 1,850. According to the 2003 United Nations Human Development Report, the country has some of the lowest Human Development Indicators (HDI) in Southeast Asia, ranking 130 on a global index of 173 countries. The population's access to water and sanitation, at 18 and 30 per cent respectively is the lowest in the region and the HIV/AIDS prevalence rate, at nearly three per cent, the highest (UNDP, 2003). At least one-third of the 11 million population - 50 per cent are under 18 years old - live below the basic needs poverty line, 50 per cent of the under-fives are malnourished, and life expectancy, at 55, is one of the poorest in Asia.

Compounding the situation, Cambodia is one of the most severely disaster affected countries in the region and during a ten-year period (1989-1999) ranked only second to Vietnam in terms of the number of people affected by disasters. The primary disasters are floods and drought. Cambodia is highly susceptible to annual flooding during the main monsoon season along the two watersheds - the Tonle Sap and Mekong rivers. Severe flooding hit the country in 1961, 1966, 1978, 1984, 1991, 1996, 2000 and 2001. In 2002, a combination of drought and flood has had a serious impact on food security in the country.

## **Red Cross Red Crescent Priorities**

### **National Society strategy**

The Cambodia Red Cross (CRC) has, since its reunification in 1994, established itself as a leading indigenous humanitarian organisation. As an auxiliary to the Royal Government of Cambodia and working closely with a number of UN agencies and NGOs, CRC has played a key role in disaster preparedness and disaster response. Additionally CRC, working closely with the Federation, ICRC and bilateral Red Cross partners, has through its volunteer and provincial branch structure, set up a wide range of programmes including infectious disease control (HIV/AIDS and dengue fever), primary health care, landmine awareness, and the dissemination of humanitarian values.

Since 1994 CRC has also made significant advances in its own development. Growing in stature as a national and regional partner, CRC has gone through many of the critical processes of organisational change and development. This has included the revision of its constitution and statutes, establishment of legal recognition of the society through royal decrees, and the full separation of management and governance at national and local level. Moreover, CRC has successfully developed and implemented its first development plan and in 2003 updated and adopted its latest development plan (Strategy 2003-2010). The CRC strategy reflects the Federation's global strategy as well as the Manila Action Plan (MAP), developed at the Federation's Asia Pacific regional conference in 2002.

The CRC now has a network of 24 branches covering all provinces, municipalities and cities. It has recruited and trained more than 5,700 Red Cross volunteers (RCV), some 5,300 youth members and 20,000 members. The society cooperates closely with government ministries, especially in the fields of health, education and youth as well as disaster preparedness and disaster response.

Despite the encouraging development of CRC since 1994, the society faces considerable challenges, not only in meeting the demands of the very poorest in the country, but also in its own development as a leading humanitarian organisation. Although supported by a number of partner national societies (PNS), the Federation, ICRC and non-Red Cross partners, CRC continues to face challenges typical to humanitarian organisations in the context of a developing country. This includes resource development, the development and retention of staff and volunteers, funding of the core budget (including branch costs), and the alignment of partner agendas with the organisation's own priorities. In addition, CRC has recognised the need to strengthen headquarters' management and to better integrate programming with branch development. While steps have been taken by CRC, working closely with its partners, to begin to address these factors, in 2004 the continued commitment by CRC leadership to realising its organisational development objective will remain critical for the future of the organisation.

<i>Cambodian Red Cross Strategic Objectives, Core Programmes and Projects</i>		
1. To position Cambodian Red Cross to achieve a higher profile in Cambodia		
2. To streamline programmes for enhanced service delivery		
3. To become a well-functioning national society		
<b>Humanitarian Values</b> Information and dissemination Tracing	<b>Organisational Development</b> Human resource development Fund-raising/revenue generation National and international relations	<b>Disaster Response</b> Emergency response Logistics
<b>Health and Care</b> HIV/AIDS and dengue fever Blood donor recruitment Schools-based Red Cross youth Commercial first aid Cambodia mine/unexploded ordinance victim information service		<b>Disaster Preparedness</b> Community-based disaster preparedness Flood mitigation Flood early warning systems

### **Movement context**

The Federation, together with PNS and the ICRC, has worked to provide direct technical and financial assistance to CRC in support of programming and overall capacity building of the organisation. It has maintained a delegation in Phnom Penh and a regional office in Bangkok, and in 1995 signed a 'cooperation agreement' with CRC.

The ICRC provides support from its regional delegation in Bangkok to the work of CRC in tracing services and in the dissemination of international humanitarian law and humanitarian principles. This includes support for field trips to collect and distribute family messages from and to security detainees, staff training, production of a monthly newsletter and dissemination material, participation in a regional workshop on landmines and financial support to running costs.

The CRC has six Red Cross partners (Australia, Denmark, France, Korea, Switzerland and USA) based in the country and partnerships with the Belgium, British, China (Hong Kong), Finnish, New Zealand and Swedish Red Cross Societies. It also has close working relationships with societies from Thailand, Lao PDR and Vietnam and maintains strong relationships with other societies in Southeast Asia, particularly through the regional disaster management network. While support from partners has typically tended to be project-based, for instance in the areas of health (first aid, HIV/AIDS, primary health care, blood donor recruitment, ambulance services) and disaster management (community-based disaster preparedness, CBDP), in 2003 CRC partners increasingly acknowledged the value of using their support as a means to building the capacity of CRC.

<i>Red Cross Partners – Expected Activities in 2004</i>	
<b>Australia</b>	HIV/AIDS; organisational development
<b>Britain</b>	Primary health care; disaster preparedness; organisational development
<b>Denmark</b>	Integrated health projects; organisational development
<b>Finland</b>	Landmine awareness; humanitarian values; organisational development
<b>France</b>	Water and sanitation; HIV/AIDS
<b>Hong Kong</b>	Disaster preparedness

<b>ICRC</b>	Tracing; dissemination; prison visits
<b>Korea</b>	Blood donor recruitment
<b>New Zealand</b>	Primary health care (dengue fever)
<b>Sweden</b>	Organisational development ; HIV/AIDS
<b>Switzerland</b>	Technical support to Takeo hospital
<b>USA</b>	Child survival; rural water supply; physical rehabilitation; flood early warning

The production of the CRC Strategy 2003-2010, as well as CRCs commitment to develop a single plan and budget for 2004, is expected to significantly improve and facilitate the synergy between projects supported by partners and the overall development of the society. A cooperation agreement strategy (CAS), which outlines both the objectives of CRC and the respective partner strategies in providing support to reach those objectives, was drafted in 2002. It is expected that this document, which will form the basis for all future partnerships with CRC, will be updated in 2004.

## Strengthening the National Society

The CRC Strategy 2003-2010 and 18-month development plan were developed with the support of the Federation and its partners. This in turn helped establish a national level planning process, which has led to renewed confidence by stakeholders in the organisational development of CRC. Overall, in 2003, the Federation appeal was well-supported with considerable resources allocated to the organisational development programme.

The work of the Federation to support CRC in 2004 will continue, therefore, to be based on priorities identified in the 2003 strategic planning process. It will do this through support in organisational development, coordination of external partners to develop a harmonised Red Cross in-country team, as well as skills development and relationship building to enable CRC to strengthen its external relations and funding base. Given the economic reality of Cambodia, the importance of key programmes and recognising that some programmes have yet to receive significant bilateral support, until such a time that new resources can be identified, the Federation will also seek programme funding for disaster management, dengue fever prevention, HIV/AIDS and work in humanitarian values. Priority programmes will be as follows:

**Health and Care:** the Federation will complement existing considerable bilateral inputs (drawing on bilateral Danish and American Red Cross health delegates as well as the regional office) and seek to strengthen capacity of the health department. It will harness additional funds for the dengue fever project and, given its global commitment to tackle HIV/AIDS, work with CRC and its partners to scale-up activities to address the pandemic.

**Disaster Management** recognising that community preparedness is the only practical solution for poor countries located in high-risk areas, the Federation will support CRC to consolidate its CBDP programme, improve its disaster response capacity, and strengthen its relationship with the National Committee for Disaster Management (NCDM). Technical support will be provided through the regional disaster management network.

**Humanitarian Values:** the Federation will endeavour to provide the minimal funds required by CRC to raise awareness in Cambodia of humanitarian values, as well as the work of the society and the wider Red Cross Red Crescent Movement. It will also promote the *Code of Conduct* within the national society and in following up recommendations of the MAP, assist CRC to develop a position on human trafficking. Steps will be taken to reduce the dependency of CRC on external support for this programme.

**Organisational Development:** the Federation will support the CRC 18-month organisational development (OD) plan (July 2003 to December 2004) based on the CRC strategy. Activities will include strengthening management, enhancing skills in planning, reporting and financial management, developing effective communications, and ensuring support is available to develop youth and volunteer activities. Given that the capacity building of CRC programme departments cannot be sustained unless overall organisational capacity is addressed, the Federation will continue to assist CRC meet its overall needs through the programme.

**Implementation and Management** the Federation will work with CRC, ICRC and PNS to help ensure external support is in the best long-term strategic interest of the society. Emphasis will be given to ensure programme sustainability and effective use of resources, to build overall capacity of the organisation. The Federation will continue its activities in international fora and build the capacity of CRC in advocacy and communications. Work to influence the humanitarian agenda in, and to generate resources for, areas such as HIV/AIDS, disaster management, the status of women and new emerging disasters, will have greater emphasis. To achieve its overall

objectives in Cambodia, the Federation will maintain an in-country office consisting of two expatriate and four Cambodian staff.

## **1. Health and Care**

### **Background**

Some 85 per cent of Cambodians live in rural areas where life is harsh and access to basic services is difficult. Life expectancy is only in the mid-50s. Under-five infant mortality stands at 138 per 1,000 live births - the second highest in Asia after Afghanistan. Only 26 per cent of the rural population have access to clean water and barely 60 per cent of women are literate (male literacy is just over 80 per cent). Meanwhile Cambodia is facing the most serious documented HIV/AIDS epidemic in the region. Following the 1998 dengue epidemic, where the Red Cross played a key role, CRC has collaborated with the Ministry of Health and WHO in the prevention of the disease. The initial decline in the number of dengue haemorrhagic fever (DHF) cases and deaths, however, was brief with numbers on the rise again by 2000. By the end of May 2003 some 3,000 DHF cases were reported compared with 1,674 for the same period in 2002, an increase of nearly 75 per cent. The CRC health and social welfare sub-department undertakes a number of health and care projects including:

- **HIV/AIDS:** budgeted at more than US\$ 500,000 for 2004 and focusing on anti-stigma, peer education with youth and uniformed services as well as support to people living with HIV/AIDS (PLWHA). The Australian Red Cross provides support to CRC and additional funds are generated through the Global Fund for HIV/AIDS, Tuberculosis and Malaria, a partnership with the OPEC Fund as well as the French and Swedish Red Cross Societies.
- **Dengue Fever:** working with the National Malaria Centre (CNM) and with support from the New Zealand Red Cross, the dengue fever project seeks to establish a national structure for dengue prevention as well as provide capacity to respond to seasonal outbreaks.
- **Primary Health Care:** with support from the Danish Red Cross, CRC implements an integrated health and community-based rural development project in the provinces of Kampot and Siem Reap. With technical assistance from British Red Cross, CRC provides the provincial health departments in Oddar Meanchey and Kep with health services.
- **Water and Sanitation:** during 2003 the American Red Cross supported CRC in a safe drinking water project to distribute up to 6,000 household water filters; this is expected to extend to Prey Veng province in 2004. The French Red Cross works with CRC to improve sanitation and food security in Oddar Meanchey.
- **Blood Donor Recruitment:** the chronic shortage of voluntary donated blood in Cambodia is the basis for Korean National Red Cross support to expand recruitment of non-remunerated voluntary blood donors, which will extend into its second year in 2004.

In 2004 the Federation will support capacity building of the health sub-department through the OD programme, help CRC scale-up its work in HIV/AIDS, and consolidate the dengue fever project with the CNM.

### **Overall Goal**

The health and well being of the most vulnerable communities in Cambodia is improved.

### **Programme Objective**

The Cambodian Red Cross is an efficient national society, competent to deliver quality services in health care.

### **Expected Results**

The programme is based on two key projects that will have the following overall results:

1. HIV/AIDS transmission and related stigma and discrimination among vulnerable groups have been reduced.
2. The incidence and case fatality of dengue fever has been reduced.

Expected Results	Indicators	Assumptions	Activities
<b>Project One: HIV /AIDS</b>			
Red Cross and community leaders promote anti-stigma/discrimination message	Reduction in HIV/AIDS-related stigma and discrimination	Advocacy activities are effective in creating public awareness	Develop Red Cross anti-stigma and advocacy programme
Police adopt risk minimisation behaviour	540 police minimise risk of HIV infection	Peer and life skills education is effective in supporting behaviour change	Strengthen peer and life skills programme with police
Youth are better informed about HIV/AIDS issues, teaching and supporting their peers	1,873 young people and 206 education personnel minimise risk of HIV infection	Proposed Ministry of Education in schools; HIV education complements Red Cross programme	Strengthen youth peer education program in schools and universities
Greater involvement of PLWHA, and support for affected individuals and families	470 PLWHA and affected families benefit from Red Cross support and self-help initiatives	PLWHA are well enough to participate in self-help activities	Develop community-based support for PLWHA through Red Cross network
<b>Project Two: Dengue Fever</b>			
A national level body established to tackle dengue fever	Effective national programme with MoU between partners	Assume that CRC and CNM can sustain support and funding for joint operations	Strengthen formal CRC and CNM structure for prevention programme
Communities able to prevent dengue infection and promote early referral	Dengue cases reduced with lower case fatality in target areas	Funding continues	Establish health promotion activities in target provinces

### Monitoring and Evaluation

The CRC HIV/AIDS unit manages the HIV/AIDS project. The unit conducts regular monitoring of project implementation and finance/administration procedures and practices against project outputs and activities. Mid-term reviews and end-of-project participatory evaluations are conducted (led by an external consultant). The dengue fever project, which is managed by the CRC health sub-department, is monitored both by project staff - against its plan of action - as well as by scheduled joint visits with CNM. The Federation will also follow-up and report on activities through a minimum of four quarterly programme updates. The dengue fever project will have a mid-term review in early 2004.

## 2. Disaster Management

### Background

Annual floods are potentially the single biggest disaster facing the Cambodian people. Severe droughts have occurred in the past and will likely continue, due to underdeveloped water resource management facilities, environmental degradation and the recurring El Nino phenomenon. Meanwhile high poverty levels and HIV/AIDS infection rates undoubtedly mean people are more vulnerable to disasters and disaster shocks continue to not only push people further into poverty but also contribute as 'push factors' leading to rural-urban migration and potentially to trafficking and other human rights abuse.

Flooding in the Mekong River is a recurrent event. Almost every year it takes lives and causes damage to agriculture, rural infrastructure and human activities. The degree to which floods occur varies and may reach disastrous dimensions with severe losses in human lives and food production. The damage caused by floods in 2000 was dramatic, but flooding of the Mekong and its tributaries is also an important source for the wealth of biodiversity, abundance of fish and soil fertility in the Mekong River Basin. While floods will occur every year, the extent of damage caused can be limited through an effective flood management system (Mekong River Commission, 2002).

Disaster management, which includes both preparedness and response, has been a core activity of CRC for more than 10 years. The principle donor partners for CRC have been the Federation, the Disaster Preparedness European Commission Humanitarian Aid Office (DIPECHO), the British Department for International Development (DFID) and the French, British, Belgium and American Red Cross Societies. Since 2002 CRC has, through participation in the Southeast Asia disaster management network, strengthened links with sister societies in the Asia Pacific region.

It also has a partnership with the World Food Programme (WFP), where it provides logistical support for the distribution of food and has carried out food-for-work programmes (linked to disaster mitigation). Partnerships also exist with NGOs including CARE, Action Against Hunger and Lutheran World Federation.

The CDBP programme, which started in 1998 and has shown significant impact on the response to the floods in 2001 and 2002 (notably early warning, coordination with the government and evacuation to safe areas), was reviewed in 2003. The review recommended, inter alia, that CDBP project sites be consolidated - rather than expanding to additional areas - and existing disaster management training materials be reviewed. Moreover, it suggested that a higher number of RCVs be recruited at the commune and village level, and for a greater focus on non-structural risk reduction measures (such as developing early warning networks, training in search and rescue, evacuation and needs assessment). Recommendations were also made to strengthen learning from, and coordination with, other NGOs engaged in disaster management activities and that the roles and responsibilities within the disaster management department be reviewed.

While a number of the recommendations will be taken up through the society's OD programme, the emphasis of Federation support in 2004 will be to harness continued support as well as to assist CRC to follow up on findings of the review. Building on the positive experience in 2003, technical advice will largely be provided through local consultants and the regional delegation; the latter will continue to mobilise specialist staff from national societies and institutions within the region. Additionally in 2004, the Federation will provide support to strengthen CRC's disaster response capacities, continue to advocate for an effective NCDM, and look for opportunities to study the link between the impact of disaster, food security and population movement.

### Overall Goal

The impact of disasters on the people of Cambodia is reduced.

### Programme Objective

CRC, in coordination with national authorities and other bodies, and working through a network of volunteers and community structures, is recognised as a leading organisation in disaster management.

### Expected Results

The programme is based on one key project that will have the following overall results:

1. Communities have enhanced capacity to cope with, and to mitigate the effects of, natural disasters and CRC has the strengthened capacity to prepare effectively for, and respond to, natural disaster.

Expected Results	Indicators	Assumptions	Activities
<b>Project: Community Based Disaster Preparedness</b>			
More effective community-based programme	Level of disaster impact in target villages compared with previous years	Lessons are institutionalised by CRC and adequate resources in 2004	Consolidate CDBP programme based on 2003 review
Villages have disaster actions plan and risk reduction activities in place	Degree of organisation at village and commune level	Good cooperation with government structures	Implement CDBP activities and mitigation projects at 20 sites
RCVs playing full role in disasters	Numbers and availability of RCVs	Volunteers can be sustained between disasters	Identify and train further RCVs
Coordinated projects, timely humanitarian response	MoU established with NCDM and number of new partners for CRC	That CRC is able to negotiate clear role vis-à-vis the NCDM	Build partnership with NCDM, NGOs and other bodies
Increased skills and resources leading to effective projects	Degree of dependency on external support and enhanced management	CRC can sustain high calibre staff in competitive market	Develop DMD* team skills and engage in regional/global DM events
Lessons learned leads to revised disaster response programme	More effective response in late 2004	Willingness to develop new approaches to disaster response	Carry out post-disaster operational review

\* Disaster management department

## Monitoring and Evaluation

The CRC disaster management department manages disaster management projects. Project staff will monitor qualitative and quantitative indicators for success with additional support from the Federation regional delegation as well as from a consultant contracted to assist with reporting. The British Red Cross, as a major partner, will also visit Cambodia to assist with monitoring. The Federation will follow up and report on activities through a minimum of four quarterly programme updates.

## 3. Humanitarian Values

### Background

Given the context of Cambodia, it is recognised that there is considerable scope, and need, to raise the awareness of humanitarian values as well as international humanitarian law (IHL). There is clearly a need to influence the behaviour of communities, as sexual violence towards women, the trafficking of women and children, not to mention the legacy of years of conflict, are all areas for concern.

The CRC communications department, established in 1998, is equipped with basic resources and receives modest support from both the ICRC and the Federation. Additionally CRC receives support through the Australian Youth Ambassador for Development scheme, which, in September, assigned a youth volunteer to assist in public relations. The society is active in the dissemination of humanitarian principles and currently targets every member of Cambodia's senate, the National Assembly, government ministries, diplomatic missions, international organisations, NGOs, libraries and donors. Round-table discussions on television featuring Movement issues take place most years. In 2003, CRC finalised a communications guide and produced television video spots covering issues such as HIV/AIDS and the work of CRC.

The communications department does continue, however, to face challenges. Resources are a key concern with a high dependence on external resources. Staff skills are limited and training for the small number of staff in subjects such as public relations, IHL, marketing and advertising, is required. As few CRC staff have the capacity to communicate and advocate effectively (especially in English), further training must be provided in order for CRC to promote national, regional and global priorities.

In 2004, the Federation will continue to appeal for funds for the basic budget and will support capacity building through the development programme. Funding will cover innovative activities such as website development, dissemination of the *Code of Conduct*, the production of dissemination materials (complementing support from the ICRC), and a national workshop for the local media. Efforts will also be made to better link activities with core programme areas such as health and disaster management. This will help ensure a multi-dimensional approach is taken whereby humanitarian values are incorporated into programmes, that there is access to sustainable funding and that the CRC volunteer and youth network is used. A research study into the potential role of CRC in human trafficking is included in the 2004 programme.

### Overall Goal

The awareness and application of humanitarian values, the principles and key national and global themes in Cambodia is enhanced.

### Programme Objective

The awareness of humanitarian values in Cambodia is increased.

### Expected Results

The programme is based on one key project that will have the following overall results:

1. CRC actively communicates with stakeholders and advocates on key issues/concerns.

Expected Results	Indicators	Assumptions	Activities
<b>Project: Support CRC activities in communication and advocacy</b>			
Advocacy issues on stakeholders' agenda	Number of advocacy activities/type of audience	Willingness to take joint position on issues	Training for CRC staff and PNS in advocacy
CRC staff respecting <i>Code of Conduct</i> and greater awareness of WDR* themes	Knowledge of CRC staff and level of debate around WDR themes	That adequate numbers of people will attend launch of WDR	Launch WDR and disseminate <i>Code of Conduct</i>

in country			
Media more aware of Red Cross work and values	Number of media people and level of 2004 coverage	That media will attend (including English language)	Workshop for local media
Position on trafficking with a view to set up a project	Report complete and plan of action developed	Adequate capacity and no political sensitivity	Conduct study on trafficking
Improved relationship with stakeholders	Confidence and knowledge measured through analysis	CRC able to strengthen independent position	Produce communications materials

\* World Disasters Report

### **Monitoring and Evaluation**

The projects supported through the humanitarian values programme are managed by the CRC communication department. The majority of activities will be monitored at the central level with branches following up. The ICRC and Federation will, however, also provide close support in ensuring maximum impact of the projects. The Federation will report on activities through a minimum of four quarterly programme updates.

## **4. Organisational Development**

### **Background**

Organisational development and capacity building assistance from the Federation, ICRC, Red Cross Red Crescent partners and some NGOs (such as Oxfam GB) has been a central part of support since work began on reunifying CRC in the early 1990s. The programme has focused largely at the central governance and headquarters levels but in recent years has given greater emphasis to branch development. The overall implementation of the programme continues to be the responsibility of the OD council, set up in December 1998 under the chairmanship of the CRC first vice-president, and with support from the Federation. Day-to-day work is carried out through the CRC OD focal point with close support from the Federation OD delegate.

During early 2003, at a CRC governance and management workshop that reflected on the achievements, strengths and weaknesses of CRC as well as on the changing external environment locally and globally in which the society has to operate, CRC identified a number of key issues critical to its continued development. These included the need to review its five-year development plan, strengthen governance and management, foster a team approach, and tackle concerns around its image - as well as its lack of funding - by improving external communications.

The workshop was followed by a stakeholder analysis where staff at all levels within CRC headquarters, Red Cross partners (American, Australian, Danish and French Red Cross Societies), as well as key interlocutors from external bodies such as WFP, Oxfam, Action Against Hunger, the Ministry of Health and NCDM were asked to comment not only on the challenges faced by CRC but also on the organisation's potential and market advantage.

This stakeholder analysis provided the basis for a four-day strategic planning workshop where a new CRC strategy as well as an OD plan were drafted. Strategy 2003-2010 seeks not only to strengthen the vision of the organisation (a new vision and mission were drafted) and to better help CRC align itself with Federation strategies and the MAP, but sets out four strategic objectives, that if followed through, will help ensure delivery of effective programmes and the continued positioning of CRC as a leading civil society organisation in Cambodia. The new OD plan sets out revised activities to meet the expected outputs of this programme between July 2003 and December 2004.

Accordingly, the Federation, assuming there is active leadership by CRC in the development process, will facilitate considerable support to OD in 2004. It will seek financial and technical support to implement activities, coordinate partners to add resources and credibility to the process, and monitor milestones established in the plan. The Federation will provide its full support to CRC leadership and, where necessary, facilitate peer level support for the OD process from sister societies in the region.

### **Overall Goal**

A greater number of people in Cambodia have access to poverty alleviation programmes and more immediate and effective humanitarian relief.

### **Programme Objective**

The capacity of CRC to implement sustainable programmes, through headquarters and branch level structures, has significantly increased.

### Expected Results

The programme is based on five key projects that will have the following overall results:

1. CRC leadership and management are effectively implementing CRC Strategy 2003-2010.
2. CRC efficiently managing its human, financial and material resources.
3. CRC with enhanced external cooperation and coordination.
4. CRC with annual plan, reporting regime as well as monitoring and evaluation system.
5. CRC with increased resources harnessed through fund-raising and income generation.

Expected Results	Indicators	Assumptions	Activities
<b>Project One: Leadership and management</b>			
Members with knowledge of Red Cross	Number of board members taking greater role in CRC	Board members have time available	Governance training
Branch development strategy in place	Degree to which branches linked to donor support	Branches have skill and time to follow up	Support branch development
<b>Project Two: Management of resources</b>			
Trained and professional senior managers	Quality of management and that people have right skills for position	Right people can be identified and have capacity for training	Provide management and staff training
Volunteers and youth more engaged	Level of youth interest; number of active people	CRC able to link activities to projects	Consolidate volunteer and youth projects
CRC producing quality budgets and reports	Donor access to reports and overall CRC budget	CRC able to produce single annual budget	Finalise financial management system
CRC staff more aware and involved in issues of men/women	Number of women in leadership and degree of gender analysis in projects	Commitment by CRC management	Roll out gender mainstreaming
<b>Project Three: Cooperation and coordination</b>			
Staff trained and IT system enhanced; regular publications	Level of access by public to, and use of, information concerning CRC	Appropriate staff can be recruited at CRC rates	Strengthen CRC communication skills/technology
Functioning site accessible and updated	Number of hits and degree of use of site by Red Cross	That website leads to increase in income for CRC	Develop and maintain CRC website for 12 months
Draft CAS by end 2004	Degree of alignment between partners and CRC	CRC commit staff to provide partner focal point	Establish process leading to CAS
<b>Project Four: Monitoring and evaluation</b>			
Improved planning, reporting, monitoring and evaluation	Annual plan for 2005 and regular CRC reports and appeals in 2004	Adequate investment in CRC capacity	Strengthen national management information systems
<b>Project Five: Income generation</b>			
Most viable projects at branches identified and business plan developed	Study complete and profit/ loss on projects	Fit can be made between business approach and CRC	Study and possibly implement income generation projects
Opportunities identified and followed through	Percentage increase in funds raised in 2004	That economy will support more income	Support initiatives in fund-raising and resource development

### Monitoring and Evaluation

Since one of the earlier challenges for CRC has been the lack of a clear focal point to ensure the implementation and subsequent monitoring of OD activities, in late 2003 CRC will establish an appropriate structure to manage these activities; this may be a single focal point or working group. It is also expected that CRC will produce a regular report on the process. The Federation will continue to provide an expatriate adviser to support the OD programme and will follow up and report on activities through a minimum of four quarterly programme updates.

## 5. Representation, Management and Implementation

## **Coordination**

Working more effectively as a Federation, as expressed in CRC's own strategy, is pivotal for the society. Since the early 1990s, CRC has had partnerships with the ICRC, Federation and as many as 16 sister societies. While many of these partnerships have come to an end, a core group of PNS have continued to support CRC.

A 'country assistance strategy' was developed by the Federation delegation in 2000 (for 2001-2002), and outlined "the Federation's overall assistance strategy for Cambodia". Recognising the limitations of a document that provided only a minimal framework for enhanced coordination with, and between, the PNS, the Federation embarked on an extensive round of negotiations to produce a draft CAS by mid-2002. Unlike its predecessor the CAS sought to reflect the overall support provided to CRC.

Despite the new CAS that outlined the main activities of CRC, the lack of a clear strategy as well as the absence of a CRC annual plan and budget reflecting the overall activities of the national society – the 2003 budget covered largely only relief activities, administration and core costs – meant that partners were not readily encouraged to support the activities or core costs of CRC.

Recognising this as a significant constraint to creating synergy between national society programmes and PNS-supported activities, the 2003 CRC strategic planning process committed to develop a single plan and budget for CRC in 2004. It is on this basis that CRC, the Federation and its partners will, over time, work towards developing not only better coordination between activities but also a formula to support some of the society's core costs.

In 2004, while monthly CRC/PNS/Federation coordination as well as sectoral meetings (such as the current monthly health meeting chaired by American Red Cross) will continue, building CRC capacity to sustain partnerships and to provide a single focal point for external relations will be a component of the delegation's work.

## **Representation**

Since establishing a delegation in 1991, the Federation has worked both to build the capacity of CRC in communication and advocacy, as well as to promote the work of CRC and the work of the Red Cross Red Crescent Movement as a whole. This has included promoting the *World Disasters Report*, supporting World AIDS Day, International Women's Day, Red Cross Red Crescent Day, as well as working with ICRC to advocate on behalf of the victims of war and lobbying governments to support the development of local disaster management capacity. The Federation role in international fora has also included participating in the consultative group meeting for Cambodia, working with the UN disaster management team in disaster response, as well as building relationships with agencies and donors to fund key humanitarian concerns (such as working with ECHO and WHO on dengue fever campaigns).

Assuming CRC remains committed to its OD plan, the Federation will, in 2004, continue to explore opportunities not only to harness further partnerships but also, by drawing on a number of CRC and PNS activities, work to increase advocacy and influence the humanitarian agenda. The HIV/AIDS project, disaster mitigation, as well as CRCs new interest in trafficking will provide a strong platform for effective advocacy. Moreover, recognising the Convention on the Rights of the Child, there will be further work to ensure that Red Cross youth in CRC are better represented in the Movement.

## **Delegation Management**

The Federation will maintain a modest office space, seek to share costs with partners (through service agreements) and, disasters permitting, will maintain a staff of two expatriates and four Cambodians. The delegation will increasingly draw on the expertise of Red Cross partners based in Cambodia as well as draw on technical support from both the Bangkok delegation and from national societies in the region. There will be greater use of consultants and short-term experts.

### ***For further information please contact:***

- *In Phnom Penh: Men Neary Sopheak (CRC Director of Communications); Phone 855 23 21 28 76; mobile: 855 12 81 08 54, Fax 855 23 21 28 75; email: [sopheak.MenNeary@crc.org.kh](mailto:sopheak.MenNeary@crc.org.kh)*
- *Antony Spalton (Head of Delegation), Phone 855 12 901400 (mobile); Fax 855 23 210 163; email: [ifrc.kh01@ifrc.org](mailto:ifrc.kh01@ifrc.org)*
- *In Geneva: Charles Eldred-Evans/Sandra Rosner; Phone 41 22 730 4320/4456, Fax: 41 22 733 03 95; email: [Charles.Evans@ifrc.org](mailto:Charles.Evans@ifrc.org) or [Sandra.Rosner@ifrc.org](mailto:Sandra.Rosner@ifrc.org)*

# BUDGET 2004

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.62/2004

Name: Cambodia

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	68,250	0	0	0	0	68,250
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	5,460	0	0	0	0	5,460
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>0</b>	<b>73,710</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>73,710</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	19,200	0	0	0	0	19,200
Computers & telecom	4,343	0	0	13,650	0	0	17,993
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>4,343</b>	<b>19,200</b>	<b>0</b>	<b>13,650</b>	<b>0</b>	<b>0</b>	<b>37,193</b>
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	7,714	6,714	1,638	8,320	15,105	0	39,491
<b>TRANSPORT &amp; STORAGE</b>	<b>7,714</b>	<b>6,714</b>	<b>1,638</b>	<b>8,320</b>	<b>15,105</b>	<b>0</b>	<b>39,491</b>
Programme Support	15,046	24,812	3,971	25,650	18,873	0	88,352
<b>PROGRAMME SUPPORT</b>	<b>15,046</b>	<b>24,812</b>	<b>3,971</b>	<b>25,650</b>	<b>18,873</b>	<b>0</b>	<b>88,352</b>
Personnel-delegates	0	0	0	144,000	174,033	0	318,033
Personnel-national staff	56,230	39,150	7,680	31,004	37,771	0	171,835
Consultants	1,493	5,460	3,413	12,285	0	0	22,651
<b>PERSONNEL</b>	<b>57,723</b>	<b>44,610</b>	<b>11,093</b>	<b>187,289</b>	<b>211,804</b>	<b>0</b>	<b>512,519</b>
W/shops & Training	50,424	125,190	10,207	117,531	4,095	0	307,447
<b>WORKSHOPS &amp; TRAINING</b>	<b>50,424</b>	<b>125,190</b>	<b>10,207</b>	<b>117,531</b>	<b>4,095</b>	<b>0</b>	<b>307,447</b>
Travel & related expenses	34,706	30,976	0	14,196	4,917	0	84,795
Information	40,157	20,816	25,344	17,063	0	0	103,380
Other General costs	21,366	35,701	8,832	10,920	35,558	0	112,377
<b>GENERAL EXPENSES</b>	<b>96,229</b>	<b>87,493</b>	<b>34,176</b>	<b>42,179</b>	<b>40,475</b>	<b>0</b>	<b>300,552</b>
<b>TOTAL BUDGET:</b>	<b>231,479</b>	<b>381,729</b>	<b>61,085</b>	<b>394,619</b>	<b>290,352</b>	<b>0</b>	<b>1,359,264</b>