

ANNUAL REPORT



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

CAMBODIA

27 May 2005

In Brief

Appeal No. 01.62/2004; Appeal target: CHF 1,359,264 (USD 1,019,448 or EUR 869,929); Appeal coverage: 90%.

[\(click here to go directly to the attached Financial Report\).](#)

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. This annual report also covers the operational period from 1 November to 31 December 2004 not covered by the last programme update. All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>

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Operational context

The prolonged absence of a functioning government due to the political impasse during 2004 served to slow an already sluggish recovery of the country. The stalemate between the rival political parties was eventually resolved in late June, 11 months after elections were held. Most observers agree that the formation of a coalition government, without notable violence, between the Cambodian People's Party (CPP) and the National United Front for an Independent, Neutral, Peaceful and Cooperative Cambodia (FUNCINPEC) marks a positive step forward in the country's democratization process.

The abdication of King Sihanouk in October 2004 has had no direct consequences on the country to date. The positive fact that the handover went so smoothly, exemplified by King Sihamoni being named as successor through a unanimous decision, has lent an air of optimism to 2005 and beyond. The royal family has traditionally had a close association with the Cambodian Red Cross; presently, the King's mother is the honorary president of the national society. Since his inauguration, King Sihamoni has continued the tradition of supporting the Cambodian Red Cross with a monthly contribution.

In early 2004, the release of a UN report on the progress of the Cambodian Millennium Development Goals (MDGs) indicated that only three out of the 25 MDGs will be met by 2015, including "decreasing the spread of HIV/AIDS". However, the report highlighted that there has been little improvement elsewhere, particularly in the

health and education sectors. The percentage of the population with access to improved drinking sources and improved sanitation facilities is at 17 and 30 respectively. Consequently, the mortality rate for children under five years of age is worsening, currently standing at 138 deaths for every 1,000 live births. Other contributing factors to this high mortality rate include inefficient and inadequate health spending, and lack of donor support to address diarrhoea, post-natal complication, malnutrition and primary health care education. Within the education sector, only 70 per cent of enrolled students reach grade five, helping to contribute to an adult illiteracy rate currently hovering around 30 per cent (UN statistics for 2004).

The focus on HIV has had some impact but there is clearly a long way to go in Cambodia. The country still has the highest rates of infection in Southeast Asia with 1.9 per cent of the adult population (aged 15-49) affected. The Cambodian Red Cross continues to play a vital role in dissemination of prevention messages, advocacy, and community support for people living with HIV/AIDS (PLWHA), and plans to increase this involvement of the coming years. During 2004, the national society initiated a programme on water and sanitation which will endeavour to harness the experience and lessons learned from itself and its partners to implement effective programmes to increase the number of people having access to safe drinking water and improved sanitation facilities.

Reservations remain over the pending consequences to the garment industry in Cambodia due to the ending of the global textile quota system at the end of 2004. Some companies ceased operating while others continue with business as usual. For the moment there remains confidence that the industry will continue to provide employment and the much needed income for the workers and their families.

For many farmers throughout the country, below average rainfall in the later part of 2004 has severely affected crop production, in particular rice yields. According to the ministry of agriculture, over a tenth of the country's rice fields have been damaged. For a large number of families in parts of the country, the dry spell is now in its third year, compounding many of the problems they are facing in terms of food security. While scant rainfall has been widely blamed for the ongoing drought, there is increased recognition that a poor irrigation infrastructure and lack of a sustainable water resource management system is contributing to the chronic water shortages. For its part, the Cambodian Red Cross has responded through local appeals, using the funds raised to distribute rice and household kits to affected communities. With the dry spell showing little sign of abating in the coming year, the national society, with the Federation, the Danish Red Cross and the British Red Cross are exploring ways to enhance community resilience. Initially, this will be accomplished by commissioning a study on 'Linkages between flood and drought disasters and Cambodian rural livelihoods and food security', and taking steps to incorporate drought-affected areas into the community-based disaster preparedness programme.

The most notable event during the last quarter was the meeting of the consultative group of international donors in December. Together, the donors pledged a total of USD 504 million (CHF 618 million) in loans and grants for Cambodia – a slight decrease from the previous meeting held in 2002 – while pressing the government on its lack of progress on issues such as corruption, human rights abuses, land rights, judicial and civil service reforms, natural resource management and poverty reduction. While the continued donor support for the Cambodian government allows for further growth and development over the coming year, some consultative group members clearly stated that significant progress on the above issues was a condition for any future assistance.

The situation of the Montagnard refugees/asylum seekers remains complex. Many continue to reject overseas settlement offers from the UNHCR and have opted to stay in Cambodia. However, to date, there has been no indication from the Cambodian government that the refugees will be allowed to stay legally in the country. Some Montagnards have accepted voluntary return after understanding the auspice of UNHCR and the choices they have available.

The Federation has continued to prioritize the Cambodian Red Cross' ongoing organizational development change process. The establishment of the human resource department at the national headquarters in December 2004 marks a significant milestone in the evolution of the organization and demonstrates the commitment of the central committee and leadership to take ownership of the change process. Furthermore, the year saw the start of a concerted and systematic bottom-up planning process, beginning with direct branch participation at the regional level, and culminating in the annual review and planning meeting in September 2004 where a three-year

development plan was formulated. Cross-cutting issues (youth, volunteers and gender) were further integrated and reinforced within the organization through the implementation of the youth policy and the formulation of a volunteer policy, along with conducting nationwide gender awareness training and the hosting of a regional gender forum by the Cambodian Red Cross.

In addition to the work in capacity building and organizational development, the Federation sought to reinforce cooperation and effective communication between the Cambodian Red Cross, their partner national societies and other stakeholders. The October 2004 partnership meeting, bringing together partner national societies worldwide, marked a significant step forward in reviving the Cooperation Agreement Strategy (CAS). A major output from the partnership meeting was the establishment of three working groups: development of health sub-department, developing financial management and CAS.

The Federation's programme was well supported during 2004 thanks largely to the solid long-term support from partners: British Red Cross, Swedish Red Cross, New Zealand Red Cross, Hong Kong Red Cross, Australian Red Cross, Danish Red Cross, and allocations from the Capacity Building Fund and DFID global funds have ensured 90 per cent coverage.

Health and care

The Federation focused support with the Cambodian Red Cross on three main programme areas:

HIV/AIDS

The Australian Red Cross (including support for the technical advisor) continued as the national society's prominent partner in 2004. Support from the Swedish Red Cross contributed to a well supported HIV/AIDS programme, with other donors including Global Fund to fight AIDS, Tuberculosis and Malaria (GFATM), Family Health International and OPEC. Recently released 2003 HIV sentinel surveillance of the National Centre for HIV/AIDS, Dermatology and STDs shows that HIV prevalence among adults aged 15 to 49 has decreased from 2.1 per cent in 2002 to 1.9 per cent in 2003 respectively. The Cambodian Red Cross remains a very active player in this battle against HIV/AIDS. Unfortunately its 2005 funding base is not well assured and further donor support will be required to maintain its present level of activity.

Dengue fever

The project continued to establish strong coordination mechanisms at central, province and district level. The cooperation with CNM (the ministry of health) is functioning well, and is a key element in the delivery of the programme. The statistics from CNM on dengue fever rates of infection and number of deaths showed a decline during the year. This project was also supported by the New Zealand Red Cross and Canadian CIDA.

Water and sanitation

The Federation (funding from New Zealand Red Cross) supported the Cambodian Red Cross to initiate a water and sanitation project in Kep. The project is designed to work in close collaboration with the British Red Cross-funded primary health care project in the same province and to build on the experiences from the national society's many partners in water and sanitation activities across the country.

The overall original health budget was overspent by approximately CHF 55,000 mainly due to the start-up of the new project. There was an increase in the amount spent on the development of training materials versus budget, and consequently a reduction in training and workshops.

Goal: The health and well being of the most vulnerable communities in Cambodia are improved.

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

Expected Results

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

- Reduced morbidity and mortality through improved water supply, sanitation and health promotion services (*added during the course of 2004*).

Progress/Achievements

HIV/AIDS



Red Cross volunteers conducted community education on HIV/AIDS awareness, anti-stigma and discrimination during their visit to PLWHA.

The HIV/AIDS programme has expanded to 11 provinces and applied the Federation's triangle strategic intervention which combined prevention, care and support for PLWHA, and anti-stigma and discrimination. A highlight of this semester has been the involvement of community and religious leaders in support of positive people and affected families. They have actively identified and addressed cases of discrimination through advocacy and supported PLWHA through mobilizing human and financial resources. This demonstrates a growing resilience within communities supported by the Red Cross.

The Cambodian Red Cross' programme continues to raise its profile through various initiatives. Its HIV/AIDS manager chairs the

regional Asian Red Cross and Red Crescent AIDS network (ART), and with assistance from the Federation, its HIV/AIDS police peer education project was showcased in a BBC production produced for the International AIDS Conference held in Bangkok in July and screened on BBC television and during the conference.

Operations from 1 November to 31 December 2004

Peer and life skill education with youth/students in three provinces and Phnom Penh

- Some 50 Red Cross youth from three provinces and universities participated in a five-day training session for peer supporters. A stigma and discrimination workshop was conducted for 600 Red Cross youth and students. A HIV/AIDS advocacy session was held for parents to promote their support for student HIV/AIDS peer activities within schools and their community.

Peer and life skills education with the police in six provinces

- Some 392 members of the police force attended two days of HIV/AIDS and life skill training activities.

Community support for PLWHA in two provinces

- Red Cross volunteers made regular visits to around 566 PLWHA and their families in nine districts in two provinces, namely Battambang and Kampot. In total, 1,706 community members participated in the HIV/AIDS community education session conducted by Red Cross volunteers. During this quarter, Red Cross volunteers also supported 440 orphans affected by HIV/AIDS, repaired five homes of PLWHA and referred four suspected cases to voluntary counselling and testing centres. All PLWHA visited also received ceramic water filter jars.

The Cambodian Red Cross, in collaboration with other stakeholders, conducted the World AIDS day campaign which reached around one million people nationwide. Programme staff and Red Cross volunteers in all 11 targeted provinces actively joined the events with the theme focused on "Women, Girls and HIV/AIDS".

The Cambodian Red Cross also hosted the Federation/Red Cross Asia Pacific HIV/AIDS (ARCAIDS/ART/PIHARC) Programme Meeting from 6-10 December, facilitated by the ARCAIDS programme office.

Dengue fever

The dengue fever preparedness structure continues to develop. The dengue steering committee (DSC) members have met periodically at the national headquarters and occasionally carried out joint field trips to monitor the project, as well as to investigate dengue haemorrhagic fever (DHF) outbreaks. Additionally CNM invited the Cambodian Red Cross to conduct a presentation on the community-based prevention of DHF project in Cambodia to the national DSC. Provincial Red Cross and provincial health departments have been working closely, including the monitoring of Red Crescent volunteers' health education.

Strong health education at the grassroots level was carried out by Red Cross volunteers. The result is that 90 per cent of expected coverage has been reached. The provincial health department and provincial Red Cross conducted dissemination via the mobile dissemination vehicle. The vehicle with an artificial mosquito attached above, drove around the community delivering messages through a loudspeaker. The team has also distributed the leaflets and displayed the posters in the community.

Operations from 1 November to 31 December 2004

- Some 125 Red Cross volunteers in four provinces conducted health education about DHF from household to household in their respective villages. This included the reinforcing the three key messages, demonstrations with posters and distributions of leaflets.
- DSC members met in November 2004 to discuss the budget and DHF major activities for October 2004 to March 2005.
- The Cambodian Red Cross, CNM, WHO and Federation, who are DSC members, have joined together to monitor the DHF project in Kampong Cham province in December 2004.
- The provincial dengue working group members met in Kampong Cham province on 8 November 2004 to seek the advice of the DHF coordinator on a budget and work plan for activities from October 2004 to March 2005. The members in Banteay Mean Chey and Kandal provinces met also in November 2004 to obtain a budget and work plan for DHF activities from October 2004 to March 2005.
- The community dengue working group members in Banteay Mean Chey, Kandal, Kampong Cham and Takeo provinces met in November 2004 to discuss about the implementation of DHF activities from the work plan from October 2004 to March 2005.

Water and sanitation

Based on the work plan from March 2004, a number of activities were carried out on time, such as health education focusing on water and sanitation, and training on the construction latrines and rain water catchments. However, some activities are moving slowly, particularly the construction of latrine and rain water catchments. Nevertheless, the project is developing in the right direction and plans are materializing based on the strong involvement of all stakeholders, including the communities themselves.

The recruitment of the water and sanitation project manager with medical diploma and a health professional background in health promotion has increased the Cambodian Red Cross' capacity in knowledge of the field. The national society, through the support of the British Red Cross, will shortly employ a coordinator with a skill focus on technical aspects and construction.

Operations from 1 November to 31 December 2004

- Some 16 volunteers carried out door-to-door hygiene education in the four targeted villages.
- During the hygiene education sessions all families received a poster and with an explanation of its message. Over 1,000 posters have been distributed and explained on. Posters are also displayed in public sites such as the commune health centre.
- Monthly village meetings were attended by either the water and sanitation coordinator or the branch development officer in all four villages to discuss the project and obtain feedback from the community.

Impact***HIV/AIDS***

The programme continues to have the desired impact on the community. Evaluation reports and monitoring reports are indicating that the Cambodian Red Cross' programme is influencing people's behaviours and having a positive effect on the lives of PLWHA. The targeted groups (police, student, and Red Cross youth and volunteers) continued their informal peer activities. Income generation projects such as rearing chickens and repairing bicycles are providing benefits and self sufficiency for PLWHA. The community forums led by commune counsellors, and the establishment of self-help groups and networks are helping PLWHA to remain in their community and be active participants. The evaluations also indicate a developing capacity of the national society to deliver the above mentioned effective activities.

- Observations indicated that the police force is practising healthier lifestyles as they do not frequently visit sex workers as they did in the past; they also use the life skill knowledge learned from the Red Cross to encourage their peers and community to be aware about HIV/AIDS.
- Through community forum advocacy training and meetings, PLWHA are confident to explore their status with Red Cross volunteers.
- Ceramic water filter jars provide clean water and help PLWHA save/spend less.
- With support from the Cambodian Red Cross' HIV/AIDS team, 24 PLWHA self-help groups are highly satisfied with rearing chickens as a small income-generating project.
- Partnership with Medecins Sans Frontieres to refer PLWHA for anti-retroviral treatment.
- Some 59 community forums were able to raise some funds in their communities to support PLWHA.

Dengue Fever

Statistics are showing a clear reduction in dengue fever cases of the past few years. For example, according to data from CNM the morbidity rate of DHF cases in 2004 was 9,983 cases and with 90 fatalities – an improvement from the year 2003, where the morbidity rate was 12,081 cases with 188 fatalities.

Anecdotal evidence indicates that people living in the catchments are gradually changing their behaviours. For instance, people now clean water jars regularly, clean up the environment surrounding their houses and refer their children to health centres when they are suspected to have DHF. A post knowledge, attitudes and practices (KAP) survey will be conducted in March 2005 and should provide some clear indicators on the impact of the programme on changing people's behaviours.

Water and sanitation

It is too early to state whether the community has had a change in behaviours and knowledge from the Cambodian Red Cross' programme. However the Red Cross volunteers in targeted villages are demonstrating improved knowledge on water and sanitation issues and messages.

Constraints***HIV/AIDS***

Although delays in the transfer of funds have caused difficulties for the Cambodian Red Cross, the HIV/AIDS team has been able to implement according to their plans. The national society's organizational structure and internal systems create restraints on the efficient implementation of activities.

Dengue fever

The living standard of the community remains poor, which makes it difficult to motivate the community. People are focused on food security and their livelihoods and do not always see the incentives for making the desired changes in behaviour. Additionally, the health centres' capacities are limited, so people still prefer to visit private clinics.

Water and sanitation

The department is under-resourced in terms of personnel, vehicle etc. It is envisaged that joint support will allow the water and sanitation team to grow. A collaborative effort to utilize resources from the British Red Cross and the Federation should help alleviate some of the issues and ensure development of the project. The time spent in

consultation with the regional delegate in Bangkok has meant slower start-up of the project. In addition, some funds were not released to support the project on time.

Disaster management

The delegation along with the Cambodian Red Cross' disaster management department has focused on carrying out the recommendations from the 2003 review. This has included:

- Developing a memorandum of understanding between the National Committee for Disaster Management (NCDM) and the Cambodian Red Cross;
- Developing a strategic plan for the national society's disaster management department;
- Consolidation of the community-based disaster preparedness (CBDP) programme;
- Analysis of the roles within the CBDP team;
- A review of CBDP training materials and tailoring the materials according to the target groups;
- Expanding the number of volunteers in the target areas; and
- Commissioning a study to explore the issues of food security and livelihoods in the context of Cambodian Red Cross' CBDP that can eventually assist the national society in developing a position paper on food security and drought.

Furthermore, the Cambodian Red Cross has been very active in responding to the drought conditions in particular parts of the country, carrying out distributions of rice and non-food items obtained through local appeals and bilateral donors.

There has been a significant increase in the amount of local and regional consultant expenses to support and advise the national society on the required changes recommended from the reviews. Reductions have been made in workshops and training and general administration expenses to cover these needs.

Goal: The impact of natural disasters on the people of Cambodia is reduced.

Objective: The Cambodian Red Cross, in coordination with national authorities and other bodies, and working through a network of volunteers and community structures, recognised as a leading organisation in disaster management.

Expected Results

Communities have enhanced capacity to cope with, and to mitigate the effects of, natural disasters and the Cambodian Red Cross has the strengthened capacity to prepare effectively for and respond to natural disasters.

Progress/Achievements

- A memorandum of understanding on cooperation between the NCDM and the Cambodian Red Cross pertaining to the disaster preparedness and disaster response operation was finalized and signed.
- Facilitated by the Federation's regional federation, the Cambodian Red Cross' disaster management department conducted a three-day workshop, involving participants from all four national society departments and from both national and provincial levels, to develop a three-year *Disaster Management Strategic Plan (2005 – 2008)*.
- The CBDP team targeted a total of 74 disaster-prone villages in 20 communes across eight provinces. A total of 70 villages completed mitigation micro-projects. These included 11 water points and four twin-room public latrines in community safe areas; one raised earth community safe area; 546 raised earth family safe areas; seven community evacuation boats; 61 household evacuation and livelihood boats; three canal rehabilitations; four evacuation route repairs and 23 culverts. Additionally, 50 VHF radio handsets and eight VHF base units were distributed amongst Red Cross volunteers and sub-district Cambodian Red Cross staff in flood-prone areas to improve communication in both normal and disaster times.
- An external evaluation of CBDP programme was completed in early September 04. The report reinforced the directions for the national society to consolidate its programme. The evaluation recommended a focus on sustainability of the projects by strengthening monitoring and evaluation mechanisms, establishing

operational maintenance guidelines, and focusing trainers/leaders and volunteers on participation and sustainability practices.

- Policy, roles and responsibilities for the Red Cross leaders including selection criteria, process of selection, and involvement of the leaders in community action plans were approved by the Cambodian Red Cross leadership.
- Roles and responsibilities for the maintenance teams of community and household evacuation boats were established.
- Operational maintenance policies/guidelines have been worked through with consultant, and will be completed in 2005.
- Methodologies and tools for impact monitoring and evaluation of the disaster risk reduction micro-project component were produced in both Khmer and English versions.
- The CBDP 2004 review and (new phase) project inception workshop procedure were finalized for provincial levels and the training commenced.
- The American Red Cross-supported early warning system was expanded to include 38 villages from the original six in the pilot phase.
- A food security study was completed by external consultants, entitled '*Linkages between flood and drought disasters and Cambodian rural livelihoods and food security: How the Cambodian Red Cross Community Disaster Preparedness Programme can further enhance the livelihoods and food security of Cambodian rural people in the face of disasters*'.
- Two personnel attended overseas training on the Federations disaster management information system (DMIS) and disseminated the knowledge to the disaster management department.
- The Cambodian Red Cross has distributed over 750 MT of rice to over 29,000 families, covering many of the drought-affected areas of Cambodia. It has also distributed some over 26,000 sarongs and krama, over 9,000 mosquito nets and 10,202 household kits.

Operations from 1 November to 31 December 2004

In cooperation with the consultant from the International Institute for Disaster Risk Management (IDRM), the following were conducted:

- A CBDP strategic programme review.
- A task analysis to redefine the tasks for all involved stakeholders including the disaster management department, trainers, the provincial director, provincial officers, Red Cross leaders and volunteers, commune council disaster management committee (CCDMC) and the communities themselves.
- Development of refresher content for CBDP training material consisting disaster preparedness training, community organizing training, hazard, vulnerability and capacity assessments (HVCA), community action plans and Red Cross orientation.

The CBDP 2004 provincial review and (new phase) project inception workshops in Svay Rieng and Prey Veng were completed.

The procedures for the development of operation and maintenance for the CBDP programme were completed. Impact monitoring of disaster risk reduction micro-projects has been implemented under the CBDP programme since 1998. This was carried out across all nine provinces targeted by CBDP. Data will be input in early 2005, with analysis, results and feedback planned for mid-2005.

The policies/procedures for the reformulation of the CCDMC are in development.

Impact

On a national level, the work to establish a memorandum of understanding between the Cambodian Red Cross and NCDM has led to a better understanding between the two bodies.

As a result of the training component, both the Red Cross volunteers and commune-level disaster management committees are better able to prepare communities for potential disasters and identify hazards. The community

decision-making and enhanced cooperation required in the planning and implementing their micro-projects have generated increased trust and confidence within the communities.

The external support to the CBDP programme has strengthened programme management – and this can be seen in the more rigorous process of identifying and implementing its micro-projects.

Constraints

Earlier in the year, the lack of clear roles and responsibilities among the key implementers hindered the implementation and thus, the review of roles through the support of IDRM.

The remodelling of the programme has taken considerably more time than initially expected. Although this is a constraint, it is clear that greater participation of national society staff in the remodelling process, with guidance from an external consultant, will ensure a smoother and more effective implementation.

Humanitarian values

The year 2004 has been another very active one for the Cambodian Red Cross' communications department. The myriad of activities involving the communications department reflects the dynamic nature of the unit. The focus on disseminating humanitarian values and international humanitarian law (IHL) is at the core of its activities, although there are many other competing priorities. The promotion of key Red Cross events such as the Red Cross day (STOP discrimination) and the release of the World Disaster Report, active promotion of the Red Cross principles and IHL inside and outside of Cambodian Red Cross, including lawmakers and the judiciary, are among the many activities undertaken during the year. The national society has continued to establish strong relationships with the local media and is disseminating key messages on television through roundtable discussions and the production of a regular television programme to explain the work of the Cambodian Red Cross.

Goal: The awareness and application of humanitarian values, principles, and key national and global themes in Cambodia are enhanced.

Objective: The awareness of humanitarian values in Cambodia is increased.

Expected results

The Cambodian Red Cross is actively communicating with stakeholders and advocates on key issues and concerns.

Progress/Achievements

Some of the highlights during the year:

- The Cambodian Red Cross participated in the national event organized for International Women's Day.
- The Cambodian Red Cross facilitated a visit of a team of cyclists from the United Kingdom raising funds for the Red Cross and Red Crescent Movement.
- During the World Red Cross Day (8 May) and International Children's Day (1 June) the Cambodian Red Cross disseminated the Red Cross Fundamental Principles and promoted greater respect for humanitarian values. Through the dissemination sessions, at least 10,000 people directly received key messages while the general public was reached through televised broadcast on seven television channels of the country and several radio broadcasts.
- The Cambodian Red Cross' website was launched in August 2004.
- The launch of the 2004 World Disasters Report provided a forum for the Federation and the Cambodian Red Cross to highlight the importance of identifying and supporting community resilience within disaster-prone areas.
- The national society has placed itself as a key educator in regards to the Khmer Rouge tribunal with 20 hours of orientation on the Red Cross Principles and basic IHL, conducted to 30 magistrates/judges and 33 lawyers who were the heads of lawyer associations in Cambodia. It was also selected to be amongst those involved in the tribunal.

- The Cambodian Red Cross, with support from ICRC, has trained 30 disseminators within the national society on the Red Cross Principles, the concepts of protecting human dignity, the latest developments in IHL, and the 50th Anniversary of the Hague Convention on the Protection of the Cultural Property (May 1954). Some 340 people including ethnic minorities, orphans, Red Cross volunteers and 60 university students underwent orientation on the Red Cross Principles, basic IHL and the role of the Cambodian Red Cross.
- About 200 information kits containing the national society's strategy, statutes, Red Cross law and different flyers on the progress on its different community programmes, as well as feature stories of beneficiaries were handed out to participants of different meetings in the country and overseas.

Operations from 01 November to 31 December 2004

- An inter-ministerial and agencies meeting was organized in November. Several members of the central committee together with key national headquarters leading personnel and representatives from ministries and relevant agencies were invited to hold specific discussions on how to effectively implement the royal decree on the use and protection of the emblem.
- As part of the 50th anniversary preparation, interviews, collection and compilation of old materials and selection of historic photos, communication letters to make enquiries or clarification relating to history took place. A video spotlight to market the 50th anniversary event and documentation on the Cambodian Red Cross' history were produced. Other activities include an advertisement profiling the Cambodian Red Cross through the 'WHO IS WHO' (Cambodia), regular radio broadcasts and interviews, dissemination to over 500 students, a televised contest, beneficiary discussions, billboards and street banners.
- The above process lead to the publication of a book entitled '*Power of Humanity: Celebrating the 50th Anniversary of the Cambodian Red Cross*', profiling the national society's history and activities conducted in its 50 years of existence.
- Communication staff members received training on website design, updating and development of stories.

Impact

The Cambodian Red Cross does have a voice in the community and is passing on key messages through various media. Its access to the media and community actions allows it to influence the community; however there are still no indicators and tools established to measure these efforts. Nevertheless, post-seminar and workshop evaluations clearly show a change in peoples understanding. For example, the understanding of the magistrates, judges and lawyers attending IHL sessions for the Khmer Rouge tribunal changed from seeing the Red Cross as a small relief organization to that of a universal institution with far reaching mandate and resources, and within the national society there is a growing knowledge on the cornerstone elements of the Red Cross and Red Crescent movement with a better understanding of the principles, IHL and general activities.

Constraints

The communications department was constrained by the multiple roles played by the director. These are key roles that are important for the development and image of the national society, including that of key disseminator to the Khmer Rouge tribunal judges, having various responsibilities with regards to the Cambodian Red Cross' 50th anniversary and presiding as chair of the organizational development/human resource task force. On the other hand, the level of knowledge and skills in effective communication with of other responsible needs enhancing.

The Federation's budget for this programme in 2004 was underfunded. There appears to be even less support for 2005 which is quite problematic given the potential.

Unfortunately the political polarization of the media in the country may well hinder the Cambodian Red Cross from effectively communicating to a wider audience.

Organizational development

The organizational development process appears to be taking hold in Cambodia. The context in which the Cambodian Red Cross operates is quite complex. In spite of this, the national society continues to move forward at its own pace. There remains a considerable amount of work in all spheres for the organization to carry out in

order to implement *Strategy 2003-2010*. However, the signs are encouraging and there are many staff members and volunteers committed to the process. The organizational development programme has been effective in developing the way the national society is thinking and working, including more participatory and better communication, knowing how to use proper tools to analyze organizational problems and seek feasible solutions. The real challenge is to ensure the changes taking place can spread inside the Cambodian Red Cross and change the culture throughout the organization.

The national society and delegation spent according to the budget provided. The main difference with the original budget was the reduction in expatriate expenses due to the organizational development delegate being bilateral (supported by Danish Red Cross) and not funded through the Federation. There was also a significant decrease in workshops from the original work plan.

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

Objective: The capacity of the Cambodian Red Cross to implement sustainable programmes through headquarters - and branch-level structures has significantly increased.

Expected Results:

- The leadership and management are effectively implementing the Cambodian Red Cross' *Strategy 2003-2010*.
- The national society is efficiently managing its human financial and material resources.
- There is enhanced external cooperation and coordination.
- An annual plan, reporting regime as well as a monitoring and evaluation system are developed.
- Increased resources are harnessed through fundraising and income generation.

Progress/Achievements

The formation of the organizational development/human resource task force to spearhead all organizational development and capacity building activities, as well as to prepare leadership and management for the establishment of the new human resources department, was a significant move for the Cambodian Red Cross. The group has created a platform for recommendations and dialogue for the organizational development process. The ability for governance and senior management to take the united decision to establish the human resource department, staffing and budgeting is seen as a fruitful unifying action, based on recommendations from the organizational development task force.

Branch categorization into various groupings, based on their existing performance and capacity has achieved many results for the Cambodian Red Cross. A process involving branch needs assessment and self-assessment, following a set of measurable performance indicators was utilized. The outcomes include branches gaining more insight into their work and work performance, the creation of twinning opportunities and more focused planning for the management/governance to support branches, including in the upcoming branch committee elections. Ultimately expectations and standards have been raised, which should allow for greater outcomes for the people in need across the country.

Strategy alignment consultation workshops were organized in nine branches with the governance's leadership and management team to better understand the Cambodian Red Cross' *Strategy 2003-2010* and the roles of the governance and management in implementation. This process has been important in keeping the strategy alive and relevant.

Operations from 01 November to 31 December 2004

- A local human resource management consultant was hired to introduce the concepts of human resource management to the leadership and staff and to elaborate on the process of establishing a human resource department within the organization.
- This workshop was immediately followed by a two-day consultation meeting at the national headquarters to discuss in detail with the existing four departments the roles, functions and responsibilities of the new department and the type of support and services expected.

- The human resource department was established.
- The Cambodian Red Cross' central committee formulated and accepted the national society's volunteer policy.
- An agreement was drawn up to implement the youth policy.
- The formulation of the three-year development plan for 2005-2007 to implement *Strategy 2003-2010* was drafted.
- The Cambodian Red Cross conducted a nationwide gender awareness training and hosted the regional gender forum.
- A local trainer was recruited to facilitate in-house training for five days in six branch offices - Battambang, Kandal, Kampong Speu, Mondol Kiri, Kampong Tom and Preah Vihear.
- A training manual was designed to suit the work of the Red Cross and Red Crescent in the Cambodian context and situation with many practical lessons, and to improve the work of the branches. The manual included the review of roles and functions, structures, a job description of each staff member, management styles, a work plan, a budget for administration, and a filing and communication system.

Impact

The greatest lasting effect of organizational development efforts in 2004 was encouraging the Cambodian Red Cross to take firm ownership of the decision to establish the human resource department that will enable it to upgrade the existing capacity of its human resources that should directly contribute to the long-term and sustainable development of services to the most vulnerable communities in Cambodia.

The most significant effect of the organizational development process in the past years has been the increased investment in key people – staff, youth, volunteers with potential to become role models and agents of change – through training, coaching, encouraging and empowering them to commit their efforts to building a stronger national society. As a result of this empowerment process, each one of them became competent and confident, exhibiting capabilities as shown through increased knowledge, skills, and better attitudes and qualities. This is presently contributing to the better management of the youth and volunteers, branch development, fundraising, communications, project planning and management.

Constraints

There was slow decision-making on the part of senior management concerning the acceptance of organizational development change process and solutions, due to lack of confidence and fear of failure among other factors. Therefore, it required much lobbying and consultation at many levels, causing delay and needing extra effort and patience on the part of the Federation's delegation which has facilitated a smoother transition and acceleration of the change process.

Planning from lower levels is a slow process; branches need to become more familiar with the planning procedures, formats and use of logframes. Long-term planning was seen as a new concept.

Management, coordination and representation

The Federation has focused on nurturing a conducive environment within Cambodia for a successful CAS process and has taken the lead role in international forums to disseminate key and relevant messages. The delegation continues to streamline operational expenses, maintaining a few select staff to facilitate Federation and Movement partner needs.

Coordination

Overall coordination and cooperation has moved forward in a deliberate manner during 2004. The development of the Cambodian Red Cross' *Strategy 2003-2010* in 2003, along with the Federation-led reflection discussions on 'How best the delegation can add value to partner national society/Cambodian Red Cross partnership in Cambodia', the annual partnership meeting, and the regular partner national society meetings have formed the foundation of the CAS process. No document has been formalized but there is a degree of commitment to work with the national society to implement its strategy and subsequent implementation plans. Furthermore, through

the above mentioned reflection discussions, the partner national societies have also clearly expressed the value of the Federation in its coordination, organizational development and representation roles.

The overall alignment of the partners to the Cambodian Red Cross' strategy has been slow in coming due to conflicting messages with regards to commitment to the strategy. Aligning the entire national society behind the strategy has been challenging and this has created reservations from the partners. The developments in late 2004 will encourage partners to line up with the Cambodian Red Cross as long as commitments and milestones continue to be achieved. Other activities in 2004 that have contributed to enhanced coordination have included:

- Service agreements with all Cambodia-based partner national societies;
- The inclusion of partner national society activities through articles placed on the Federation's website;
- The agreement by the Danish Red Cross to post a fully-funded organizational development delegate within the Federation's delegation in 2004; and
- The joint brokering of funding relationships by the Federation and partner national societies to support the Cambodian Red Cross.

The partnership meeting in October, though brief, gave the Cambodian Red Cross and its partners a chance to discuss important areas of mutual concern. The openness and willingness of leadership to accept comments by partners and staff was a strong positive finding from the meeting for many partners. The result of the deliberations has been the establishment of three working groups: health sub-department development, financial management and CAS. All three working groups were functional by the end of the year and have been forums for constructive dialogue and action in their relative fields. Partners will be updated on development in these areas during the course of 2005.

In line with Federation's commitment to advocate on behalf of the wider Red Cross and Red Crescent Movement, the following is a brief summary of the activities of the partner national societies and ICRC in 2004:

Red Cross and Red Crescent Partners	Activities
ICRC	ICRC has extended their prosthetics programme, taking over the running of Kompong Spue Rehabilitation Centre previously managed by the American Red Cross. ICRC support to the Cambodian Red Cross tracing service continued. ICRC also provided technical and financial support to the national society's communications department in order to expand its capacity in dissemination and the promotion of IHL.
American Red Cross	The American Red Cross is partnering with the Mekong River Commission to support the Cambodian Red Cross in a flood referencing early warning programme. The programme extended from six villages to 38 villages in 2004. With the support of the World Bank (development marketplace) it also supports the Cambodian Red Cross with the innovative safe water project, including the establishment of a water filter production factory in Svey Reng province. A new child survival grant was awarded to the American Red Cross in late 2004. The project will be carried out in Siem Reap province with startup in 2005.
Australian Red Cross	The long-term HIV/AIDS work supported by the Australian Red Cross continued throughout 2004, although the amount of technical support was reduced to part time. The Australian Red Cross provided some funds for organizational development through the Federation and fully funded the Federation's representative role from August 2004.
Belgium Red Cross	In 2003 the Belgium Red Cross assisted the Cambodian Red Cross in the procurement of non-food relief items to the value of EUR 350,000. These items continue to be distributed by the Cambodian Red Cross during emergency responses operations.
British Red Cross	The British Red Cross signed a five-year agreement with the Cambodian Red Cross in 2004. IT have continued to work directly with the national society to support a primary health care project in two provinces, as well as to support disaster management and organizational development through the Federation/s delegation. The British Red Cross also contributed significantly to the management and coordination costs of the delegation during 2004.

Danish Red Cross	The health care project in Kampot and Siem Reap provinces supported by the Danish Red Cross has started to expand the number of villages involved in 2004 and will continue to add more in early 2005. The Danish Red Cross continued to support the organizational development process by contracting and funding the delegate and contributing to activities.
Finnish Red Cross	The Finnish Red Cross continued to support the landmine awareness project. The delegation continued to utilize funds for organizational development and humanitarian values.
French Red Cross	The French Red Cross secured a new three-year contract for its water and sanitation project in Oddar Meanchey. In 2004, the French Red Cross initiated its HIV/AIDS project funded through the GFATM. The programme focuses on providing anti-retroviral treatment to adults and children in Sihanoukville and Phnom Penh in close collaboration with the ministry of health.
Hong Kong Red Cross	The Hong Kong branch of the Red Cross of China continued support to the Cambodian Red Cross' CDBP programme in 2004.
Korea Red Cross	The Korean Red Cross has been supporting the Cambodian Red Cross' blood donor recruitment project since July 2002. The support from the Korean Red Cross will continue to July 2005. A longer-term partnership is under consideration.
New Zealand Red Cross	The New Zealand Red Cross supports the Cambodian Red Cross' dengue fever project. In 2004 these funds were complemented by CIDA funds. The New Zealand Red Cross also expanded its support through water and sanitation in 2004.
Swedish Red Cross	The Swedish Red Cross continued its long-term support to the organizational development programme, and as part of a longer-term commitment it also continued support to the HIV/AIDS project.
Swiss Red Cross	The Swiss Red Cross currently administers and delivers ministry of health services in two districts of Takeo province.

Representation

The Cambodian Red Cross' *Strategy 2003-2010* identified two important opportunities: to strengthen the relationship between the national society and the international community, and to better promote the image and services of the organization. The Federation has therefore sought to build the capacity of the Cambodian Red Cross and at the same time arrange and deliver important messages on behalf of the movement.

The situation of food security in Cambodia was studied through regular participation at the food security meeting coordinated by the Council for Agricultural Development. Additionally, the Federation commissioned a study on '*Linkages between flood and drought disasters and Cambodian rural livelihoods and food security*'. This study provides many thoughtful insights into the impact that disasters have on rural life. It is available for all interested parties on request from the delegation.

Additional achievements in strengthening the profile of the Red Cross and Red Crescent Movement and developing advocacy-based activities in Cambodia included the following:

- Attending, along with the Cambodian Red Cross, the sixth Asian Disaster Reduction Centre international meeting as well as the third International Strategy for Disaster Reduction convention.
- The Federation delivered a statement on road safety at a press briefing pre-recorded for World Health Day.
- Co-supporting events on International Women's Day, International HIV/AIDS Day and International Red Cross Day.
- The Federation worked with UNHCR, the ministry of the interior and a number of humanitarian and human rights-based NGOs to organize a '*Reach Out*' workshop to influence the situation for the Montagnards in Cambodia and Vietnam.
- Lobbying the government and major donors (including the Asian Development Bank, Swedish SIDA, AusAID and the World Bank) to strengthen the national committee for disaster management.
- The Cambodian Red Cross and the Federation launched the 2004 World Disasters Report entitled '*Focus on Community Resilience*'. Bringing together many partner national societies, NGOs, international organizations, embassy staff and government ministries concerned with disaster response and management in Cambodia.
- The Federation made a presentation on IDRL, the Red Cross and Red Crescent Southeast Asia regional disaster management committee and the World Disaster Report at the annual ASEAN ministerial meeting held in Phnom Penh.

Delegation management

The Federation is focused on establishing a small service centre able to respond to partner national society needs, as well as facilitate Federation events and activities. The service agreements established with partner national societies ensure some cost efficiency between the Red Cross and Red Crescent Movement partners. The team includes five local staff members, including a driver and a part-time finance assistant, and houses the bilateral organizational development delegate as well as other locally-recruited consultants as required. The delegation continues to utilize local and regional consultants to enhance the work of the Federation. There was a sizeable reduction in the actual expenditure compared to the original budget for coordination and management in 2004.

[Financial Report below; click here to return to the title page.](#)

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA062
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	231,479	381,730	61,085	394,619	290,352	1,359,264
Opening Balance (B)	105,787	108,475	35,249	70,778	111,684	431,973
Income						
<u>Cash contributions</u>						
<i>Australian Red Cross</i>					66,849	66,849
<i>British Red Cross</i>	1,378	136,283		44,511	114,325	296,497
<i>Canadian Red Cross Society</i>	22,245					22,245
<i>Danish Red Cross</i>				27,985		27,985
<i>Hong Kong Red Cross</i>		20,942				20,942
<i>New Zealand Red Cross</i>	157,137					157,137
<i>OPEC Fund For International Develop</i>	0					0
<i>Other</i>			0			0
<i>Swedish Red Cross</i>	118,300			26,026	1,859	146,185
Cash contributions (C1)	299,060	157,225	0	98,522	183,033	737,841
<u>Reallocations (within appeal or from/to another appeal)</u>						
<i>Finnish Red Cross</i>	5,982					5,982
Reallocations (C2)	5,982					5,982
<u>Inkind Personnel</u>						
<i>Australian Red Cross</i>					36,550	36,550
Inkind Personnel (C4)					36,550	36,550
Total Income (C) = SUM(C1..C5)	305,042	157,225	0	98,522	219,583	780,373
Total Funding (B + C)	410,830	265,700	35,249	169,300	331,267	1,212,345

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	105,787	108,475	35,249	70,778	111,684	431,973
Income (C)	305,042	157,225	0	98,522	219,583	780,373
Expenditure (D)	-286,862	-373,767	-34,872	-154,327	-232,795	-1,082,623
Closing Balance (B + C + D)	123,968	-108,067	377	14,973	98,472	129,722

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA062
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A							B	A - B
BUDGET (C)		231,479	381,730	61,085	394,619	290,352	1,359,264	
Supplies								
Shelter	68,250							68,250
Construction			101,864				101,864	-101,864
Clothing & textiles			9,752				9,752	-9,752
Food					223		223	-223
Water & Sanitation		111	963	839	3,653		5,565	-5,565
Medical & First Aid	5,460							5,460
Teaching Materials					391		391	-391
Utensils & Tools		4,400	4,021				8,421	-8,421
Total Supplies	73,710	4,511	116,600	839	4,267		126,217	-52,507
Capital Expenditure								
Vehicles	19,200		7,807				7,807	11,393
Computers & Telecom	17,993	1,531	37,087	2,265	12,845	1,095	54,824	-36,831
Office/Household Furniture & Equipm.		2,971	7,401	755	1,976		13,103	-13,103
Total Capital Expenditure	37,193	4,502	52,295	3,020	14,821	1,095	75,734	-38,541
Transport & Storage								
Storage		1,773					1,773	-1,773
Distribution & Monitoring			90		13		102	-102
Transport & Vehicle Costs	39,491	5,614	8,116	1,763	3,345	2,687	21,524	17,967
Total Transport & Storage	39,491	7,387	8,206	1,763	3,358	2,687	23,400	16,091
Personnel Expenditures								
Delegates Payroll	318,033				3,490	91,176	94,666	223,367
Delegate Benefits		2,007	2,500		2,291	73,099	79,897	-79,897
Regionally Deployed Staff	171,835				6,257		6,257	165,578
Staff-on-Loan					28		28	-28
National & National Society Staff		73,667	59,590	1,899	25,959	12,704	173,818	-173,818
Consultants	22,651		72,169		18,012	140	90,321	-67,670
Total Personnel Expenditures	512,519	75,674	134,259	1,899	56,037	177,119	444,988	67,531
Workshops & Training								
Workshops & Training	307,447	127,291	82,575		23,791		233,657	73,790
Total Workshops & Training	307,447	127,291	82,575		23,791		233,657	73,790
General Expenditure								
Travel	84,795	1,437	15,520	791	18,729	15,379	51,855	32,940
Information & Public Relation	103,380	86,811	17,365	849	13,435	887	119,348	-15,968
Office Costs	101,457	7,221	17,054	227	7,248	-9,256	22,493	78,964
Communications		9,848	6,494		3,443	4,173	23,959	-23,959
Professional Fees	10,920							10,920
Financial Charges		84	349		53	20,479	20,966	-20,966
Other General Expenses		108			125	2,301	2,534	-2,534
Total General Expenditure	300,552	105,510	56,782	1,866	43,033	33,964	241,154	59,398
Program Support								
Program Support	88,352	18,646	24,295	2,267	10,031	14,977	70,216	18,136
Total Program Support	88,352	18,646	24,295	2,267	10,031	14,977	70,216	18,136
Operational Provisions								
Operational Provisions		-56,658	-101,245	23,218	-1,010	2,953	-132,742	132,742
Total Operational Provisions		-56,658	-101,245	23,218	-1,010	2,953	-132,742	132,742
TOTAL EXPENDITURE (D)	1,359,264	286,862	373,767	34,872	154,327	232,795	1,082,623	276,641
VARIANCE (C - D)		-55,382	7,962	26,213	240,292	57,557	276,641	