

# Annual report



International Federation  
of Red Cross and Red Crescent Societies

## Cambodia

Appeal No. MAAKH001

27 April 2011

This report covers the period  
1 January to 31 December 2010



Villagers were trained on disaster preparedness in their communities, Kampong Thom province. (Photo: CRC DMD)

## In brief

**Programme purpose:** To support the Cambodian Red Cross (CRC) to realize its vision of being the country's leading humanitarian organization.

### Programme summary:

The year 2010 saw several significant achievements by CRC. The national society focused on an ambitious series of changes that will set the direction of the national society in the coming years. A strategic review and planning process led to the adaptation of a new strategy for 2011-2020 at CRC's 5<sup>th</sup> General Assembly in August 2010 and committed the national society to a challenging agenda of humanitarian action. The decentralization of authority and action will be the catalyst of much of this and the opportunities are significant. With partner support, CRC is determined to face the changes needed for these ambitions to be realized.

The voice of youth continues to merit serious attention by appointing a youth member to the Central Committee. Internationally, CRC remains an active contributor towards the Red Cross Red Crescent Movement, particularly in Southeast Asia. CRC hosted the 8<sup>th</sup> Youth Directors meeting and the 2<sup>nd</sup> Youth Leaders' Forum in Southeast Asia in September in Phnom Penh; the regional workshop on Climate Change Adaptation in October in Siem Reap; the regional Restoring Family Links meeting in October in Phnom Penh; the Asia Pacific Water and Sanitation Software workshop in November in Siem Reap; and participated in the Global Road Safety Partnership Asia Seminar also organized in November 2010 in Siem Reap.

CRC continued to display its extraordinary ability to fundraise domestically around the 8<sup>th</sup> May World Red Cross and Red Crescent Day, garnering its greatest value in donations to date.

For more details, information on the implementation of the 2010 IFRC support to the Cambodian Red Cross please see [Programme Update no. 1](#) and [Programme Update no. 2](#)

**Financial situation:** The revised budget for 2010 was CHF 695,843, constituting 110 per cent coverage. The overall expenditure for the year was 65.4 per cent.

In this report, the overall budget to support CRC's activities in 2010 has been reduced close to 40 per cent of its original figure. This is due to the capacity of the national society in increasing its own fundraising. CRC raised a significant amount of funds during 8 May's World Red Cross and Red Crescent event as well as limited funding response from donors towards this IFRC appeal. A major revision of this plan has been made wherein the overall budget was revised downward in order to better reflect the funding available and the implementation realities.

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

**No. of people reached:** During the reporting period, an estimated 1,500,000 people, of which 45 per cent are women, have directly and indirectly benefited from the implementation of the CRC programmes supported by IFRC. The main target audience included Cambodian government representatives, the national society's staff and volunteers, and community members as well as the general public through response, preparedness or development activities.

**Our partners:** The Federation country office in Cambodia is now led by a country representative with five national staff. The transition began with the change of work schedule of the previous permanent representative from November 2009 to September 2010, a gap which was filled on a temporary basis by the interim Federation representative based at the Federation Southeast Asia regional office in Bangkok. The interim representative was in-country at least two or three days per month during which the office everyday functions and programme support to the National Society was carried out by the national staff and the office manager/programme coordinator. In September, IFRC identified a new representative for both Cambodia and Lao PDR.

| Financial Contributors to the 2010 Federation Support Plan |
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| <a href="#">British Red Cross</a>                          |
| <a href="#">Finnish Red Cross (Finnish government)</a>     |
| <a href="#">German Red Cross</a>                           |
| <a href="#">Italian Red Cross</a>                          |
| <a href="#">New Zealand Red Cross</a>                      |
| <a href="#">Norwegian Red Cross (Norwegian government)</a> |
| <a href="#">Swedish Red Cross</a>                          |

Several Red Cross partners have supported CRC through the Federation appeal: British Red Cross, Finnish Red Cross, German Red Cross, Italian Red Cross, New Zealand Red Cross, Norwegian Red Cross, and Swedish Red Cross. Partner national societies in-country providing in-country bilateral support to CRC included the Australian, Danish, French, German, and Swiss Red Cross societies.

The International Committee of the Red Cross (ICRC) supports the national society in the restoring family links (RFL) and tracing, mine action, communication and dissemination.

On behalf of Cambodian Red Cross, IFRC would like to thank all partners and donors for their support of this country plan.

## Context

Cambodia remains one of the least developed countries in the Southeast Asia region. According to the *United Nations Human Development Report 2010*<sup>1</sup>, Cambodia is rated among countries in the medium human development band, ranking at 124 on a global index of 169 countries.

While poverty has decreased substantially over the last 10 years, the benefits of growth have not been equitably distributed, resulting in increased inequality in the country: a third of the population still lives below the poverty line and approximately 12 per cent face hunger and food insecurity. The recent economic downturn has resulted in substantial job losses, which have mainly affected the garment, tourism, and construction sectors in urban areas.

<sup>1</sup> <http://hdr.undp.org/en/statistics>

Up to 80 per cent of the estimated 14 million population lives in rural areas, mainly engaged in agriculture and fishing. The infant mortality rate reaches 95 per 1,000 births, and 89 per 1,000 die before the age of five. This is due to the lack of adequate health infrastructure and practices, poor or inappropriate nourishment, and the lack of safe water and sanitation facilities. In addition, five women die every day during childbirth in Cambodia. Cholera, dengue fever/dengue haemorrhagic fever (DHF), tuberculosis, H5N1 or avian influenza have also been health issues in Cambodia since 2000<sup>2</sup>.

Cambodia significantly reduced its death rate due to AIDS and the spread of HIV from 0.9 per cent in 2008-2009 to 0.6 per cent in 2010. The Royal Government of Cambodia continues in its commitment to bring down HIV prevalence to minimum and to meet the 2010 United Nations Millennium Development Goals, a statement which was reiterated by the CRC president during the celebration of World AIDS Day on 1 December 2010.

The present government, which was elected in July 2008, retained more than two-thirds of the national assembly seats and the internal political situation remains stable. The border dispute with Thailand over a world heritage site temple has, however, increased tension between the two neighbouring countries. The Khmer Rouge tribunal on the director of the infamous interrogation centre S-21 was finally concluded.

On 22 November, the last day of annual water festival in Phnom Penh, 353 people died and 395 others injured in a stampede on the bridge connecting Diamond Island where celebrations were taking place to the mainland. This has been one of the biggest tragedies to hit Cambodia in more than 30 years.

Given the result of the 3<sup>rd</sup> Branch Committee election in late 2009, CRC held its 5<sup>th</sup> General Assembly in August 2010 in Phnom Penh. At the same time, its new Strategy 2011-2020 was adopted and the rules of procedures for the implementation of the statutes revised. The CRC bi-annual partnership meeting took place on 25-26 October 2010 while the main document for Red Cross partnership cooperation agreement strategy (CAS) was revised and finalized.

In December 2010, CRC organized a workshop to draft its four-year development plan 2011-2014. All levels of the CRC committee, management and the 24 branches attended this planning process. The strategy and the development plan will be launched in March 2011.

The Federation support plan 2010 to CRC remains under-funded. The main reason for this is the increase of bilateral support from CRC partners and the high amount of funds raised domestically by CRC itself as well as the global financial recession. The position of Federation country representative which was vacant since November 2009 was finally filled in late September 2010.

## Progress towards outcomes

### Disaster management

#### Outcomes

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| <b>Programme component 1: Organizational preparedness</b>  |
| <b>Outcome:</b> The CRC existing institutional mechanisms for efficient delivery of disaster management assistance are reviewed and strengthened |
| <b>Programme component 2: Disaster risk reduction (DRR)</b>  |
| <b>Outcome:</b> Individual and community vulnerability to disasters and public health emergencies is reduced                                     |
| <b>Programme component 3: Road safety</b>  |
| <b>Outcome:</b> Active promotion of road safety, contributing to reduction of road accident fatalities and injuries                              |

#### Achievements

During this reporting period, programme components 2 and 3 made significant achievements through the activities implemented.

<sup>2</sup> <http://www.who.int/countries/khm/en/>

## Disaster risk reduction, response and preparedness

The operational alliance is developed based on disaster management, and in line with the disaster management five-year strategic plan (2008-2012). The disaster risk reduction concept is developed with technical support from the Southeast Asia regional disaster management unit (RDMU) in Bangkok; and the aims are to enhance community resilience by integrating activities from various programmes. Financial support came from Finnish Red Cross, New Zealand Red Cross and Norwegian Red Cross.

Vulnerability and capacity assessment (VCA) is to be widely and systematically utilized by the disaster management and health programmes, and all branch staff and volunteers are trained on the use of the tools and various processes. The CRC disaster management department (DMD) works very closely on disaster risk reduction issues as the Royal Government of Cambodia has introduced a national platform on disaster risk reduction. At community level, the capacity of sub-branch officers as well as commune committees for disaster management (CCDM) in targeted communities has been enhanced through field experience.

Several training sessions have been organized in Cambodia for CRC staff members, volunteers and community members on hazard, capacity and vulnerability assessments, planning, monitoring, evaluation and reporting tools, concepts and methodologies. Risk mapping on floods, drought, storms and erosion has been conducted in several communes, and will be replicated in other disaster-prone areas.



**Villagers actively involved in disaster preparedness, after receiving VCA training with the disaster management technical officer, securing the water tank for keeping safe water during both flood and dry seasons. (Photo: CRC DMD)**

A regional climate change adaptation (CCA) workshop was organized by the regional disaster management unit in Siem Reap. A total of 33 participants (nine from CRC) from five National Societies in Southeast Asia attended the workshop.

Heavy rains hit Cambodia in October 2010 and CRC branches responded to the needs together with the National Committee of Disaster Management (NCDM). The CRC headquarters and branches assisted some 9,720 families with estimated funds of around USD 407,000. CRC assisted in the evacuation of the people and distributed food, rice, kitchen utensils and other household items.



**Board members helped distribute relief items to beneficiaries affected by floods and storms. (Photo: CRC DMD)**

On 22 November 2010, the final day of the annual water festival in Phnom Penh, hundreds of thousands of people gathered at Koh Pich Island for concert entertainment and food. Before the end of the concert, however, something sparked a stampede of the crowd towards the bridge connecting the island to the mainland. Panic led to people being trampled and others jumped into the river below the bridge. The tragic incident resulted in the death of 353 people, many of them youth, and 395 injured. Red Cross Youth responded immediately by providing first aid on the ground. The national headquarters also took on the role of restoring family links (RFL) with support from ICRC and psychosocial support with assistance from French Red Cross.



Red Cross Youth who were on stand-by, provided immediate assistance to those injured during the stampede. (Photo: CRC HRD)

The IFRC international disaster response laws, rules and principles (IDRL) unit at the Asia Pacific zone office in Kuala Lumpur has assisted the Cambodian government in developing a new disaster management law through a project since 2007. Work continued in 2010 with the final draft of the law being prepared and is anticipated to be approved by the end of 2011.

### Road safety

The road safety programme has been short of funds since 2009, but succeeded in achieving its objectives. Two donors contributed to the project, Global Road Safety Partnership (GRSP) from January to December 2010, and New Zealand Red Cross from January 2010 to March 2011.

The road safety project is strengthening its activities, especially in schools, promoting road safety through media, encouraging more support from the private sector, and expanding its activities at community level. The headquarters project team developed a monitoring and guidance system for activities implemented by youth clubs.



Road safety/helmet wearing awareness is ongoing and integrated into schools and at public places. (Photo: CRC HRD)

Since September 2010, the project team has expanded its attention beyond school-based road safety. The team is looking at high-risk communities located along main roads with the strategic aim of promoting community-based road safety actions (CBRSA). In total, six communities were selected from provinces in Kampong Spey and Battambang for community-based action implementation.

Several campaigns together with partners were organized by the project team. Road safety campaigns are extremely important in Cambodia during major holiday events when high volumes of people are on the road. One high-risk period for road accidents is during the Water Festival in November. In 2010, a total of 80 Red Cross Youth participated in activities related the annual Water Festival. Red Cross Youth reached about 7,000 people with messages on road safety, and self-protection from road accidents such as proper helmet use, keeping to the speed limits and avoiding alcohol prior to and during driving.

Additionally, the road safety project team has succeeded in engaging the media in its effort to increase its road safety interventions via TV spots and advertising spaces on streets and billboards.

### Constraints or challenges

The disaster risk reduction and preparedness programme still faces some challenges due to insufficient staff capacity at both national headquarters and branch level despite some progress at both levels. At branch level, a heavy workload coupled with insufficient capacity of Red Cross volunteers to implement programme

activities; and the constant search for secure long-term funding constitute the more crucial of these challenges.

The development of a holistic programmatic approach and the integration of existing disaster management activities in the wider disaster risk reduction (DRR) concept are also complex as it represents a new way of working and can at times be affected by a certain level of resistance from some staff members. The staff restructuring of the CRC department has also been included in numerous discussions, but to date, no firm decision has yet been taken, as it is part of the overall national society's human resource review. This will need strong commitment and support from the national society's leadership as well as from CRC partners.

The limited financial support for the road safety project and as such, it has been difficult to expand the coverage and scope of the programme. This has also limited CRC's ability to promote itself to become more prominent in road safety efforts in the country. Expanding the programme would also need building of capacity at branch level which is a difficult task when branches already face a heavy workload. The needs at branch level are: effectively distributing IEC materials; improvement of technical skills in programme implementation and development of skills to monitor and evaluate programmes. There is also limited capacity among Red Cross Youth leaders. Their need also includes how to perform life-saving skills and take such measures in an effective way.

With support from IFRC, the national society continues to seek support from its road safety partners as well as the private sector.

## Health and care

### Outcomes

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| <b>Programme component 1: Community-based health development (CBHD)</b> |
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| <b>Outcome:</b> The existing CBHD project is translated into a holistic programme concept, aimed at integrating all health components, and encouraging cross-cutting issues in the implementation of health activities. |
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| <b>Programme component 2: Health in emergencies</b> |
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| <b>Outcome:</b> CRC staff and volunteers manage the AHI and DHF integrated activities effectively, and a national society pandemic response plan is developed. |
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| <b>Programme component 3: HIV</b> |
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| <b>Outcome:</b> The vulnerability to HIV is reduced, its impact is minimized and stigma and discrimination are reduced, through the implementation of harm reduction activities |
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### Achievements

By working towards the development of a holistic programme, based on the existing community-based health development project (CBHD), and with support from Australian Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, German Red Cross, Swiss Red Cross, and the Global Fund, the CRC health department assists branches in working on the aims to integrate all health activities into many other programmes. The CBHD and CBHFA concepts are being well-accepted and understood among CBHD practitioners, and CRC as a whole. The health and disaster management department also are engaged in looking at the integration of some of both programmes' activities under the disaster risk reduction concept.

British Red Cross provided their final portion of pledged funding to the CRC community-based health development (CBHD) programme in Stung Treng and Kandal branch through multilateral support. The activity implementation will be complete and finalized by mid-2011.

In the first half of 2010, trainers and facilitators shared their lessons on preparedness and response on pandemic influenza (A/H1N1) with communities, local authorities, Red Cross volunteers, and other stakeholders. Important humanitarian pandemic preparedness (H2P) tools and messages for mitigation and response have been produced, adapted and disseminated on a wide scale in conjunction with branch trainers and volunteers.

Red Cross volunteers, in close collaboration with project officers, promoted safe practices and behaviour as well as provided the regular dissemination of key preventive messages related to avian-human influenza (AHI), dengue haemorrhagic fever (DHF) and A/H1N1 through household visits. Trained volunteers under the H2P project in Kampong Speu province were also mobilized to support hygiene promotion activities against severe acute watery diarrhoea in the north-east provinces outside the project target area.

In the second half of 2010, however, the health and care sector was not adequately funded under the Federation appeal. The humanitarian pandemic preparedness (H2P) initiative was completed in April 2010 without further funding support or the interest from other donors. Also, CRC itself is not presently well-prepared to implement this epidemic project using their locally raised funding.

The CRC HIV/AIDS programme component has successfully been implemented many years with funding support from the Global Fund. Since the Global Fund underwent revision in 2010, the programme is seeking funding through the Federation country plan for 2009 and 2010. However, few donors have shown interest in this area, even though funding towards this programme continues to be encouraged. Italian Red Cross is providing the funding for an HIV programme focusing on harm reduction. The related time frame is up to end-August 2011, and activities will be further elaborated in forthcoming reports in 2011. Swedish Red Cross also provides funds for HIV prevention activities, which started early 2011.

During the World Aids Day on, 1 December, the Cambodian government in collaboration with civil society, celebrated the ceremony in 24 provinces and Phnom Penh municipality. Seven Red Cross branches (Kamport, Koh Kong, Siem Reap, Preah Vihear, Battambang, Prey Veng, and Svay Rieng) and the headquarters in Phnom Penh organized events around the theme “*Stop AIDS I promise!*”. In total, 3,713 persons (2,088 women and 1,625 men) participated in the events.



Red Cross Youth actively engaged in promoting HIV/AIDS prevention and dissemination. (Photo: CRC HED)

## Constraints or Challenges

- Delay of funds transfer to the project affected the implementation of avian-human influenza (AHI) activities, and resulted in the postponement of several activities.
- CRC is not yet positioned to contribute funds raised locally towards long-term programming, as these funds are used mainly for disaster response.
- The lack of staff skills in branches submitting activity and financial reports to the national headquarters represents a constraint. The issue is addressed in the CRC development plan 2011-2014.
- Red Cross volunteers at community-level face challenges in getting community members to attend sessions as many people are busy with cultivating their crops and running their businesses.
- Support towards the funding plan through Federation needs to be increased.
- Technical support from IFRC and partner national societies in health and care still a major requirement for CRC.
- In the new development plan for 2011-2014, commercial first aid will be given more attention by the headquarters health department and present an opportunity to contribute towards increased first aid skills among Cambodians. More technical and financial support is needed from both IFRC and partner national societies for health and care programming.

## Organizational development

### Outcomes/expected results

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| <b>Programme component 1: Development of systems, infrastructure and staff sustainability</b>   |
| <b>Outcome 1:</b> Human resource management is improved at national headquarters and branches   |
| <b>Outcome 2:</b> Financial management and reporting are improved, enhancing transparency and accountability, through the implementation of a pilot project                 |
| <b>Outcome 3:</b> The information technology system is streamlined and strengthened at national headquarters and branch levels  |
| <b>Outcome 4:</b> The CRC planning, reporting, monitoring and evaluation systems in place are reviewed in consultation with all departments and programmes and branch staff |
| <b>Outcome 5:</b> Overall CRC communication is reviewed and developed, priority activities are identified and strengthened and integrated at all levels                     |

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| <b>Programme component 2: Organizational development process</b>  |
| <b>Outcome 1:</b> The CRC rules of procedures (for the implementation of the statutes) are reviewed and the new CRC Strategy 2011-2020 is developed |
| <b>Outcome 2:</b> Branch governance and management bodies are developed and trained at all levels   |

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| <b>Programme component 3: Volunteering development (youth)</b>   |
| <b>Outcome:</b> The CRC youth and volunteer base is strengthened and enhanced with emphasis on recruitment, management and retention |

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| <b>Programme component 4: Branch development (decentralization)</b>  |
| <b>Outcome:</b> The integrated branch and community development (IBCD) concept developed during 2009 is piloted, aiming at supporting the CRC decentralization process |

### Achievements

During the reporting period, achievements towards their respective objectives were made in programme component 1/outcome 1; programme component 2/outcome 1; programme component 3; and programme component 4.

With the decentralization process, the structure of several departments has required reorganization and fresh recruitment i.e. a new deputy director for human resources, a new director for communications, extra staff at the secretariat office, and the restructuring of the disaster management and health departments. In addition, the salary scale for both project and branch staff was revised in order to be consistent among all staff. A new organizational development coordinator was successfully recruited in July 2010.

On 4-5 August 2010, CRC successfully organized its fifth General Assembly. Outcomes from this assembly were the re-election of the previous president, and the election of a second vice-president. At the same time, the CRC strategy 2011-2020 was also adopted, and statutes and rules of procedure amended. Before the end of the year 2010, a workshop on the CRC four-year development plan 2011-2014 was organized at which all levels of the CRC committee, management and the 24 branches were present. The strategy and development plan will be officially launched in March 2011.

In June 2010, the second CRC Youth Assembly elected one youth representative for the central committee. During the assembly, the revised youth policy and guidelines were adopted, with financial support from Finnish Red Cross, German Red Cross, and New Zealand Red Cross. The Red Cross Youth policy and guidelines were printed and distributed to 12 branches during a meeting on Red Cross Youth management in September 2010.



New RCY policies and guideline are well disseminated to 24 branches and particularly, to youth. (Photo: CRC HRD)

The branch development process and capacity building is continuous. Two new branches, Stung Treng and Kandal, were selected in November 2010 to contribute to branch and community development. Branches expressed their appreciation for the technical support provided by the national headquarters for the development planning process.

The new personnel management information system (PMIS) software was put in place in 2009. All 24 branches were trained by the first quarter of 2010 on PMIS with the expectation of having an accurate personnel database and profile for the whole national society.



Meetings on staff management and PMIS software involved all 24 branches. (Photo: CRC HRD)

Following the highly successful 8 May 2010 fundraising campaign, the national society has provided funds for the development of branch capacity. The minimum package of USD 20,000-30,000 per year was provided to category “C” branches including Banteay Meanchey, Kandal, Kratie, Mondulkiri, Oddor Meanchey, Preah Vihear, Rattanakiri and Stung Treng.

The biggest fundraising event of the national society garnered more than USD 8 million during the celebration of World Red Cross and Red Crescent Day on 8 May 2010.

| Cambodian Red Cross, Fundraising event during World Red Cross Red Crescent Day, 8 May 2010<br>(estimated figures) |                       |                          |                    |    |               |                          |                    |
|---|-----------------------|--------------------------|--------------------|----|---------------|--------------------------|--------------------|
| #   | Branches              | Main event               | Funds raised (USD) | #  | Branches      | Main event               | Funds raised (USD) |
| 1   | NHQ/Phnom Penh branch | Meeting;<br>Gala Dinner  | 7,500,000.00       | 14 | Odor Meanchey | Meeting;<br>Fund raising | 6,030.00           |
| 2   | Banteay Meanchey      | Meeting                  | 50,000.00          | 15 | Pailin        | Gala Dinner              | 34,452.15          |
| 3   | Battambang            | Meeting                  | 21,437.00          | 16 | Phnom Penh    | Joint with NHQ           |                    |
| 4   | Kampong Cham          | Meeting                  | 304,228.00         | 17 | Preah Vihear  | Meeting                  | 4,346.29           |
| 5   | Kampong Chhnang       | Meeting;<br>Fund raising | 40,266.00          | 18 | Prey Veng     | Meeting;<br>Fund raising | 29,009.35          |
| 6   | Kampong Speu          | Meeting;<br>Gala Dinner  | 5,425.00           | 19 | Pursat        | Meeting                  | 2,618.00           |
| 7   | Kampong Thom          | Meeting;<br>Lucky draw   | 24,837.00          | 20 | Ratanakkiri   | Gala Dinner              | 15,790.00          |
| 8   | Kampot                | Meeting                  | 39,909.00          | 21 | Siem Reap     | Meeting;                 | 41,000.00          |

|    |            |                          |           |    |               |                          |                     |
|----|------------|--------------------------|-----------|----|---------------|--------------------------|---------------------|
|    |            |                          |           |    |               | Fund raising             |                     |
| 9  | Kandal     | Meeting;<br>Fund raising | 20,000.00 | 22 | Sihanouk      | Meeting;<br>Fund raising | 43,717.80           |
| 10 | Kep        | Meeting;<br>Fund raising | 16,706.43 | 23 | Sray Reang    | Meeting;<br>Gala Dinner  | 123,656.00          |
| 11 | Koh Kong   | Meeting;<br>Lucky draw   | 13,303.58 | 24 | Stoeung Treng | <i>Not organized</i>     |                     |
| 12 | Kratie     | Meeting                  | 25,400.00 | 25 | Takeo         | Meeting;<br>Fund raising | 30,000.00           |
| 13 | Mondulhiri | Meeting                  | 8,500.00  |    |               | <b>Grand total</b>       | <b>8,400,631.60</b> |



Board members, ICRC, IFRC, and partner national society representatives participated in the CRC Strategy 2011-2020 meeting and the meeting on CRC Four-Year Development Plan 2011-2014. (Photo: CRC COD)

### Constraints or challenges

- One of the main challenges faced by the organizational development programme was the vacancy of the CRC organizational development coordinator's post for more than six months, which forced several main organizational development activities to stagnate or make very little progress.
- Insufficient technical support within the Movement has been a challenge during the reporting period.
- The roles of the planning, monitoring, evaluation and reporting (PMER) personnel need better clarification, which would also support more current reports on activities and achievements by CRC. The overall understanding of the decentralization and integration concepts needs further clarification and discussion, as it is not yet well understood at various levels. This will be addressed by maintaining regular communication between senior management and staff.

## Working in partnership

The Cambodian Red Cross with support from the IFRC country office organized a bi-annual partnership meeting in October 2010. This was attended by partner national societies including Australian Red Cross, Danish Red Cross, Finnish Red Cross, French Red Cross, German Red Cross, Norwegian Red Cross and Swiss Red Cross. During the meeting, a revised cooperation agreement strategy with the partner national societies (CAS) was presented and approved by the national societies.

Three Movement coordination meetings attended by the CRC senior management, all directors, partner national societies, ICRC and Federation representatives, were held in Phnom Penh and major issues related to Red Cross Red Crescent work in Cambodia were addressed.

The Federation country representation office faced challenges with limited capacity and no technical programme expertise on the ground. In addition, a shift in the Federation country representative's work schedule in-country between September 2009 and September 2010 resulted in a gap in the day-to-day functioning of IFRC in its support of CRC and its coordination role among partner national societies. This gap was finally closed with the arrival of the present full-time country representative at end-September 2010.

In view of the limited funding obtained through the Federation support plan, it was decided that more emphasis be put on organizational development and capacity building, and in supporting the CRC change process.

The operational alliance on disaster management is being utilized to tailor more holistic programmes in health and disaster management and which are expected to also benefit from the Federation global alliance on disaster risk reduction.

## Contributing to longer-term impact

The national society has had most of its resources diverted towards the strategic planning process, which has elicited a tremendous amount of work from the CRC Central Committee and staff members at all levels. Furthermore, the ongoing decentralization process has encouraged new ways of thinking with regard to management at headquarters, branch and sub-branch levels. The role of an operational headquarters is slowly being adapted towards further emphasis on coordination. Through disaster management and other relevant programmes, the process is being taken forward. An adjustment in policy will also help CRC to avoid being overloaded with too many programmes at one time.

Strong leadership at all levels with a nationwide and comprehensive structure will lead the National Society towards further development and improvement of programmes and projects. Planning, monitoring, evaluation and reporting (PMER) functions will be the main conduit towards better transparency and sustainability of CRC activity implementation.

A well-functioning national society is not only responsible of planning and providing services. It needs a well-functioning nationwide network; it needs to attract members and volunteers; and to take care of its staff. A human resource policy with clear guidelines will make the Red Cross more attractive an employer as such.

The CRC Strategy 2011-2020 together with the four-year development plan 2011-2014, which will be developed in early 2011, will guide the National Society towards 2020 by doing more, doing better and reaching further.

## Looking ahead

Looking at the present situation within CRC, it is obvious that the forthcoming tasks and support from IFRC is in organizational development and capacity building. The implementation of the development plan will need follow-up. Rolling out the decentralization is in a good way, but will as well need further support from IFRC. Special areas where support is needed are volunteering policy, PMER, review of human resource policy and HR systems development. IFRC support is also needed for partnership management.

IFRC bases its own funding challenges given a growing need to support core costs at country-office level.

| How we work   |  |
|---|--|
| <b>All Federation assistance seeks to adhere to the <a href="#">Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGOs) in Disaster Relief</a> and is committed to the <a href="#">Humanitarian Charter and Minimum Standards in Disaster Response (Sphere)</a> in delivering assistance to the most vulnerable.</b>  |  |
| IFRC's vision is to:<br>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.   | IFRC's work is guided by <a href="#">Strategy 2020</a> which puts forward three strategic aims:<br>1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.<br>2. Enable healthy and safe living<br>3. Promote social inclusion and a culture of non-violence and peace |
| Contact information   |  |
| For further information specifically related to this report, please contact:  |  |
| <ul style="list-style-type: none"><li>• Cambodian Red Cross: Mme Pum Chantinie, secretary general;<br/>email: <a href="mailto:pum.chantinie@redcross.org.kh">pum.chantinie@redcross.org.kh</a>; phone: +855 (0) 23 881511; fax: +855 (0) 23 881522</li><li>• Federation Cambodia country office: phone: +855 (0) 23 880717; fax: +885 (0) 23 880718<ul style="list-style-type: none"><li>○ Leena Kamarainen, country representative; email: <a href="mailto:leena.kamarainen@ifrc.org">leena.kamarainen@ifrc.org</a></li><li>○ Lak Mony Rasmey, programme coordinator/office manager;<br/>email: <a href="mailto:lak.monyrasmey@ifrc.org">lak.monyrasmey@ifrc.org</a></li></ul></li><li>• Federation Southeast Asia regional office, Bangkok: phone: +662 661 8201; fax: +662 661 9322.</li></ul> |  |

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# International Federation of Red Cross and Red Crescent Societies

MAAKH001 - Cambodia

Annual Report 2010

| Selected Parameters |                  |
|---------------------|------------------|
| Reporting Timeframe | 2010/1-2010/9998 |
| Budget Timeframe    | 2010/1-2010/12   |
| Appeal              | MAAKH001         |
| Budget              | APPEAL           |

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

|  | Disaster Management | Health and Social Services | National Society Development | Principles and Values | Coordination   | TOTAL          |
|--|---------------------|----------------------------|------------------------------|-----------------------|----------------|----------------|
| <b>A. Budget</b>                                   | <b>233,670</b>      | <b>117,630</b>             | <b>179,985</b>               | <b>0</b>              | <b>164,558</b> | <b>695,843</b> |
| <b>B. Opening Balance</b>                          | <b>93,994</b>       | <b>33,547</b>              | <b>90,421</b>                | <b>0</b>              | <b>67,628</b>  | <b>285,589</b> |
| <b>Income</b>                                      |                     |                            |                              |                       |                |                |
| <b>Cash contributions</b>                          |                     |                            |                              |                       |                |                |
| <i>DFID - British Government</i>                   |                     | 69,916                     |                              |                       |                | 69,916         |
| <i>Finnish Red Cross</i>                           | 8,693               | 0                          | 0                            |                       | 7,999          | 16,692         |
| <i>Finnish Red Cross (from Finnish Government)</i> | 49,260              | 0                          | 0                            |                       | 45,328         | 94,588         |
| <i>Germany Red Cross</i>                           |                     |                            | -4,440                       |                       |                | -4,440         |
| <i>Italian Red Cross</i>                           |                     | 16,394                     |                              |                       |                | 16,394         |
| <i>New Zealand Government</i>                      | 49,936              |                            | 49,936                       |                       |                | 99,872         |
| <i>Swedish Red Cross</i>                           |                     | 7,769                      | 0                            |                       |                | 7,769          |
| <i>Swedish Red Cross (from Swedish Government)</i> |                     | 0                          | 0                            |                       |                | 0              |
| <b>C1. Cash contributions</b>                      | <b>107,889</b>      | <b>94,078</b>              | <b>45,496</b>                | <b>0</b>              | <b>53,327</b>  | <b>300,790</b> |
| <b>Inkind Personnel</b>                            |                     |                            |                              |                       |                |                |
| <i>Finnish Red Cross</i>                           |                     |                            |                              |                       | 38,110         | 38,110         |
| <b>C3. Inkind Personnel</b>                        |                     |                            |                              |                       | <b>38,110</b>  | <b>38,110</b>  |
| <b>Other Income</b>                                |                     |                            |                              |                       |                |                |
| <i>Services Fees</i>                               |                     |                            |                              |                       | 143,239        | 143,239        |
| <b>C4. Other Income</b>                            |                     |                            |                              |                       | <b>143,239</b> | <b>143,239</b> |
| <b>C. Total Income = SUM(C1..C4)</b>               | <b>107,889</b>      | <b>94,078</b>              | <b>45,496</b>                | <b>0</b>              | <b>234,676</b> | <b>482,139</b> |
| <b>D. Total Funding = B + C</b>                    | <b>201,882</b>      | <b>127,625</b>             | <b>135,916</b>               | <b>0</b>              | <b>302,304</b> | <b>767,729</b> |
| <b>Appeal Coverage</b>                             | <b>86%</b>          | <b>108%</b>                | <b>76%</b>                   | <b>#DIV/0</b>         | <b>184%</b>    | <b>110%</b>    |

## II. Balance of Funds

|   | Disaster Management | Health and Social Services | National Society Development | Principles and Values | Coordination    | TOTAL           |
|---|---------------------|----------------------------|------------------------------|-----------------------|-----------------|-----------------|
| <b>B. Opening Balance</b>               | <b>93,994</b>       | <b>33,547</b>              | <b>90,421</b>                | <b>0</b>              | <b>67,628</b>   | <b>285,589</b>  |
| <b>C. Income</b>                        | <b>107,889</b>      | <b>94,078</b>              | <b>45,496</b>                | <b>0</b>              | <b>234,676</b>  | <b>482,139</b>  |
| <b>E. Expenditure</b>                   | <b>-173,255</b>     | <b>-76,840</b>             | <b>-77,915</b>               |                       | <b>-127,165</b> | <b>-455,175</b> |
| <b>F. Closing Balance = (B + C + E)</b> | <b>28,628</b>       | <b>50,785</b>              | <b>58,001</b>                | <b>0</b>              | <b>175,139</b>  | <b>312,553</b>  |

International Federation of Red Cross and Red Crescent Societies

MAAKH001 - Cambodia

Annual Report 2010

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|---------------------|------------------|
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| Budget Timeframe    | 2010/1-2010/12   |
| Appeal              | MAAKH001         |
| Budget              | APPEAL           |

All figures are in Swiss Francs (CHF)

### III. Budget Analysis / Breakdown of Expenditure

| Account Groups                                  | Budget         | Expenditure         |                            |                              |                       |                | TOTAL          | Variance       |
|---|----------------|---------------------|----------------------------|------------------------------|-----------------------|----------------|----------------|----------------|
|   |                | Disaster Management | Health and Social Services | National Society Development | Principles and Values | Coordination   |                |                |
| A   |                |                     |                            |                              |                       |                | B              | A - B          |
| <b>BUDGET (C)</b>                               |                | <b>233,670</b>      | <b>117,630</b>             | <b>179,985</b>               | <b>0</b>              | <b>164,558</b> | <b>695,843</b> |                |
| <b>Relief items, Construction, Supplies</b>     |                |                     |                            |                              |                       |                |                |                |
| Water, Sanitation & Hygiene                     |                |                     | 1,545                      |                              |                       |                | 1,545          | -1,545         |
| Other Supplies & Services                       |                | 719                 |                            |                              |                       |                | 719            | -719           |
| <b>Total Relief items, Construction, Su</b>     |                | <b>719</b>          | <b>1,545</b>               |                              |                       |                | <b>2,264</b>   | <b>-2,264</b>  |
| <b>Land, vehicles &amp; equipment</b>           |                |                     |                            |                              |                       |                |                |                |
| Vehicles  |                |                     | 3,221                      |                              |                       |                | 3,221          | -3,221         |
| Computers & Telecom                             | 53,195         |                     | 1,842                      |                              |                       |                | 1,842          | 51,353         |
| Office & Household Equipment                    |                |                     | 8,386                      |                              |                       | 175            | 8,561          | -8,561         |
| <b>Total Land, vehicles &amp; equipment</b>     | <b>53,195</b>  | <b>13,449</b>       |                            |                              |                       | <b>175</b>     | <b>13,624</b>  | <b>39,571</b>  |
| <b>Logistics, Transport &amp; Storage</b>       |                |                     |                            |                              |                       |                |                |                |
| Storage   |                |                     |                            |                              |                       | 157            | 157            | -157           |
| Transport & Vehicle Costs                       |                | 3,100               | 3,734                      | 1,730                        |                       | 7,711          | 16,276         | -16,276        |
| <b>Total Logistics, Transport &amp; Storage</b> |                | <b>3,100</b>        | <b>3,734</b>               | <b>1,730</b>                 |                       | <b>7,868</b>   | <b>16,433</b>  | <b>-16,433</b> |
| <b>Personnel</b>                                |                |                     |                            |                              |                       |                |                |                |
| International Staff                             | 55,200         |                     |                            |                              |                       | 47,990         | 47,990         | 7,210          |
| National Staff                                  | 41,900         | 12,955              | 10,858                     | 9,055                        |                       | 20,173         | 53,041         | -11,141        |
| National Society Staff                          | 70,146         | 32,970              | 15,711                     | 3,765                        |                       |                | 52,446         | 17,700         |
| <b>Total Personnel</b>                          | <b>167,246</b> | <b>45,925</b>       | <b>26,569</b>              | <b>12,820</b>                |                       | <b>68,163</b>  | <b>153,477</b> | <b>13,769</b>  |
| <b>Consultants &amp; Professional Fees</b>      |                |                     |                            |                              |                       |                |                |                |
| Consultants                                     | 34,000         |                     |                            |                              |                       |                |                | 34,000         |
| <b>Total Consultants &amp; Professional Fe</b>  | <b>34,000</b>  |                     |                            |                              |                       |                |                | <b>34,000</b>  |
| <b>Workshops &amp; Training</b>                 |                |                     |                            |                              |                       |                |                |                |
| Workshops & Training                            | 181,583        | 25,436              | 17,416                     | 26,614                       |                       | 2,383          | 71,848         | 109,735        |
| <b>Total Workshops &amp; Training</b>           | <b>181,583</b> | <b>25,436</b>       | <b>17,416</b>              | <b>26,614</b>                |                       | <b>2,383</b>   | <b>71,848</b>  | <b>109,735</b> |
| <b>General Expenditure</b>                      |                |                     |                            |                              |                       |                |                |                |
| Travel  | 50,530         | 9,213               | 23,123                     | 17,129                       |                       | 1,995          | 51,460         | -930           |
| Information & Public Relation                   |                | 6,002               | 16,473                     | 12,330                       |                       | 596            | 35,400         | -35,400        |
| Office Costs                                    | 72,345         | 21,814              | 3,953                      | 7,600                        |                       | 24,542         | 57,909         | 14,436         |
| Communications                                  | 52,800         | 5,226               | 2,558                      | 1,230                        |                       | 5,668          | 14,682         | 38,118         |
| Financial Charges                               | 1,875          | 163                 |                            | 4                            |                       | 6,434          | 6,601          | -4,726         |
| Other General Expenses                          | 39,800         | 2,509               | 8,841                      | 3,277                        |                       | 2,668          | 17,295         | 22,505         |
| <b>Total General Expenditure</b>                | <b>217,350</b> | <b>44,927</b>       | <b>54,948</b>              | <b>41,570</b>                |                       | <b>41,903</b>  | <b>183,348</b> | <b>34,002</b>  |
| <b>Operational Provisions</b>                   |                |                     |                            |                              |                       |                |                |                |
| Operational Provisions                          |                | 27,731              | -32,552                    | -9,957                       |                       | 1,130          | -13,648        | 13,648         |
| <b>Total Operational Provisions</b>             |                | <b>27,731</b>       | <b>-32,552</b>             | <b>-9,957</b>                |                       | <b>1,130</b>   | <b>-13,648</b> | <b>13,648</b>  |
| <b>Indirect Costs</b>                           |                |                     |                            |                              |                       |                |                |                |
| Programme & Service Support                     | 42,469         | 10,455              | 4,281                      | 4,551                        |                       | 5,418          | 24,705         | 17,765         |
| <b>Total Indirect Costs</b>                     | <b>42,469</b>  | <b>10,455</b>       | <b>4,281</b>               | <b>4,551</b>                 |                       | <b>5,418</b>   | <b>24,705</b>  | <b>17,765</b>  |
| <b>Pledge Specific Costs</b>                    |                |                     |                            |                              |                       |                |                |                |
| Earmarking Fee                                  |                | 1,113               | 900                        | 587                          |                       | 126            | 2,726          | -2,726         |
| Reporting Fees                                  |                | 400                 |                            |                              |                       |                | 400            | -400           |
| <b>Total Pledge Specific Costs</b>              |                | <b>1,513</b>        | <b>900</b>                 | <b>587</b>                   |                       | <b>126</b>     | <b>3,126</b>   | <b>-3,126</b>  |
| <b>TOTAL EXPENDITURE (D)</b>                    | <b>695,843</b> | <b>173,255</b>      | <b>76,840</b>              | <b>77,915</b>                |                       | <b>127,165</b> | <b>455,175</b> | <b>240,668</b> |
| <b>VARIANCE (C - D)</b>                         |                | <b>60,415</b>       | <b>40,790</b>              | <b>102,070</b>               | <b>0</b>              | <b>37,393</b>  | <b>240,668</b> |                |