

# Programme Update



International Federation  
of Red Cross and Red Crescent Societies

## Cambodia

Appeal No. MAAKH001

12 January 2009

This report covers the period 1 July to 31  
December 2008



Severe floods regularly affect Cambodia, especially along the Mekong River, exposing the communities to loss of crops and property, as well as to water-borne diseases. (Photo: International Federation of Red Cross and Red Crescent Societies)

## In brief

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

**Programme summary:** The Cambodian Red Cross, as initially planned, has been working on improving, streamlining and strengthening its partnerships with Red Cross and non-Red Cross partners through regular meetings and during its annual partnership meeting held in Phnom Penh in November 2008. Some progress has been achieved on the new CRC strategic approach to shift from a project basis to a more holistic and integrated approach, although numerous challenges remain. Several partner national societies have demonstrated a high level of interest to further support the CRC, and 2009 will be a crucial year for pushing this process forward. In December 2008, the CRC central committee took several important decisions which will obviously impact the future development of the national society, as well as the way in which it is supported by its partners. The governance and senior management are very committed to making the CRC a "well functioning national society", as well as to enhancing the integration of cross-cutting activities within all programme components.

There are serious concerns with regard to funding. For instance, the principles and values project has a total appeal budget of CHF 46,839 (USD 42,308 or EUR 31,163) but has received no funding at all. The appeal budget has been reduced to zero, and the decision made to integrate all relevant activities within all other programmes. Through this programme update, all budgets are being revised downwards in order to better reflect the reality. An appeal and budget revision for 2009-2010 will be done through the first programme update in 2009, and will consider these factors, which will most likely be aggravated by the actual worldwide financial crisis.

**Financial situation:** The total budget for 2008 is CHF 991,454 (USD 891,018 or EUR 661,194) out of which 83 per cent covered. Overall expenditure stands at 61.22 per cent for the same year.

[Click here to go directly to the attached financial report<sup>2</sup>.](#)

**No. of people we help:** More than half a million Cambodian individuals have been assisted by the CRC. Please look under individual programmes' sections for more detailed information.

**Our partners:**

Through the International Federation, several Red Cross and Red Crescent societies have supported the Cambodian Red Cross, including the Australian, British, Canadian, Danish, Finnish, New Zealand and Swedish Red Cross societies. The Australian, Danish, French and Swiss Red Cross work bilaterally with the CRC, while the American Red Cross has closed its office and the German Red Cross has opened a new office in Cambodia. Other partner national societies support the CRC bilaterally, without any in-country presence and the Finnish Red Cross continues increasing its support of the CRC. At this time, however, the American, British and Swedish national societies have temporarily suspended support to Cambodia. In addition to Red Cross members, the CRC has active partnerships with various NGOs and UN agencies in different areas.

On behalf of the Cambodian Red Cross, the International Federation would like to thank all partners for their support.

## Context

Following the July 2008 parliamentary elections, the new Cambodian national assembly confirmed the Prime Minister's entire cabinet as well as the Assembly's leadership on 24 September. The border dispute between Thailand and Cambodia over the Preah Vihear temple, at the border between the two countries escalated. The situation has gradually deteriorated, and exchange of fire took place on 15 October, leaving four soldiers dead. Following these incidents, the CRC has assisted 500 families temporarily displaced by the incidents, by providing basic necessities. The situation, although not yet resolved, has calmed and discussions took place between the Thai and Cambodian prime ministers in Beijing on 24 October. In December 2008, the first case of H5N1 (avian influenza) was identified, with one person affected. This person was immediately transferred to a hospital in Phnom Penh to receive adequate treatment. Also in December, a meeting was held between the government of Cambodia and international representatives, and institutional donors. A total of more than USD one billion (CHF 1.11 billion or EUR 736.5 million) was pledged to support the development of Cambodia in 2009, in the form of aid or loans.

The reporting period has also seen changes in the Federation structure in Cambodia, as a new Federation representative was recruited, and the organigramme revised in order to allow the office to better serve the CRC and the partner national societies. In early 2009, the 2009-2010 secretariat support plan and budget will be revised to be more reflective of these recent changes, and better address new trends. These include the recent important decisions taken by the CRC central committee, the progress made in the new way of working together, and the financial recession which is most likely to have a negative impact directly on the beneficiaries as well as on the CRC funding for the future. Although strong commitment from the CRC management, governance and staff members remains, the national society's partners need to keep the momentum constant in continuing to support the directions set by the CRC every step of the way.

In November 2008, the CRC central committee has met and some important decisions have been made, subsequently to be implemented by the senior management. First of all, as the national society's first vice president has been elected as member of parliament, this position has been cancelled and only one Vice President will remain. The previous first vice president will, however, keep the central committee's member seat. The CRC staff members paid by the core budget will see their salary increased by 20 per cent in order to reduce the difference with the staff funded by projects. The increase will be solely covered by the national society and any salary increase of project staff in the future is suspended until further notice. Apart from crucial key positions, no more staff recruitment is allowed at national headquarters, and

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<sup>2</sup> Attached financials up to end-November 2008. Financials incorporating December 2008 expenditure will be available with the annual report in 2009.

emphasis will be put on developing branch staff and structures. Finally, the decentralization process will be boosted and partners requested to always consider branch development components while drafting their plans and budgets. The CRC senior management is developing a new concept to switch from a narrow project approach (i.e. community-based disaster preparedness, HIV/AIDS, disaster risk reduction, finance development, etc.) to a form of integrated “branch package of activities” which would prevent the prevalent “silo” of the activities and mentalities of those involved. It is also expected to contribute towards alleviating the heavy national headquarters structure, and transfer the competencies and responsibilities gradually to the branches. Nevertheless, this is still at the discussion phase, to be followed by testing, and the outcomes to be communicated through the International Federation 2009 programme updates.

## Progress towards outcomes

### Disaster Management

**Global Agenda Goal 1:** Reduced deaths, injuries and impact from disasters.

#### Outcomes/Expected results

Main outcomes are expected in the areas of disaster risk reduction which includes stronger national society preparedness for disaster response and a firmer foundation for disaster management; as well as enhanced community preparedness and response capacity.

#### Achievements

A new Red Cross Volunteer (RCV) network has been established in two selected communes with a total number of 44 members, of whom 20 are women. These volunteers have been trained on the Red Cross Red Crescent principles and values, international humanitarian law, Red Cross volunteer policy, first aid, hazard, vulnerability and capacity assessment (VCA), and community action planning. Following these training sessions were relevant activities implemented by the volunteers in their own communities.

The first national disaster response team (RDRT) training was organized by the Cambodian Red Cross, which was attended by six staff members from different departments of the CRC headquarters, eight from CRC branches, and two representatives from the NCDM and PCDM<sup>3</sup>.

Another workshop on community disaster contingency planning was also attended by 35 members from the CRC national headquarters and branches. Representatives from the PCDM, selected districts and communes also participated. A session on emergency assessment is scheduled to take place after the publication of this programme update.

Several tools for disaster management such as disaster management terminology, guidelines for minimum relief items for emergency, and a national disaster preparedness and response mechanism have been drafted, consolidated or translated from existing International Federation tools and other related sources. These, however, continue to be developed as further consultation and endorsement are required before these can be properly disseminated.

Red Cross volunteers have also been encouraged to use existing hazard, vulnerability and capacity assessment (HVCA) tools in the task of local risk mapping in their communities. They are assisted by an active CRC field officer who monitors their progress on a monthly basis. Despite this activity being complex and time-consuming, some selected branches have collected basic information identifying household vulnerability to various hazards, and traditional coping capacities from five villages.

There is still much to be done for the improvement of national society communications in terms of adequate equipment, sufficient skills and finding common ground in this perspective. This situation needs further examination by all relevant departments before the planned launch of the project's achievement can take place on the CRC website. This highlights the importance of integration within CRC programmes. On a brighter note, the project itself has maintained routine and positive communication with the department of hydrology and river work (DHRW) by sharing information on floods forecasts, which was subsequently sent to all five Mekong River watershed provinces for flood preparedness purposes.

The CRC has decided not to call its new disaster management framework an “operational alliance”, in order to relieve the pressure from external partners, and due to the fact that the concept as it presently stands does not allow such partnership, given the actual context and some of the partners' priorities. The

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<sup>3</sup> NCDM: National Committee for Disaster Management; PCDM: Provincial Committee for Disaster Management

CRC has then decided to adopt its own pace in order to ensure an adequate understanding, assimilation and commitment from its own staff to support the process at national headquarters and branch levels. Active and open discussions will nevertheless be held with common understanding and agreement sought on designing a more adequate form of partnership in Cambodia.

## Health and Care

**Global Agenda Goal 2:** Reduce the number of deaths, illnesses and impact from disease and public health emergencies.

### Outcomes/Expected results

The overall expected result is the improved health status of people living in the rural areas of Cambodia through increased access to better water and sanitation facilities, the provision of community-based health and hygiene education, and an increased awareness of HIV/AIDS.

### Achievements

#### HIV/AIDS

From July to December 2008, there has been much support for the national society's work in the area of HIV/AIDS. On a broader level, the CRC's HIV programme has affiliated itself with the HIV Global Alliance, while in-country, in Batambang province, the Australian Red Cross is supporting a new initiative on community education related to HIV and drug use. Family Health International (FHI) continues to provide funding support for the casino projects in Svay Rieng and Phnom Penh, covering a total of six casinos. FHI has also shown interest in supporting CRC in the new project initiative on HIV prevention among Vietnamese entertainment workers at the Svay Rieng casinos.

The Global Fund's Round 5 (phase two) has extended its support to the national society on the orphaned and vulnerable children (OVC) project for another two years. This covers four provinces including Prey Veng, Svay Rieng, Siem Reap and Kampot. At the same time, the German Red Cross has committed itself to supporting the national society's work on the people living with HIV and AIDS (PLHIVA) project in the two provinces of Koh Kong and Preah Vihear. With funding support from Norwegian Red Cross, the Asian Red Cross and Red Crescent AIDS network (ART) is providing assistance to the CRC HIV programme's work to eradicate stigma-discrimination across all the national society's HIV projects.

The CRC HIV programme has been an active advocate by participating in a variety of events including the candlelight memorial day, the water festival campaign, and the Asia-Pacific Leadership Forum (APLF) activities, as well as the World AIDS Day campaign. Through these events, it was possible to reach an audience of thousands. In addition, the programme conducted a minimum of four HIV mainstreaming workshops for its branches with the support of the Danish Red Cross. These were held in the four provinces of Mondulkiri, Rattanakiri, Siem Reap and Kampot. The programme also conducted a project management workshop for 25 HIV-positive women from the Positive Women of Hope Organization (PWHO). Four workshops on public speaking were also held for 100 PLHIV in the provinces of Prey Veng, Svay Rieng, Kampot and Koh Kong. The CRC HIV programme staff have been actively involved in AIDS competence, coordinated by a satellite base in Chiangmai, Thailand. Work on HIV is also integrated into the water and sanitation project in Kep City, with the technical support of the CRC HIV team. Finally, the CRC HIV workplace policy has been developed, printed and promoted to national society staff at national headquarters and branch levels.

#### Field School Project

The International Federation field school project, funded by the Norwegian Red Cross, was held in Cambodia from 23 November to 7 December in Batambang province. The basic principle of the project is to provide public health and disaster management professionals with significant field experience, through direct interaction with communities affected by a disaster. It proved a real success whereby a total of 27 people were trained and three CRC staff members given the opportunity to attend the course.



are also conducted to explain to villagers the benefits from using household ceramic water filters. The aim is to encourage families to contribute to the cost of a filter, which ensures a better sustainability.

Water and sanitation facilities funded by the project:

Facilities	Number
Rain water catchment units (households)	200
Closed hand dug wells	45
Latrines	500
Hand washing facilities (schools)	46
Rain water catchment units (schools)	50
Ceramic water filters (schools)	480
Rain water catchment units (health centres)	6
Provision of ceramic water filters (health centres)	9
Provision of ceramic water filters (households)	1,094

## Capacity development

**Global Agenda Goal 3:** Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.

### Outcomes/Expected results

This programme supports Cambodian Red Cross (CRC) in becoming a well-functioning national society by 2010, as envisioned in Strategy 2003-2010. By achieving this aim, CRC will be an even better supporter of vulnerable communities.

### Achievements

#### Intensified Capacity Building

In September 2008, the CRC presented an application for the third round of intensified capacity building (ICB) support. After review by the ICB committee, the CRC was short-listed and is required to present a detailed plan by the end of January 2009. The contribution, if secured, is estimated to amount to CHF 100,000 (USD 90,327 or EUR 66,530) per year for a total period of three years. The activities selected by the CRC will concentrate on community and branch development, emphasizing the integration of various activities in the implementation in order to enhance the impact and address sustainability issues. The final three-year summary plan, as well as the plan, logframe and budget for 2009 are being developed by the CRC management in full consultation with the selected branches, as well as the communities where the activities will be implemented should the CRC be selected. The plan concentrates on branch and community development, with a great emphasis on the integration of activities in a holistic manner. All final documents must reach the International Federation secretariat in Geneva by 31 January 2009 at latest.

#### Leadership and management

Progress was monitored through regular meetings being held every four months among key members of the central committee (CC) and management, allowing participants to identify areas for improvement and set the directions for how to address challenges identified. A report of the meeting was submitted to the honorary president, and shared among all central committee members and branches.

The CRC's secretary general and deputy director of the human resource development department attended the International Federation's cooperation learning conference on 15-18 September which focused on the cooperation agreement strategy (CAS) and operational alliances. CRC has since shared information on the CAS process with 27 other national societies. The CRC deputy secretary general took part in training on CAS and operational alliances organized on 1-4 October at the International Federation secretariat in Geneva.

The CRC deputy secretary general participated in a workshop on the cooperation agreement strategy (CAS) and operational alliance in Geneva in October 2008. This workshop analyzed four case studies, looking at the lessons learned and challenges of both processes.

The CRC organizational development coordinator and the deputy director of the health department attended a workshop on the management of Red Cross Red Crescent community-based projects, hosted

by the Red Cross Society of China. The aim was to share experiences with other national societies from Asia, Africa and Pacific.

The CRC head of planning and statistics sub-department and the organizational development coordinator attended a forum on sustainable programming in Brisbane, Australia on 1-3 December 2008. This forum focused mainly on creative indicators for Red Cross Red Crescent societies at national headquarters, branch and community levels, addressing the sustainability of the Red Cross Red Crescent work.

#### **Branch development**

Planning for branch development together with community-based health development (CBHD<sup>5</sup>) has been carried out in Kampong Chhnang. This provides a model for other branches to be considered in the planning and implementation of new health activities at branch level. This model also helps improve branch capacity and sustainability of activities by addressing the phasing-out stages as early as the planning process.

The main focus, however, is on the sectoral strategic plan development at branch level and community development. Moreover, branch development takes into account the strengthening of Red Cross networking deep into the communities. The CRC headquarters has rallied and motivated branches to strengthen the sub-branch networks, and built its own operational capacity with its own milestones.

Furthermore, criteria for a "well-functioning-branch" in the Cambodian context were developed through a participatory approach with leadership and management from 24 branches and the national headquarters in a workshop on 23-24 October 2008. As a result, CRC headquarters has asked all branches to review their draft plan for 2009. The final version was submitted mid-December to the CRC central committee.

#### **Resource development**

Resource development is one key element of organizational development of the CRC. Many branches have tried to mobilize financial resources within the country. At the beginning of the implementation of the CRC Strategy 2003-2010, most branches were unable to develop sufficient capacity or skills to raise funds locally. After fundraising training sessions and workshops, and encouragement from the national headquarters, resource development at branch level has noticeably improved. According to the third quarterly financial report, resource development has achieved significant results, indicated by several branches with funds in their bank accounts after conducting fundraising activities.

As a result, some branches such as Kampong Chham have allocated these funds for small projects and integrated their activities into their community development plans. Batambang branch has contributed 20 per cent of its total budget to cover the costs of the road safety project. At a recent workshop on well-functioning branches, the Batambang branch president indicated that the branch would contribute about 40 per cent more of their own funding into their activities. The Banteay Mean Chey branch has indicated response to more than 1,000 families in its jurisdiction in 2008, supported by in-house funding.

However, the CRC recognizes that there is need for a structured overall resource development strategy and policy in place to guide the national headquarters as well as branches. Therefore, a draft of a resource development terms of reference is being developed, with input and comments from senior management. The resource development terms of reference is also being used as a guideline to help develop the CRC resource development strategy and policy.

#### **Administration and finance development**

Approximately 60 per cent of administration procedures and filing systems have been revised and developed according to recommendations raised in the Strategy Review report 2007. Nevertheless, numerous efforts are still needed to further improve the existing systems and mechanisms in place.

In order to map the capacity and needs of the branch finance management mechanisms in place, a questionnaire was prepared for branch finance development and filled in by the different branches. The analysis of data received via this questionnaire is presently being analyzed. Meanwhile, the branch financial procedures manual is being drafted.

#### **Human resource management and development**

The human resource development strategy 2008-2012 has been drafted and shared with relevant stakeholders for their input and comments. The implementation of this strategy aims at enhancing the

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<sup>5</sup> CBHD is a new concept aiming at developing a more holistic and integrated approach in the development of future health activities.

overall impact of the CRC on its service delivery to the most vulnerable. The objectives of the new strategy are as follow:

1. CRC has a strengthened structure and improved systems, policies and procedures to deliver quality humanitarian services
2. CRC has managed each and every staff member effectively through an enhanced human resource department and empowered managers who understand their roles and responsibilities
3. CRC has enhanced and harmonized its performance management mechanism and reward system to inspire staff performance and motivation
4. CRC has transformed the training and development system to ensure staff are equipped with the appropriate skills, knowledge, attitude and values to carry out intended tasks and duties
5. CRC has improved internal communication, coordination and advocacy of human resource issues to effectively implement human resource policies and procedures that enable healthy working relationships

As the CRC human resource review is of prime importance, both technical and financial support are sought to ensure all relevant activities are being implemented.

Faced with the challenge of retaining Red Cross volunteers, discussions have taken place among the national society's senior management and programme/project managers to fine tune and improve the Red Cross volunteers' network. The integration of active volunteer involvement within communities after projects phase out is also a priority in order to better address the sustainability of the activities and prevent a sudden halt of support to communities.

The minimum package of activities has been introduced at branch level and will allow each branch to tailor their services depending on the management of the Red Cross volunteers and Red Cross youth. According to the numbers of RCVs and RCYs, the branches will develop adequate activities in support of the communities.

#### **Planning, monitoring, evaluation and reporting (PMER)**

With the support of a technical advisor, the terms of reference for monitoring and evaluation has been reviewed and improved. Action has been taken on the two following points:

- One more monitoring and evaluation staff has been recruited in order to improve the performance
- Review and modifications were made to the roles and responsibilities of monitoring and evaluation coordinators at provincial branches

The health and communication departments were selected as test samples for a monitoring and evaluation (M&E) study. Up to 70 per cent of the projects run by these departments were monitored and evaluated using the appropriate tools, and a work plan.

A three-day training session on monitoring and evaluation was conducted to enhance the capacity of monitoring and evaluation coordinators at provincial branches and national headquarters. More training was carried out for three M&E staff who studied various related skills, including report writing, participatory monitoring and evaluation (PME), and communications. PMER training was also provided to provincial coordinators.

The monitoring and evaluation unit actively assisted in providing technical support to integrate a monitoring and evaluation plan into the annual strategic planning of various departments of the national society. Further to this, monitoring and evaluation guidelines will be created in 2009, once staffing in the M&E unit has been streamlined. To conclude, the CRC local area network (LAN) was established in order to facilitate the sharing of monitoring and evaluation information within the national society.

#### **Communication**

In the second half of 2008, the communications department has been mainly involved in International Committee of the Red Cross (ICRC) dissemination activities. Nevertheless, both the ICRC and the International Federation have committed to providing close support in the development of the department. The CRC deputy secretary general, to whom the department reports, has clear plans on how to strengthen the department and integrate communications activities in all CRC programmes during the planning phase. In early 2009, discussions will be held with the CRC deputy secretary general, the ICRC regional Movement cooperation delegate and the Cambodia head of office, with the Federation regional communication delegate, and the International Federation representative in Cambodia. The initial purpose will be to define a plan of action for the Solferino Campaign celebrations, and also to address the development of the CRC communication department.

## Road safety

According to the road traffic accident victim information system (RTAVIS), reports indicate that every year the highest number of road accidents occur during major holidays, such as the Cambodian New Year and Phum Ben day (celebration for the dead)<sup>6</sup>. During the second half of 2008, project implementation continued in Phnom Penh, Batambang, and Kampong Speu. Previously, efforts were put in training youth advisors, leaders and members in schools. Now, the focus is more on strengthening the dissemination of the message **“road safety begins with me!”** through youth clubs organized in each selected school. The daily information dissemination campaigns focus on 80 tuk-tuk drivers in Phnom Penh, advocating wearing helmets and the message, “road safety begins with me!” These 80 tuk-tuk drivers were selected from four main districts in Phnom Penh where, according to RTAVIS, the most road accidents occur. The drivers received a one-

day training session on road safety, and helmets to be worn as an example for others. This campaign was conducted for two consecutive days whereby 1,889 road safety information pamphlets were distributed, and road safety messages given to 1,173 pedestrians, and 752 taxi drivers and motorcycle riders.



Thousands of motorcycles are seen on the streets of Cambodian cities. It is not rare to see entire families, including young children using this mean of transport, with little or no protection (Photo: Yoshi Shimizu/International Federation of Red Cross and Red Crescent Societies)

The youth clubs actively contribute in dissemination and advocacy activities during major public events, and also organize games and question-and-answer competitions on road safety. As for other activities, the selected branches contribute to supporting the road safety project by utilizing their own funds, sometimes up to 40 per cent of the total budget for the branch. Furthermore, youth members voluntarily donate some of their own pocket money to the club's donation box. These funds are used to subsidize part of the funding for various club events, supported each month by the project. Up to now, clubs in Kampong Speu have USD 129 (CHF 138) in their club donation box, and Batambang, USD 520 (CHF 556).

A total of 21 schools and four high schools host youth clubs with 1,300 youth volunteers and advisors actively involved in road safety activities. The main activities are youth clubs, sticker campaigns in taxis and bus stations, and the sensitization of tuk-tuk and taxi drivers to road safety issues, as well as development of information, education and communication materials such as helmets, tee-shirts, caps and pamphlets. Furthermore, CRC staff in all 24 branches have been provided with helmets and training on road safety.

## Principles and Values<sup>7</sup>

**Global Agenda Goal 4:** Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

### Outcome/Expected result

There is a greater awareness of, respect for, and application of humanitarian values in Cambodia.

### Achievements

Red Cross Red Crescent principles and values continue to be promoted and incorporated into all the national society programmes, despite the lack of direct funding which adversely affects all programmes of this appeal. This is why the project has been integrated into all programmes and the budget reduced to zero. The project code will be closed. Reporting on activities in relation to principles and values are highlighted under each of the national society's programme sections. The main CRC activities addressing the dissemination of the Red Cross/Red Crescent principles and values are being carried out by the

<sup>6</sup> In 2008, on Phum Ben day, 131 traffic accidents occurred, 145 persons suffered minor injuries, 117 were seriously injured and 28 killed (2007: 259, 151 and 36 respectively). During the first eight months of 2008, traffic accidents have been the primary cause of mortality in Cambodia.

<sup>7</sup> The budget has been brought down to CHF 0.00 as no donor has contributed to this activity in the course of 2008.

communications department, as well as by the HIV/AIDS project through non-discrimination and anti-stigma campaigns. In addition, the ICRC very actively supports these activities by conducting its traditional dissemination campaigns.

## Constraints or Challenges

One of the main challenges affecting the CRC concerns the management and development of its human resources, which does influence the entire national society's structure, including all departments, programmes and branches. Significant differences in salaries received by core- and project-supported staff members create an unhealthy environment and affect the core staff's motivation and efficiency. Furthermore, the actual centralization of technical skills retained at national headquarters level, and the discrepancies in competencies between the national headquarters and branch staff has an obvious impact on the quality of the services delivered to the beneficiaries and on the ownership of activities by the branches.

One of the causes of this situation is due to partner support or donor requirements which often stipulate specific technical staff members be assigned to somewhat limited activities, and in most cases, work from the headquarters. This is against the basic principles of the "good partnership" concept and encourages a clear separation between various project activities, to the detriment of a more holistic and integrated approach. Nevertheless, the high level of commitment of the human resource development (HRD) director, and the clear vision and creativity of the CRC senior management presage forthcoming positive changes and significant improvements.

A great concern is related to the funding of CRC activities; although the coverage of the appeal for 2008 is satisfactory, there are increased concerns in relation to the 2009 funding in view of the global financial crisis, and the phasing out of some of the CRC long-term partners. In addition, some of the funding received through the International Federation appeal is often on a short-term basis which makes planning difficult for the CRC and the International Federation office. Some of the CRC activities have not yet received commitment from partners; for example, road safety, some crucial organizational development activities, and avian influenza have received limited support for the coming year. The Cambodia Federation representative is developing a fundraising plan in order to gain access to financial resources available in Cambodia (such as institutional donors, international representations, etc.). Discussions will engage CRC management in knowing who to approach and how, and for which activities support will be sought.

Another important issue which significantly affected the CRC's work during the second half of 2008 is the numerous pilot projects requested to be held in Cambodia, often requiring the national society to divert attention from its initial activities in order to produce significant amounts of work, and often with very limited (if any) benefit for the national society. The International Federation at country and regional level have thus decided to adopt a "protective" strategy, in order to filter such requests and shield the CRC from external disturbances, allowing the national society to fully concentrate on its ambitious and challenging set of priorities.

## Working in partnership

Regular bi-monthly Movement coordination meetings are being held in Phnom Penh where the most important current issues are discussed. In addition, the CRC held its annual partnership meeting in Phnom Penh in November 2008, where several partner national societies were present, and included non-Red Cross partners for the first time. The partnership meeting agenda was on how to improve partnerships to better assist the most vulnerable and be in line with the CRC priorities. The cooperation agreement strategy (CAS) document was then revised and is expected to be signed in early 2009.

Following the new working model for disaster management, the CRC is developing a similar model on community-based health development, emphasizing branch and community development, and on the integration of cross-cutting issues in the planning and implementation processes. Although the term "operational alliance" has been temporarily dropped by CRC management, this concept still serves to help the CRC design a more effective and open form of partnership, based on mutual understanding, on agreed and common practices, but more importantly, on the priorities set by the national society.

As indicated above, the American, British and Swedish Red Cross have ended their activities in Cambodia, which will have a negative impact on the future implementation of several CRC activities. However, the impact of this setback may not be as great, considering:

- American Red Cross will open a new regional office in Beijing and have a sub-regional presence in Viet Nam, providing support to Cambodia as well
- Swedish Red Cross has invited the CRC secretary general to Stockholm for discussions on potential future partnerships between the two national societies
- British Red Cross has offered to provide ad hoc support from its headquarters in London, especially in the field of PMER development
- German Red Cross has recently opened a new office in Phnom Penh, after closing its regional representation office in Bangkok
- Norwegian Red Cross has indicated its interest in supporting CRC disaster management in 2009

The Federation office in Phnom Penh has undergone a restructuring exercise and aims at enhancing its service delivery to partner national societies equally, whether they are present in Cambodia or not, in addition to providing close support to CRC senior management. Technical support of the CRC programmes is being provided by the Federation regional office in Bangkok and also by the zone office in Kuala Lumpur. Starting from 2009, the Cambodia Federation office will report on all partner national society bilateral activities, and provide figures in order to provide the readers with a more realistic and holistic picture of the overall Red Cross Red Crescent Movement's support to the CRC. It should be noted that this is possible only if the partners concerned do provide accurate information in a timely manner. In addition to this, the Federation office plans to revive and review the Cambodia FedNet pages in the hope that it will enhance the communication between Cambodia and other Red Cross members (i.e. partner national societies not present in the country, potential future partners, etc.), provide regular updates on the progress made as well as on the CRC's rapidly evolving situation and priorities.

The ICRC was present at the CRC annual partnership meeting and participates in all CRC Movement coordination meetings. It has recently opened an office in Phnom Penh, and works in the areas of detention, physical rehabilitation, mine action<sup>8</sup>, restoring family links (RFL) and tracing. Discussions are also ongoing between the ICRC and the Federation on how to assist the CRC in developing its communications department. The CRC, with ICRC support, has developed its RFL strategy and has signed a memorandum of understanding with UNICEF on RFL in disasters.

In early 2009, the CRC, with support from the Federation office, will register with the European Union, as it is now a requirement. In the future, partner national society applications for institutional donor funding shall be made in full transparency and consultation with the CRC throughout the process, starting from the planning, through the implementation of the selected activities. This is meant to enhance the support and ensure that it is in line with the CRC's priorities. It is also to avoid situations which create imbalance within the society such as salaries' discrepancies, and limited percentage assigned to directly assist the beneficiaries.

Increasingly high on the national agenda is the development of new laws on disaster management and communicable disease control, to ensure that local, national and international responses are supported by a sound legal basis and clear organizational structure. The International Federation's international disaster response laws (IDRL) programme and the World Health Organization have launched a new project, funded by Asian Development Bank, to provide technical assistance to the government of Cambodia on *Legal Preparedness for Responding to Disaster and Communicable Disease Emergencies*. Significant achievements have been made so far including the establishment of a project taskforce involving representatives from the Cambodian government, CRC, UN and others; legal research on existing laws and gaps in the legal framework; and the preparation of a draft report with preliminary findings and recommendations which will be the subject of a multi-stakeholder consultation workshop in January 2009.

## Contributing to longer-term impact

The second half of 2008 has seen numerous changes in the CRC internal structure, especially with the recent decisions from the central committee, but also in the new way for the national society to work with its partners. Although there is still a long way to go, significant improvements and clear strategic decisions have emerged, paving the path to strengthening the branches and making the CRC a well-functioning national society in order to better deliver services to the beneficiaries. The recent emerging concept initiated by the CRC management to decrease project isolation and design branch activities packages is very promising, although a lot of work is yet to be done to streamline thinking, and convince the partners

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<sup>8</sup> Link between the physical rehabilitation and mine action, in cooperation with the Cambodian ministry of social affairs, veterans, and youth rehabilitation (MoSVY)

and potential donors. Also, increasing efforts are being put into strengthening community capacities, while ensuring gender equity in decision making and planning process at grassroots level.

## Looking ahead

In view of the recent changes and the important decisions made, it is expected that the CRC will radically change its overall way of working within the national society itself, with partners and with the communities. This will require open dialogue and consultation, mutual understanding, and clear and mutually agreed plans of actions from all parties in order to ensure the success of these ambitious initiatives. If granted, the ICB application represents a great opportunity for the CRC to test the change from a project or even programmatic approach to a fully integrated branch development package.

A new concise “concept paper” will be drafted and utilized to advocate the new directions to be taken by the CRC. This concept note will serve as a marketing document and will be shared with all partners, and potential donors, especially in-country. The Cambodia Federation country office will take an active part in advocating for the national society, and will include this document in its representation packages.

<b>How we work</b>	
<p>The International Federation’s activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation’s mission to “improve the lives of vulnerable people by mobilizing the power of humanity”.</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>• Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>• Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>• Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>• Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
<b>Contact information</b>	
<p><b>For further information specifically related to this plan, please contact:</b></p> <ul style="list-style-type: none"> <li>▪ Cambodian Red Cross: Mme Pum Chantinie, secretary general; email: <a href="mailto:pum.chantinie@redcross.org.kh">pum.chantinie@redcross.org.kh</a>; phone: +855 23 881 511; fax: +855 23 881 522</li> <li>▪ Federation country office, Cambodia: Vincent Toutain, Federation representative; email: <a href="mailto:vincent.toutain@ifrc.org">vincent.toutain@ifrc.org</a>; phone: +855 23 880717 ; fax: +855 23 880718</li> <li>▪ Federation Southeast Asia regional office, Bangkok: Alan Bradbury, head of regional office, email: <a href="mailto:alan.bradbury@ifrc.org">alan.bradbury@ifrc.org</a>; phone: +66 2 661 8201; fax : +662 661 9322</li> <li>▪ Federation Asia-Pacific zone office, Kuala Lumpur; phone +603 9207 5700; fax: +603 2161 0670 <ul style="list-style-type: none"> <li>○ Jagan Chapagain, deputy head of zone; email: <a href="mailto:jagan.chapagain@ifrc.org">jagan.chapagain@ifrc.org</a>;</li> <li>○ Penny Elghady, resource mobilization and PMER coordinator; email: <a href="mailto:penny.elghady@ifrc.org">penny.elghady@ifrc.org</a>;</li> </ul> </li> </ul> <p>Please send all funding pledges to <a href="mailto:zonerm.asiapacific@ifrc.org">zonerm.asiapacific@ifrc.org</a></p>	

[<click to return to title page>](#)

**International Federation of Red Cross and Red Crescent Societies**

MAAKH001 - Cambodia

Interim Financial Report

Selected Parameters	
Reporting Timeframe	2008/1-2008/11
Budget Timeframe	2008/1-2008/12
Appeal	MAAKH001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**I. Consolidated Response to Appeal**

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
<b>A. Budget</b>	<b>128,540</b>	<b>290,727</b>	<b>180,315</b>	<b>0</b>	<b>391,871</b>	<b>991,454</b>
<b>B. Opening Balance</b>	<b>17,117</b>	<b>191,855</b>	<b>50,482</b>	<b>0</b>	<b>56,813</b>	<b>316,267</b>
<b>Income</b>						
<u>Cash contributions</u>						
Australian Red Cross					50,348	50,348
British Red Cross		1,135				1,135
Canadian Red Cross			37,000		59,919	96,919
Capacity Building Fund			0			0
Danish Red Cross					58,667	58,667
Finnish Red Cross			2,355		7,300	9,655
Finnish Red Cross (from Finnish Government)			13,345		41,367	54,712
New Zealand Red Cross	50,000	-11,624				38,376
Swedish Red Cross			47,631			47,631
<b>C1. Cash contributions</b>	<b>50,000</b>	<b>-10,489</b>	<b>100,331</b>		<b>217,601</b>	<b>357,443</b>
<u>Outstanding pledges (Revalued)</u>						
Australian Red Cross					-50,348	-50,348
Finnish Red Cross					1,500	1,500
Finnish Red Cross (from Finnish Government)					8,500	8,500
New Zealand Red Cross	39,878	49,557				89,435
<b>C2. Outstanding pledges (Revalued)</b>	<b>39,878</b>	<b>49,557</b>			<b>-40,348</b>	<b>49,087</b>
<u>Inkind Personnel</u>						
Australian Red Cross					40,233	40,233
British Red Cross		10,707				10,707
<b>C4. Inkind Personnel</b>		<b>10,707</b>			<b>40,233</b>	<b>50,940</b>
<u>Other Income</u>						
Services					49,317	49,317
<b>C5. Other Income</b>					<b>49,317</b>	<b>49,317</b>
<b>C. Total Income = SUM(C1..C5)</b>	<b>89,878</b>	<b>49,775</b>	<b>100,331</b>	<b>0</b>	<b>266,802</b>	<b>506,787</b>
<b>D. Total Funding = B + C</b>	<b>106,995</b>	<b>241,630</b>	<b>150,813</b>	<b>0</b>	<b>323,615</b>	<b>823,054</b>
<b>Appeal Coverage</b>	<b>83%</b>	<b>83%</b>	<b>84%</b>	<b>0</b>	<b>83%</b>	<b>83%</b>

**II. Balance of Funds**

	Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination	TOTAL
<b>B. Opening Balance</b>	<b>17,117</b>	<b>191,855</b>	<b>50,482</b>	<b>0</b>	<b>56,813</b>	<b>316,267</b>
<b>C. Income</b>	<b>89,878</b>	<b>49,775</b>	<b>100,331</b>	<b>0</b>	<b>266,802</b>	<b>506,787</b>
<b>E. Expenditure</b>	<b>-90,475</b>	<b>-155,186</b>	<b>-84,383</b>		<b>-173,856</b>	<b>-503,900</b>
<b>F. Closing Balance = (B + C + E)</b>	<b>16,520</b>	<b>86,445</b>	<b>66,430</b>	<b>0</b>	<b>149,760</b>	<b>319,154</b>

**International Federation of Red Cross and Red Crescent Societies**

MAAKH001 - Cambodia

Interim Financial Report

Selected Parameters	
Reporting Timeframe	2008/1-2008/11
Budget Timeframe	2008/1-2008/12
Appeal	MAAKH001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**III. Budget Analysis / Breakdown of Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Goal 1: Disaster Management	Goal 2: Health and Care	Goal 3: Capacity Building	Goal 4: Principles and Values	Coordination		
A		B					A - B	
<b>BUDGET (C)</b>		<b>128,540</b>	<b>290,727</b>	<b>180,315</b>	<b>0</b>	<b>391,871</b>	<b>991,454</b>	
<b>Supplies</b>								
Shelter - Relief	217		182				182	35
Food	16,743		13,952				13,952	2,790
Seeds,Plants	2,323			1,305			1,305	1,018
Water & Sanitation	67,678		47,796				47,796	19,883
Medical & First Aid	194		162				162	32
Other Supplies & Services	68		57				57	11
<b>Total Supplies</b>	<b>87,223</b>		<b>62,148</b>	<b>1,305</b>			<b>63,453</b>	<b>23,770</b>
<b>Land, vehicles &amp; equipment</b>								
Vehicles	37,008	28,542	2,912				31,454	5,553
Computers & Telecom	15,491	1,312				3,452	4,763	10,728
Office/Household Furniture & Equipm.				551		6,895	7,446	-7,446
<b>Total Land, vehicles &amp; equipment</b>	<b>52,499</b>	<b>29,854</b>	<b>2,912</b>	<b>551</b>		<b>10,347</b>	<b>43,663</b>	<b>8,836</b>
<b>Transport &amp; Storage</b>								
Storage						16	16	-16
Transport & Vehicle Costs	41,600	1,401	8,001	3,500		11,519	24,421	17,178
<b>Total Transport &amp; Storage</b>	<b>41,600</b>	<b>1,401</b>	<b>8,001</b>	<b>3,500</b>		<b>11,536</b>	<b>24,438</b>	<b>17,162</b>
<b>Personnel</b>								
International Staff	177,531		25,376			99,558	124,934	52,597
Regionally Deployed Staff				4,321			4,321	-4,321
National Staff	100,890		407	10,159		40,466	51,032	49,858
National Society Staff	73,312	9,185	30,010	12,947		1,595	53,737	19,575
Consultants	42,651	673	16,612	12,310			29,596	13,056
<b>Total Personnel</b>	<b>394,384</b>	<b>9,858</b>	<b>72,404</b>	<b>39,738</b>		<b>141,619</b>	<b>263,619</b>	<b>130,765</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	135,922	18,705	22,769	26,113		6,942	74,529	61,393
<b>Total Workshops &amp; Training</b>	<b>135,922</b>	<b>18,705</b>	<b>22,769</b>	<b>26,113</b>		<b>6,942</b>	<b>74,529</b>	<b>61,393</b>
<b>General Expenditure</b>								
Travel	24,852	1,809	15,071	235		3,736	20,851	4,001
Information & Public Relation	47,537	3,326	237	21,861		1,575	26,999	20,538
Office Costs	54,935	972	3,128	849		20,243	25,191	29,743
Communications	29,009	1,488	1,615	1,653		12,149	16,905	12,104
Professional Fees	192			108			108	84
Financial Charges	29,987	1,891	15,670	4,302		-46,563	-24,701	54,688
Other General Expenses	28,869	2,672	10,743	2,474		2,075	17,963	10,906
<b>Total General Expenditure</b>	<b>215,382</b>	<b>12,158</b>	<b>46,464</b>	<b>31,480</b>		<b>-6,786</b>	<b>83,316</b>	<b>132,066</b>
<b>Programme Support</b>								
Program Support	64,445	5,881	9,402	5,876		8,940	30,099	34,345
<b>Total Programme Support</b>	<b>64,445</b>	<b>5,881</b>	<b>9,402</b>	<b>5,876</b>		<b>8,940</b>	<b>30,099</b>	<b>34,345</b>
<b>Operational Provisions</b>								
Operational Provisions		12,618	-68,915	-24,179		1,259	-79,217	79,217
<b>Total Operational Provisions</b>		<b>12,618</b>	<b>-68,915</b>	<b>-24,179</b>		<b>1,259</b>	<b>-79,217</b>	<b>79,217</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>991,454</b>	<b>90,475</b>	<b>155,186</b>	<b>84,383</b>		<b>173,856</b>	<b>503,900</b>	<b>487,555</b>
<b>VARIANCE (C - D)</b>		<b>38,065</b>	<b>135,541</b>	<b>95,932</b>	<b>0</b>	<b>218,016</b>	<b>487,555</b>	