

# Plan 2009-2010



## Cambodia

### Executive summary

The Cambodian Red Cross (CRC) has completed a mid-term review of its strategy 2003-10. The national society produced its three-year development plan for 2008-10, drawing on recommendations and lengthy consultations. The development plan captures lessons learnt and intends to strengthen the implementation of Strategy 2003-10. This secretariat support plan is aligned with the national society's development plan.

CRC's fourth General Assembly in August 2006 set the tone for this process. It called for the strengthening of governance and management ownership of CRC programmes at all levels. More than 100 people from the 24 branches and headquarters together with partners attended a nationwide planning forum in June 2007. This was the beginning of an ongoing commitment of the national society towards strengthening its planning, partner management and, ultimately, programme implementation.



**Participatory approach:** The Cambodian Red Cross (CRC), with the enthusiastic participation of community members, is raising the standards of service delivery to the most vulnerable people, especially in hazard-prone areas.

As a result, CRC has strengthened knowledge and capacity at all levels, and has increased integration and streamlining of programmes. The national society's strategy is aligned with the International Federation's Global Agenda, with an emphasis on empowering branches and volunteers, and has a strong capacity building programme that attempts to build at the grassroots level. This focuses on key elements of the Framework for Action; in particular human resources, resource mobilization and financial management, governance and management, and the ability to plan, monitor, evaluate and report.

The total budget for 2009 is CHF 1,061,908 (USD 970,665 or EUR 676,374) and for 2010 is CHF 1,026,012 (USD 937,853 or EUR 653,511). [<Click here for the budget summary.>](#)

### Country context

Humanitarian intervention and development assistance remain essential to support and improve the lives of millions of vulnerable people in Cambodia. Unmet needs are significant; indeed, life for the majority of the Cambodian people remains extremely difficult.

The latest population estimate is 13.09 million (NIS<sup>1</sup> 2005), with 35 per cent (2006)<sup>2</sup> or 4.58 million people living below the poverty line; while a mere 34 per cent have access to improved drinking water sources<sup>3</sup>. HIV prevalence has dropped from 1.2 per cent in 2003 to 0.9 per cent in 2006.

<sup>1</sup> National Institute of Statistics of Cambodia

<sup>2</sup> World Bank Assessment 2006 Report

<sup>3</sup> Asian Development Bank, 2006

Life expectancy at birth is 58 years and 54 years for women and men respectively<sup>4</sup>; maternal mortality is 472 deaths per 100,000 live births; and under-five mortality is 95 for every 1,000 live births<sup>5</sup>. Although the general health of the Cambodian population has improved recently, there remain challenges to strengthen and expand humanitarian interventions programmatically and geographically.

Cambodia remains one of the 14 least developed countries in the Asia Pacific region. Despite gains, poverty remains widespread and inequality has risen with the gap between the rich and poor, urban and rural, growing. With 91 per cent of the poor living in the countryside, poverty is now an overwhelmingly rural issue. Consequently, according to the *2007 United Nations Human Development Report*, Cambodia has some of the lowest human development indicators in Southeast Asia, ranking 131 on a global index of 177 countries.

Additionally, access to education and health care is limited and gender inequality remains a major issue. With many Cambodians hovering around or below the poverty line, these factors, coupled with hazards such as annual flooding and drought, human trafficking, and the potential threat of avian influenza serve to heighten their level of vulnerability.

## National Society priorities and current work with partners

The top strategic priorities in the Cambodian Red Cross strategic plan 2003-2010 are:

- **Disaster management:** Reduce the impact of disasters on the most vulnerable people affected.
- **Health and care:** Improve health status and quality of life of vulnerable communities through initiatives in community-based health and development, HIV/AIDS, public health in emergencies, blood donor recruitment, first aid and community-based mine action.
- **Organizational development/capacity development:** Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- **Humanitarian principles and values:** Improve the awareness of, respect for, and application of humanitarian values.

In all programmes, the theme of working in partnership prevails. This encompasses partner national societies and the secretariat at country and regional level as well as relevant government ministries of health, agriculture, rural development, national committee disaster management (NCDM), national AIDS authority, etc.

CRC has partnerships with WHO, UNAIDS, UNDP, UNFPA, Handicap International, Family Health International, network of positive people, several NGOs and other relevant international organizations. These also include local authorities including district and village heads, and community members.

Through the International Federation, several Red Cross Red Crescent partners have supported CRC's progress, including the Australian, British, Danish, German, Japanese, New Zealand, Norwegian and Swedish Red Cross societies, the International Federation's Capacity Building Fund, and the British Government's Department for International Development (DFID). Several partners work bilaterally in Cambodia, including the Swiss, American, and French Red Cross. The Finnish Red Cross is also increasingly working with the CRC.

## Secretariat-supported programmes in 2009-2010

Logical frameworks are available on FedNet<sup>6</sup> or [upon request](#).

### Disaster Management

#### a) The purpose and components of the programme

**Disaster management** (Global Agenda Goal 1): to reduce the number of deaths, injuries and impact from disasters, comprising these programme components: community-based disaster risk reduction, disaster response and preparedness, and disaster response.

The disaster management programme budget for 2009 is CHF 306,270 and for 2010 is CHF 460,863.

Programme purpose
To contribute to the reduction of injuries and deaths caused by disasters.

<sup>4</sup> Ministry of Health, 2000

<sup>5</sup> Demographic and Health Survey, 2005

<sup>6</sup> FedNet is an intranet and available to Movement members only

<p><b>Programme component 1: Community-based disaster preparedness/risk reduction</b></p> <p><b>Outcome:</b> Communities have enhanced capacity to cope with the effects of natural and man-made disasters.</p> <ul style="list-style-type: none"> <li>• Incorporate vulnerable capacity analysis into all programming;</li> <li>• Continue initiatives to <i>decentralize and empower</i> local communities to build long-term resilient capacities to respond in disaster situations;</li> <li>• Increase the quantity and quality of Red Cross volunteers and youth at local levels;</li> <li>• Strengthen cooperation with other CRC departments, CRC governing board and partners.</li> </ul>
<p><b>Programme component 2: Disaster response and preparedness</b></p> <p><b>Outcome:</b> CRC has developed systems to effectively prepare for and respond to natural and man-made disasters.</p> <ul style="list-style-type: none"> <li>• CRC has strengthened its disaster management foundation to effectively implement its disaster preparedness and disaster response programme;</li> <li>• Disaster-affected communities have strengthened capacity to effectively prepare and respond to natural and man-made disasters;</li> <li>• Coordination is facilitated with all stakeholders in response and preparedness initiatives;</li> <li>• The quantity and quality of Red Cross volunteers and youth are increased at commune levels.</li> </ul>
<p><b>Programme component 3: Emergency response</b></p> <p><b>Outcome:</b> Timely and effective humanitarian assistance is provided to people affected by disasters in an impartial and neutral manner, and CRC has contributed to the strengthening of the national legal and policy framework for disaster management and international assistance, with the support of the zone international disaster response laws (IDRL) unit.</p> <ul style="list-style-type: none"> <li>• Align programmes with national and global laws, and regulations such as international disaster response laws (IDRL);</li> <li>• Increase the quantity and quality of Red Cross volunteers and youth at commune levels;</li> <li>• Strengthen cooperation with other CRC departments, CRC governing board and partners.</li> </ul>

## b) Profile of target beneficiaries

The disaster management (DM) programme is aligned with Strategy 2003-2010. Its three main elements continue to be: *community-based disaster risk reduction, disaster response preparedness and emergency response*. In coordination with stakeholders, efforts are being made to improve capacity at all levels and to raise resources that enable affected communities to cope with disasters.

Total number of beneficiaries: 424,200 villagers vulnerable to various disasters in 24 branches; 77,000 people (15,330 families) living in 92 disaster-prone villages; 246 Red Cross volunteers in 74 villages (across 12 communes); 20 Red Cross leaders (two per commune); 24 branch staff; and ten staff at headquarters.

CRC's progress towards becoming a well-functioning national society and auxiliary to the government will continue through:

- Incorporating its vulnerability capacity analysis into all programming;
- Providing good coordination with all stakeholders in disaster preparedness/disaster response;
- Continuing to *decentralize and empower* local communities in building long-term resilient capacities to respond in disaster situations;
- Aligning programmes with relevant national, Movement and global laws, standards and guidelines;
- Continuing advocacy on the implementation of the IDRL guidelines (Guidelines for the Domestic Facilitation and Regulation of International Disaster Relief and Initial Recovery Assistance) and legal preparedness for disaster and disease, following the outcomes of the project on Legal Preparedness for Responding to Disaster and Communicable Disease Emergencies, facilitated by the International Federation's zone IDRL unit in 2008/2009;
- Increasing the quantity and quality of Red Cross volunteers and youth at local levels;
- Strengthening cooperation with other CRC departments, the secretariat and governing board.

## c) Potential risks and challenges

The impact of disasters is increasing due to rising vulnerabilities, a deficit of capacities, and changing hazards. This combination hampers hard-won development gains and results in grave consequences for the survival, dignity and livelihoods of individuals, particularly the poor. Any major disaster could shift CRC's focus from its development agenda. For instance, five provinces along the Mekong river and five around Tonle Sap lake experience annual floods and recurrent thunderstorms; 80 per cent of those who depend on rice crops have faced drought; dangerous flash-flooding has hit the north-eastern provinces; more house fires are being recorded in

crowded communities; health and environmental problems such as industrial pollution, HIV and AIDS, avian influenza, dengue, cholera, climate change, crop pest infestations, traffic accidents, and air crashes have blighted the lives of hundreds of thousands. Such frequency of disasters means that it is hard to maintain a strong focus on a longer term developmental agenda.

The secretariat in-country team will work with CRC on both of the above challenges. The progress in working towards a systematic programmatic approach in disaster management will help maintain focus on a more developmental and effective way of working. The cooperation agreement strategy (CAS) process needs to be renewed as well in 2009, providing another opportunity to consolidate initiatives around fundamental issues. In terms of funding, the secretariat support from the regional office in Bangkok and the zone office in Kuala Lumpur will assist the country team in a more strategic and consistent approach to international resource mobilization.

**What is new:** A major process has been underway throughout 2008 in CRC as it seeks to strengthen its disaster management work via a more programmatic approach. An experienced consultant has mentored the disaster management department in the process. The national society has engaged with partners and is moving ahead with a more formalized agreement of support around an approach that should see a more consolidated and holistic disaster management programme encapsulating more effective community risk reduction. The national society leadership sees this process as a pilot for other programme areas.

**What is continued:** CRC will continue to strengthen its disaster management policy and guidelines to improve performance. In addition, a conflict response guideline, and a gender and ethnic policy will continue to be developed as well as provide a basis for strengthening efforts in advocacy.

## Health and Care

### a) The purpose and components of the programme

**Health and care** (Global Agenda Goal 2): to reduce the number of deaths, illnesses and impact from diseases and public health emergencies, comprising these programme components: community-based health and development, HIV and AIDS, public health in emergencies, blood donor recruitment, and commercial first aid.

The health and care programme budget for 2009 is CHF 339,423 and for 2010 is CHF 300,405.

<b>Programme purpose</b>
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
<b>Programme component 1: Community-based health and development</b>
<b>Outcome:</b> The health status of people living in rural areas improves through increased access to water and sanitation facilities, provision of community-based health and hygiene education, and an increased awareness of HIV/AIDS.
<b>Programme component 2: HIV and AIDS</b>
<b>Outcome:</b> Vulnerability to HIV and its impact is reduced through prevention of further infection, expanding care, treatment and support, and reducing stigma and discrimination.
<b>Programme component 3: Public health in emergencies</b>
<b>Outcome:</b> Contribution to the national effort in the prevention of and response to public health emergencies.
<b>Programme component 4: Blood donor recruitment</b>
<b>Outcome:</b> The number of voluntary blood donors through mobile collection and work in blood donor recruitment is increased.

The community-based health and development programme leads the way in terms of an integrated approach to improving health in the communities. It includes the provision of increased access to water and sanitation, health promotion focusing on maternal and child health, hygiene promotion and HIV/AIDS awareness, and reduction of stigma and discrimination. Approaches towards avian influenza and dengue fever will also be integrated.

CRC will employ participatory methodologies to engage the community, and particular attention will be given to the important role of women as the primary care provider at household level.

Presently CRC has two main community-based health and development programme sections. The foremost funding is through the Danish Red Cross which supports the programme in Kampot, Siem Reap, Monduliri and

Ratanakiri. The second section is a collection of efforts from the British, Australian and New Zealand Red Cross societies.

CRC's Health Strategic Plan 2008-2012 guides this support programme. The plan identifies key directions and interventions, to which CRC remains committed. There has been a fundamental shift towards community-based programmes, supported by partners and aligned with ministry of health policies. CRC has implemented many programmes in this vein over the past few years including HIV/AIDS, dengue hemorrhagic fever, the primary health care programme supported by British Red Cross, and the water and sanitation programme supported by the New Zealand and Austrian Red Cross societies, blood donor recruitment supported by the German Red Cross and the Global Fund, and primary health care focusing on branch levels supported by the French, American and Danish Red Cross.

The principal recommendation of the 2007 mid-term review was to strengthen strategic approaches while being increasingly mindful of the latest Cambodia Demographic and Health Survey. Most importantly, any new strategic framework would need to facilitate effective operational alliances with key partner national societies. This will scale up impact through better know-how, the deployment of resources and monitoring of such urgent situations as avian influenza and dengue fever, etc.

The CRC health programme is in line with the Federation Strategy 2010, Global Agenda Goal 2 of the Federation of the Future, and the Cambodian Millennium Development Goals. Within the overall programme, there are five specific programmes: *community-based health and development*, *HIV/AIDS*, *public health in emergencies*, *blood donor recruitment* and *first aid* in which there exist cross-cutting issues of gender, branch development, capacity building and psychosocial support.

CRC has developed several strong partnerships with partner national societies, including the Danish, French, American, British, Swiss, New Zealand, Australian, German and Finnish Red Cross societies. CRC is a member of the International Federation's Global Alliance on HIV, and also receives support from the Global Fund for its HIV/AIDS and blood donor recruitment components, and actively seeks monetary support through applications for funding within Cambodia for HIV/AIDS. In addition, CRC has also recently shown, through the dengue fever outbreak in 2007, that it has a strong ability to raise funds from private donors within Cambodia when required.

#### **b) Profile of target beneficiaries**

At least 70,000 people, probably significantly more, depending on the evolution of health emergencies, in addition to 533 Red Cross staff and volunteers.

#### **c) Potential risks and challenges**

The ambition and trail-blazing approach of the health department offers considerable cause for optimism in terms of more effective programming but there is a risk that scaling up could get ahead of genuine integration and programmatic approaches. The secretariat will work with CRC to minimize this risk.

## Organizational Development/Capacity Building

### **a) The purpose and components of the programme**

**Organizational development/capacity building** (Global Agenda Goal 3): to increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability, comprising these programme components: governance and management; branch development; resource development; planning, monitoring, evaluation and reporting; administration and financial development; human resource management, and road safety.

The organizational development/capacity building programme budget for 2009 is CHF 350,188 and for 2010 is CHF 215,863.

<b>Programme purpose</b>
CRC becomes 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.

<b>Programme component 1: Governance and management</b>
<p><b>Outcome:</b> Branch governance and management is strengthened</p> <ul style="list-style-type: none"> <li>• Support is provided to committee members and branch directors to work together consistently and effectively;</li> <li>• Support is provided in the review of CRC Statutes;</li> </ul>

<ul style="list-style-type: none"> <li>The central committee is supported in their initiatives to help directly sustain branches.</li> </ul>
<p><b>Programme component 2: Branch development</b></p> <p><b>Outcome:</b> CRC branch leadership, management system, and organizational structure are strengthened to provide better service to vulnerable communities.</p> <ul style="list-style-type: none"> <li>Support is provided in approaches towards branch development, their functionality and delivery of a minimum package of activities;</li> <li>Support of a thorough review to enhance the process towards being more focused and specific, driven more by measurable results.</li> </ul>
<p><b>Programme component 3: Resource development</b></p> <p><b>Outcome:</b> Resource development policy and guidelines are in place to guide CRC towards financial self-reliance.</p> <ul style="list-style-type: none"> <li>Support the introduction of new approaches and tools for fundraising via selected branches;</li> <li>Support the capture of lessons learnt from CRC's ceramic water purifier and drinking water factories to help other branches initiate their own income generation projects and businesses;</li> <li>Support twinning initiatives between branches so that stronger branches help weaker ones.</li> </ul>
<p><b>Programme component 4: Planning, monitoring, evaluation, and reporting</b></p> <p><b>Outcome:</b> Vulnerable people are satisfied with the services of CRC and partners.</p> <ul style="list-style-type: none"> <li>Support CRC efforts to improve capacity and staff skills so that better services are provided and measured;</li> <li>Support CRC efforts to capture best practices and lessons learnt from various projects and branches.</li> </ul>
<p><b>Programme component 5: Financial and administrative development</b></p> <p><b>Outcome:</b> Administrative and financial structures, systems and procedures are strengthened to build CRC operational management capacity.</p> <ul style="list-style-type: none"> <li>Support CRC efforts to strengthen administrative functioning; working towards a more learning orientated culture; speeding up financial transactions through stronger branch finance/administration officer capacity in accounting software as well as delegation of authority; develop separate comprehensive branch financial and procurement procedures; and better communication among branches and departments.</li> </ul>
<p><b>Programme component 6: Human resource management</b></p> <p><b>Outcome:</b> The strategic directions of the CRC's human resources are developed through the human resources (HR) development strategy.</p> <ul style="list-style-type: none"> <li>Support CRC initiatives to implement human resource strategic directions; provide a better working environment via implementation of an human resource policy, guidelines and procedures of staff management, conditions of service, and motivation and incentive system; increase capacity of Red Cross volunteers/youth programme at headquarters and branches; strengthen CRC's training capacity.</li> </ul>

The capacity development programme focuses on enabling the Cambodian Red Cross to become a well-functioning national society by 2010, as envisioned by its Strategy 2003-10. By achieving this, CRC will be an even better supporter of vulnerable communities.

Despite progress, CRC also recognizes gaps in its capacity. These need to be addressed in the next two years and beyond for the national society to continue strengthening its support of communities in need and for it to remain a leading and relevant humanitarian organization.

Increasingly, the national society wants to build on good programme practice and *scale up* to a position of greater strength and confidence. CRC and its partners have expressed a joint ambition to move towards a more programmatic approach, and in 2008, significant progress was made in this regard. The support of CRC's various partners, including local communities and authorities, the International Federation, partner national societies and other organizations, is essential.

The 2009-2010 capacity development strategy covers the following six areas:

**Governance and management:**

From the significant progress made in implementing *Strategy 2003-10*, it is clear that 'leadership' has been strong, strategically directional and motivational. The reputation of CRC as a progressive and well-functioning national society has strengthened to the extent of being one of the region's 'showcase' national societies.

The next three-year development plan for 2008-10 will focus on strengthening governance and management of branches in need through a supporting central committee visit. This visit will encourage these branches to become self-reliant and sustainable. The third Branch Assembly outlined how important this is: with consistent and effective Red Cross-oriented governance and management, branches can scale up activities to reach more vulnerable communities; increase membership, especially among youth and volunteers, as a method of promoting sustainable community-based interventions; and increase income, specifically for branch sustainability and self-reliance.

#### **Branch development:**

CRC has achieved considerable progress over the past three years. First, a system to monitor branch progress has been developed, proving to be a key factor in measuring progressive development (through branch categorization) especially in the provision of services in response to local needs. Second, the process of decentralization has brought the function and critical nature of branches into focus. Third, all 24 CRC provincial branches are recognized by local and national authorities. Fourth, branch governance has improved, a process which involved the separation of governance from management in 2002-03.

A thorough review is required if progress is to continue. The new approach needs to be even more focused, specific, and driven by measurable results and evidence-based criteria; in fact, adopting a SMART approach to the next branch three-year development plan 2008-10, using more appropriate well-functioning national society indicators as the basis for this change. Furthermore, CRC will introduce a minimum package of activities to support branches that are facing more challenges in their work.

#### **Resource development:**

The CRC, like most national societies, needs to raise funds and other income for core costs of both headquarters and branches. A resource development policy and guideline will benchmark CRC progress in 2008-10. As the national economy grows steadily, the resource development policy will focus on non-profit organizations and small business-oriented income generation. New approaches and tools for fundraising will continue to be introduced via selected branches. Lessons learnt from CRC's ceramic water purifier and drinking water factories will help other branches initiate their own income generation projects and businesses. Commercial first aid is one example of income generation over the last few years. The Phnom Penh branch has run this with technical support from headquarters. A twinning approach will enable a strong branch to support a weaker one in terms of implementation and possible provision of a loan.

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

CRC is committed to strengthening the monitoring and evaluation (M&E) network at branch and headquarters level. The monitoring and evaluation policy requires that performance be measured and the beneficiary satisfaction rated. CRC needs to improve staff capacity and skill so that better services are provided and indeed measured. Best practices and lessons learnt from various projects and branches will also be shared within the national society.

#### **Finance and administration development:**

The mid-term review of *Strategy 2003-10* indicates that CRC has progressed in finance development. This includes implementation of financial procedures at headquarters, and its dissemination to 24 branches; installation of a new accounting system; skills to provide activities-based financial reporting tailored to donor requirements; computerized bookkeeping introduced to 14 branches; and the training of branch administrative and finance officers on the 'Quickbooks' accounting software. It should be noted, however, that there appears to be little understanding and ownership of policies and procedures among branches.

On the other hand, during 2003 to 2007, CRC omitted objectives related to administrative functioning. For certain operations within the CRC to improve, some assistance may be useful in helping the administration and finance department to clarify its role and functions in supporting the broader goals of *Strategy 2003-10* beyond issues of a financial nature.

The main areas for 2008-10 lie in strengthening CRC's administrative functioning; working towards a more learning orientated culture; speeding up financial transactions through stronger branch finance/administration officer capacity in accounting software as well as delegation of authority; developing separate comprehensive branch financial and procurement procedures; and better communication among branches and departments. If

this is successful, CRC will better align itself with Strategy 2003-10 and support its contribution to the Global Agenda Goal 3 more strongly.

### **Human resources management:**

Since 2005, the human resource department has built its foundation and ensured that it is in line with Strategy 2003-10. However, some outstanding issues remain, and will be addressed by:

1. Implementing identified human resource strategic directions over the coming three to five years, and engaging with leadership to continue to drive the process.
2. Providing a better working environment via implementation of a human resource policy, guidelines and procedures of staff management, conditions of service, and motivation and incentive system. In addition, it is anticipated that a personnel management information system will be established.
3. Increasing the capacity of Red Cross volunteers/youth programme at headquarters and branches via better networks that design, implement, and seek funding for projects in their provinces. In line with the decentralization process, a standard PMER mechanism will be set up.
4. Strengthening CRC's training capacity through a career development policy and a stronger training unit that is well engaged within the national society.

### **b) Profile of target beneficiaries**

The programme will directly benefit staff and board members, volunteers and members. Improved results for target beneficiary communities are the focus of all organizational development/capacity building programming, meaning that the programme serves more beneficiaries indirectly. Staff and volunteers targeted by this programming on capacity building will benefit from increased knowledge and skill in all areas of the project management cycle.

Staff in support departments (such as finance, logistics, human resources and administration) will also benefit from targeted technical training relevant to their roles. Board members, staff, volunteers and CRC members targeted will be part of an increasingly effective organization.

### **c) Potential risks and challenges**

Major disasters such as an avian/human influenza outbreak could significantly affect CRC's developmental agenda. CRC also needs to continue focusing on keeping its valuable volunteer and staff resources. In addition, management capacity has developed significantly in recent times and it is important that this trend be maintained.

Another challenge is the balancing of growth in service delivery with capacity development. A risk to effective organizational development and capacity building is the potential for very fast growth in programming to outpace the rate of development of organizational and personnel capacity to effectively implement these programmes. Continued rapid growth in programming is both anticipated and desirable in light of the need that exists in Cambodia. Programming is being designed and implemented with this rapid pace of growth in mind. It is particularly vital to ensure that adequate resources are allocated to drive capacity development (e.g. including a capacity development support component with all programming support) and that realistic expectations are set for the possible rate of capacity development. Finding this balance is essential if CRC is to be supported in achieving the best results for the most vulnerable communities.

## **Principles and Values**

The national society will continue to promote humanitarian values throughout Cambodia, from the community level up to the upper echelons of government. It targets every member of Cambodia's senate, the national assembly, government ministries, diplomatic missions, international organizations, NGOs, the media, libraries and donors. CRC will use its website (<http://www.redcross.org.kh>) for this purpose.

There are many issues that concern the Red Cross Red Crescent Movement within Cambodia. The establishment of a clear approach to advocacy and positions on topics of concern will continue in 2009-10. This will build on progress in 2008 around HIV and AIDS, and human trafficking.

Efforts will also be made to better link these activities with core programme areas such as health and disaster management, in particular, to develop the complementary functions across departments to drive this process.

### **a) The purpose and components of the programme**

**Humanitarian principles and values** (Global Agenda Goal 4): to promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion, comprising this programme component: promotion of humanitarian values and the Fundamental Principles. The principles and values programme budget for 2009 is CHF 66,027 and for 2010 is CHF 48,881.

<b>Programme purpose</b>
A greater awareness of, respect for, and application of humanitarian values in Cambodia.
<b>Programme component: Promotion of humanitarian values and Fundamental Principles.</b>
<p><b>Outcome:</b> 1) Strengthened awareness of the Fundamental Principles and humanitarian values within Cambodian Red Cross; 2) strengthened internal communications of the national society; and 3) strengthened awareness of humanitarian values within Cambodian society.</p> <ul style="list-style-type: none"> <li>• Continue to celebrate World Red Cross and Red Crescent Day, and other significant anniversaries in 2009 (including the 150<sup>th</sup> anniversary of the Battle of Solferino) by CRC branches in 24 provinces;</li> <li>• Strengthen existing links to radio and television networks to promote principles and values;</li> <li>• Finalize CRC's HIV and AIDS workplace policy;</li> <li>• Use findings of the public image survey to strengthen CRC's position in Cambodia and address main challenging issues;</li> <li>• Increase CRC membership in line with 2008-2010 Development Plan, utilizing dissemination and inspiration of Fundamental Principles and the meaning of Red Cross Red Crescent values in terms of tolerance and inclusion.</li> </ul>

The programme aims to strengthen understanding of the Red Cross Red Crescent Movement's Fundamental Principles as well as its principles and values among a larger proportion of the Cambodian population. This, in turn, intends to influence behavioural change in communities, particularly around tolerance, acceptance and inclusion.

The findings of a major public image survey point the way forward – as well as the prospective challenges – for CRC in terms of strengthening its position in Cambodia and the way it needs to advocate on issues of vulnerability. However, some gaps were identified such as a limited understanding of CRC's auxiliary role to the government and a perception of CRC as a state institution. There is a need to enhance the national society's profile among key people, including existing and future CRC members and volunteers.

The weekly broadcast of CRC activities through all television channels will continue. Information and coverage from branches is often still small because insufficient resources and communication capacity within the national society need to be enhanced.

CRC's three-year development plan 2008-2010, sets a target of reaching one to two per cent of the total population in terms of national society membership. In 2008, membership increased to almost 150,000 members. One key element to successful recruitment is a better awareness and commitment to principles and values, including a stronger appreciation of international humanitarian law (IHL).

Dissemination sessions to universities, provincial authorities, uniformed personnel, first aid officers and villagers will continue.

#### **b) Profile of target beneficiaries**

70,000 people in 24 provinces.

#### **c) Potential risks and challenges**

**Funding situation:** Explaining the importance and the tangible impact of such programming needs to be strengthened. This, in turn, will secure a stronger funding base to augment the support of certain loyal partners in this area, including ICRC.

## Role of the secretariat

#### **a) Technical programme support**

CRC headquarters is responsible for overall management and technical support of initiatives delivered at branch and community levels. The International Federation country office will provide appropriate technical advice, as agreed with CRC, and ensure that project cycle processes are carried out as appropriate.

The country office will continue supporting CRC's focus on a programmatic approach in their work. Developing strong strategies and/or three-year development plans as a guide for the next few years was a focus during 2008. The outcomes will provide the basis for clearer integration of programmes for 2009-10 and will enable greater partner alignment. The development of an overall organizational development plan, supported by all in the national society (as well as partners) is a step forward to an even more effective national society.

Through integration and support service agreements, the country office will provide logistic, administrative, information technology (IT) and personnel services, reducing transaction costs for various Red Cross partners as well as providing various representational and coordination support.

In addition, support, especially in programme areas, is also provided from the International Federation's Southeast Asia regional office in Bangkok, and from the Asia Pacific zone office in Kuala Lumpur.

## **b) Partnership development and coordination**

CRC has some well-developed relationships with international NGOs, the UN, government agencies and civil society. A clear element of CRC's direction is to engage more with communities so that they participate in their own development and long-term change. CRC is committed to doing this through the programmes outlined, and through branch capacity building.

Key partnership areas are within/with:

- The CRC core areas themselves, through effective communication and/or sharing of information and stories.
- The International Federation – partner national societies and secretariat – at country and regional levels.
- Relevant government ministries of health, agriculture, rural development, national committee disaster management (NCDM), national AIDS authority, etc.
- WHO, UNAIDS, UNDP, UNFPA, Handicap International, Family Health International, network of positive people, NGOs and other relevant international organizations.
- Local authorities including district and village heads and community members.

The cooperation agreement strategy (CAS) process is functioning and provides a platform to significantly increase alignment and to reinforce the coordination within CRC itself.

The country office will support CRC in partnership management until the national society no longer needs such support. This will include providing services to in-country partner national societies and visiting partners, encouraging information sharing on programme proposal development, sharing of key programme documents, including evaluations of Red Cross partners' projects, and the coordination of EU proposal initiatives.

There is a need to ensure the CAS process strengthens programme coordination, and to encourage partners outside of the Red Cross to align with the process as well. In 2009-10, the CAS process needs to be renewed and will continue to focus on programme level alignment with attention on alliances to support CRC's programme development.

## **c) Representation and Advocacy**

A public image survey of CRC revealed the strength of its profile domestically with a majority of the population regarding it as the country's leading humanitarian organization. While CRC is generally strong in representing itself domestically, it requires the support of the International Federation on the global stage in terms of representation and advocacy (including resource mobilization). The International Federation regional and zone offices will also support this. Areas of focus will include avian/pandemic influenza and key areas of vulnerability identified in International Conference resolutions (including migration and climate change).

The International Federation country office will continue to work closely with CRC, partner national societies and ICRC to forecast potential risks. Avian/pandemic influenza will continue to be a focus area. A 'service continuation plan' has been drafted but further information sharing and consultation are required. General security regulations have been updated for all partners.

CRC has expressed an interest in the support of the International Federation country office until the end of 2010. The main roles will be to support international representation, domestic coordination and the national society's organizational development plan. Ongoing discussions will continue around this.

## **Promoting gender equity and diversity**

Cambodia is a challenging context; women are usually particularly vulnerable to poor health and socio-economic status in most communities. Most women generally have fewer opportunities for higher education.

Women also have less chance of participating in social activities and in making decisions. They often live under heavily traditional norms; meaning, sometimes they are recipients of insufficient protection and inadequate and/or inappropriate information on basic health. In addition, women are often subject to gender violence and experience a lack of involvement in civil society, as well as in institutional and other types of training.

CRC realizes that there is a gender bias with regard to top positions in society, and understands the need for women to have a stronger voice. Placing women in key governance and management positions is one way that CRC has started to address these concerns. Additionally CRC has gender balance as a cross-cutting element in all programmes.

CRC is close to finalizing its HIV/AIDS in the workplace policy, constituting a progressive step in terms of addressing the stigma that staff with HIV can face.

## Quality, accountability and learning

A stronger field monitoring mission and reporting system has been built over the past two years but it still needs to be strengthened. Monitoring occurs at different levels: from CRC secretariat to department and projects, and department to projects and internal projects. This needs to be made more holistic and indeed, progress to date in 2008 towards a more programmatic mindset and approach is evident. A strong tradition of mid-term reviews and evaluations exists. These are usually conducted by external consultants in discussion with the CRC management board and include a focus on:

- Implementation against planned activities and set indicators
- Identifying the opportunities and challenges within a project
- Attempting to gauge impact
- Collaborating with relevant local department and authorities
- Capturing findings for future planning purposes
- Reviewing coordination and knowledge sharing approaches

CRC's governance and management are committed to a decentralization process within the national society and encourage branches to share knowledge, experience and challenges. More practical support is needed in this. Several exchange visits will be arranged in the coming two years to ensure that more developed branches share expertise and resources with less-developed branches. Additionally, programmes will endeavour to establish different ways of learning as opposed to more training workshops per se.

[<Click here for a map of Cambodia>](#)

How we work	
<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>
Contact Information	
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International Federation of Red Cross and Red Crescent Societies  
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Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

# Cambodia



The maps used do not imply the expression of any opinion on the part of the International Federation of the Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.

Map data sources: ESRI, DEVINFO, GRUMP, Federation