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Cambodia Annual Report 2014

 International Federation
of Red Cross and Red Crescent Societies

MAAKH001
5 May 2015

**This report covers the
period 1 January 2014
to 31 December 2014**



*BOCA exercise in Kampong
Chhnang Red Cross Branch.
(Photo: CRC)*

Overview

In 2014, the Cambodian Red Cross (CRC) extended its capacity as the largest humanitarian organization in the country, mobilizing its major activities nationwide. The main programme includes disaster management, health and care in the community, promoting humanitarian principle and values, and organizational development/branch development. The completion of the third branch categorization in 24 branches, the revision and extended structures of the governing board and secretariat level are considered as the next milestone for the administrative growth of this National Society. The fourth branch assembly for its municipal branches was completed in the first quarter of 2014 with the approval of the branch four-year report 2009-2013, endorsement of the next four-year plan and election of the next term of the branch committee (branch governing board).

According to the mandates and statutes of the National Society, CRC organized its sixth general assembly in August 2014, where the following developments were reached: approval of the four-year report 2010-2014 of the CRC, formal announcement of its new mandate (six-year term from 2015 to 2020), endorsement of the CRC six-year development plan 2015-2020 and election of the next term of central committee (National Society governing board).

The branch organizational capacity assessment (BOCA) is the next tool to measure the positive impact and challenges of branches of the CRC. Five branches exercised BOCA in late 2014 and found significant result from this process. Those branches highlighted the importance of carrying out BOCA exercises and strongly encourage other branches to undertake this exercise.

The CRC together with the Royal Government of Cambodia, UN agencies, international organizations and non-governmental organizations (NGOs) in-country coordinated the safe return and received population

movement of more than 200,000 Cambodian migrant workers (referred to by the Thai Military Government as illegal workers) whom were forced to return home in June.

One-year political deadlock between the ruling party and opposition party ended in August, which was applauded nationwide and by those at the international arena. This development had somewhat reduced the criticism the Red Cross movement in-country had received from the public on the principle of neutrality.

Year 2014 ended with no major disasters in Cambodia. The National Society responded to the Mekong flooding that affected 10 provinces out of 25, three provinces affected by drought and some major fires in three municipal provinces. The collapse of river bank in the newly established province of Tboung Khum affected 300 families.

The national headquarter and Phnom Penh Red Cross branch joined effort to do local fundraising, and they collected USD 14.5 million, which was about the same amount as in year 2013. This was carried out during the biggest fundraising event of the National Society, on the World of Red Cross and Red Crescent Day (8 May 2014). The central committee allocated these funds mainly towards relief operations, to support weaker branches under one of the branch development strategies called “minimum package”, youth development programme, and organizational and branch development activities. A certain percentage of the amount fundraised shall go towards regular programme delivery and in building stronger capacity of core staff. This is to retain capacity of the programme staff even after the programme has ended.

Working in partnership

Operational Partners	Agreement
United Kingdom Department for International Development (DFID)	Global agreement
Global Road Safety Programme (GRSP)	Global agreement
Australian, Danish, Finnish, French, and Swiss Red Cross	Integration agreements
Japanese Red Cross Society and Italian Red Cross	Multilateral support
International Committee of the Red Cross (ICRC)	Red Cross Movement cooperation
Ministry of Foreign Affairs and International Cooperation	Memorandum of Understanding
Council for the Development of Cambodia	Formal registration
Ministry of Economy and Finance	Formal tax registration
Ministry of Interior/Global Road Safety Programme	Memorandum of Understanding
Panasonic Corporation	In-country agreement

Progress towards outcomes

Business Line 2: “To grow Red Cross Red Crescent services for vulnerable people”

Outcome 1: Cambodian Red Cross (CRC) is better prepared to work with targeted communities and to cope with disasters over the next four years

Output 1.1: Standard operating procedures, guidelines and structure of national and branch disaster response teams of Cambodian Red Cross are reviewed and focused on multi-hazard emergencies.

Indicators	Baseline	Annual target	Year to date actual
Target by 2015: All 25 branches ¹ have implemented the standard operating procedure (SOP) guidelines and 3,000 volunteers are trained for response teams		5 branches 1,450 volunteers	10 branches 1,500 volunteers

Output 1.2: Adequate trained human resources of Cambodian Red Cross are available at all levels for disaster response.

Indicators	Baseline	Annual target	Year to date actual
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¹ Formation of a new Red Cross branch in Tboung Khum province, resulting in a change of the total branches from 24 to 25. This change was reflected throughout the report, where relevant.

Target by 2015: The number of beneficiaries assisted by CRC has increased annually by 10 percent from the beneficiaries (1.5 million) assisted in 2010.		8,800	245,130
Output 1.3: All 25 branches are prepared for emergency response and have an updated contingency plan in place by 2012.			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: All 25 branches have contingency plans in place		11	5

Comments on progress towards outcomes

The floods in 2014 affected 10 out of 25 provinces in Cambodia. Three provinces were affected by drought and three more provinces affected by fires, while a newly established province experienced riverbank collapse. Strong wind and lightning caused some destruction to some other provinces. CRC and its branches responded to these disasters throughout the year. These disasters resulted in 37 casualties and affected more than 40,615 families. In response, CRC joined efforts with the Royal Government of Cambodia, UN agencies, international organizations and NGOs, where humanitarian relief distributions were carried out to assist the affected people. No international appeals were launched due to utilization of local capacities of the government and CRC (both in terms of human and financial resources).

The noticeable capacity growth of output 1.2 (number of beneficiaries reached) reflects the increasing capacity of disaster response at the branch level. However the number of personnel in the disaster management department at the national headquarters level remains small and with limited capacity to support branch development. The development of contingency plans for all 25 branches is one of the major initiatives that CRC national headquarters could support all branches, to be achieved by early 2015. This will be carried out in close consultation with and technical support from IFRC country office and the South-East Asia regional delegation (SEARD).

While there was significant achievement of resource mobilization results, there is a need for more resources towards disaster preparedness and human resource development, including technical expertise to provide skills and knowledge training to the branches.

Outcome 2: There is greater Cambodian Red Cross contribution in meeting vulnerability needs at national and local levels.

Output 2.1: CRC branches are functioning well and can respond to the local needs of communities			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: All 25 branches are able to assist at least 300 families annually	24	12	25

Comments on progress towards outcomes

The newly established branch in Tboung Khum increased the annual target from 24 to a total of 25 branches. As a result, all branches are able to respond to more than 300 families annually. However some of the branches still require technical support from the national headquarters in term of data collection, reporting and communication during the assessment and response phases.

Business Line 3: “To strengthen the specific Red Cross Red Crescent contribution to development”

Outcome 1: Reduced exposure and vulnerability to natural and man-made hazards and greater public adoption of environmentally sustainable living in all 25 branches over the next four years.

Output 1.1 A community-based disaster risk reduction (CBDRR) programme with participatory approach, including guidelines and standards of DRR delivery at community level are in place.			
Indicators	Baseline	Annual target	Year to date actual

Target by 2015: CRC has incorporated climate change adaptation (CCA) into its CBDRR programme, and (25) branches are utilizing climate information for the community programmes	0	11	4
Output 1.2: All 25 branches have a better understanding of the local hazards and their individual vulnerabilities to these hazards, and devise local ways of managing hazards, reducing exposure and vulnerability.			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: A total of six field exercises on multi-hazard disasters are organized for 12 branches	3	1	4
Output 1.3: Disaster risk reduction measures are scaled up and traditional methods of coping with disasters that are relevant are strengthened, in particular environmental contexts. .			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: CRC has implemented psychosocial support in one of their programmes	0	1	0

Comments on progress towards outcomes

The CRC and Finnish Red Cross begun bi-lateral agreement on CBDRR programme for the first term of a four-year period from 2013 to 2016 in Kampong Thom province. In late 2014, both parties agreed to extend the target area to Kampong Chhnang province. The programmes followed an integrated resilience model, where both traditional health i.e. water, sanitation and hygiene promotion (WASH) and disaster risk reduction (DRR) activities are combined and implemented in one programme.

To integrate CCA into the CBDRR programme, CRC participated in the national forum “Sustainable Development in the Changing Climate” and the global climate change conference. Through these platforms, CRC gained knowledge and the opportunity to engage and enhance climate change response at the community level. It is important that the Red Cross Movement and IFRC continue to encourage CRC to strengthen the capacity of branch staff on integrating climate change as a key message in the promotion of disaster preparedness.

However, some challenges still occur in 2014 due to the limitation of human resources in disaster management department at the CRC national headquarter. The policies and procedures are often established at headquarters level and the implementation at branch level is often dependent on support from Movement partners. In addition, these policies, guideline and procedures need to be updated, which will be carried out once resources permit.

Outcome 2: Health status of target communities has been improved over the next four years through strengthening of youth and volunteer network.

Output 2.1: Cambodian Red Cross has expanded youth clubs on national and provincial level			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: 100 CRC youth clubs are established	35	30	194
Output 2.2: Cambodian Red Cross has expanded its road safety programme to cover three additional branches by 2015			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: Road accidents decrease by five per cent, (based on official government statistics) in communities where CRC youth and volunteers are working with the road safety programme	1,477	1,403	1,540 (the percentage of road accident increased by 10% due to the rapid increase of means of transportation and infrastructure)

Output 2.3: The community-based health and first aid is in action in all 25 branches, also during emergencies.			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: CRC has improved its capacity to promote health-seeking behaviour in community-based programmes in 25 branches	20,372	3,000	50,175
Output 2.4: With the community-based health and first aid approach, CRC has supported the national HIV plan to decrease HIV prevalence to a minimum in order to meet the 2015 UN millennium development goal (MDG).			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: Through the harm reduction programme, an increased number of drug users have been reached	253	550	650
Output 2.5: Revised volunteer guidelines are implemented in all 25 branches			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: All 25 branches are familiar with the CRC volunteer policy and guidelines, and the volunteering management system is in place.	0	12	20
Comments on progress towards outcomes			
<p>The capacity of Red Cross Volunteers (RCVs) has been consistently strengthened through the service delivery of CRC project/programme at the community level. In 2014, the RCVs increased to 20,456 nationwide (when compared to 2013) and there were 19,400 networks of RCVs. The regular programmes implemented by RCVs included community based health development/community based health first aid programmes. Activities include dissemination of health messages, carrying out health groups meetings and formation of WASH clubs. Additionally, CRC volunteers act as community mobilizers to encourage communities to take a greater role in WASH, environmental sanitation, harm reduction, malaria prevention and micro loan activities. In addition to the achievements in implementing these activities, the related hardware provided to beneficiaries and community include latrines, water tanks, ceramic water filters, community wells, solar lanterns, solar system, ponds, bicycles, motorbikes, vehicles, boats, helmets, health centre equipment for mother and child health, and other relevant items</p> <p>The CRC volunteers' policy and guidelines review was finalized, awaiting approval from the senior management level to be published.</p> <p>The Red Cross Youth Policy and guidelines was revised and endorsed during the third CRC Youth Assembly in early August 2014.</p> <p>The "Statutory Texts" of CRC was amended in the middle of 2014 and approved during the sixth CRC general assembly in early August 2014.</p> <p>The new law on national road of Cambodia has been completed and endorsed by the Parliament and senate of the Royal Government of Cambodia at the end of 2014.</p>			

Business Line 4: "To heighten Red Cross/Red Crescent influence and support for our work"

Outcome1: Cambodian Red Cross staff and volunteers will have an increased internal understanding of the Fundamental Principles and humanitarian values

Output 1.1: Training and dissemination of the Fundamental Principles and humanitarian values are carried out through the programmes.			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: 12 training sessions for staff and volunteers as well for government on Red Cross Red Crescent fundamental principles and	15	6	20

humanitarian values.			
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Comments on progress towards outcomes

The number of training sessions conducted in 2014 increased drastically as compared to 2013. 15 branches completed the fourth branch assembly (10 branches completed in 2013). A series of induction course/consultation meetings which include sessions on roles and responsibilities of the board members and the Fundamental Principals of the Red Cross, were conducted for both old and new branch committee members. CRC also continued raising awareness on Red Cross Red Crescent fundamental principles and humanitarian values through general programme training.

Outcome 2: Cambodian Red Cross highlights the needs and rights of vulnerable people, and is respected and recognized for its humanitarian actions.

Output 2.1: CRC promotes women’s and children’s health by advocating for health care and assisting orphans with HIV/AIDS

Indicators	Baseline	Annual target	Year to date actual
Target by 2015: CRC advocates for and disseminates information in support of women’s and children’s health in 25 branches	0	25	3

Comments on progress towards outcomes

The CRC president makes the most of every opportunity as the UN Champion of Maternal Newborn Child Health to raise awareness and advocate on behalf of women and children during her many public engagements, including specific relief distributions for the elderly, orphaned and those living with HIV/AIDS. Some Red Cross branches celebrated this event at its target community by filming the activities of Red Cross about mother and child’s health message.

Promotion of health of women and children is also well disseminated through community based health development programme implementation; to the beneficiaries include people living with HIV/AIDS. Moreover, in every health promotion campaign such as malaria prevention and water and sanitation, the RCVs always include key messages and remind villagers about the importance of health of women and children.

Outcome 3: CRC is active in humanitarian diplomacy both in Cambodia and in the Southeast Asia region

Output 3.1: CRC engages with decision-makers to heighten their influence to act in the interest of vulnerable people and communities.

Indicators	Baseline	Annual target	Year to date actual
Target by 2015: CRC advocates for targeting vulnerability through forums, network exchanges and active participation on national committees and bodies	2	2	6

Output 3.2 CRC promotes a culture of social inclusion, non-violence and peace, and ensure better integration of minorities and disadvantaged people through mainstreaming of gender, diversity, tolerance and anti-discrimination

Indicators	Baseline	Annual target	Year to date actual
Target by 2015: In addition to regular media, press releases and newsletters highlighting CRC humanitarian action, CRC uses new social media to promote its work to the general public	0	1	2

Comments on progress towards outcomes

The coordination between CRC with other aid networks such as Humanitarian Response Forum (HRF) and Joint Action Group (JAG) intensified in 2014. CRC joined IFRC in participating in the HRF and JAG meetings, simulation exercise and other relevant events. The HRF chair, co-chair and members were impressed by the

growth of the relationship with CRC. Through the consistent interaction with CRC, they were able to get more information on Red Cross activities and the response by CRC during disaster intervention. The updated database that CRC shared with them is a key document for this network.

The humanitarian diplomacy efforts and its relevant messages were disseminated to all 25 branches of CRC via the secretary general and their deputies, as well as other senior management through their on-going participation in training, seminar, and conference nationwide. This was well expressed by the President of CRC during the largest fundraising event on 8 May 2014. This event provided a great opportunity for people at all levels (student, public people, businessmen, senior officer, government, UN agencies and international organizations) to hear and experience the key message of humanitarian work from the representative of IFRC (head of regional delegation) and ICRC, as well as the recommendation from the Prime Minister of Royal Government of Cambodia toward the achievements and challenges of CRC.

After the creation of its official Facebook page <https://www.facebook.com/crcnhq> in August 2013, the information sharing of this National Society grew rapidly nationwide. CRC received positive comments, feedback, and support from the public. Latest news was disseminated to the public about CRC’s humanitarian response and activities through this medium. CRC also received some negative comments/criticism as well; however these comments were replied by the secretariat based on fundamental principle and the Red Cross media guidance.

As the first ever chair of the Southeast Asia Youth Network (SEAYN) until August 2014, CRC with support from IFRC country office and SEARD, played crucial role in hosting the SEAYN online meeting. CRC also hosted (with their own budget for youth of other SEA National Societies) a face-to-face meeting a day before the third CRC Youth Assembly in early August. Soon after, CRC youth continued this online meeting with their network while the responsibilities of the chair person were handed over to the Indonesian Red Cross Society.

Rapid news sharing between the national headquarters and its 25 Red Cross branches was carried out via “WhatsApp”. CRC created a “branch network sharing news” group so that all branches, national headquarters and IFRC Cambodia office can receive latest information or news from this network group. The president of CRC encouraged staff at all levels to keep in close contact with each other through this network.

The “Review Role for Changing Needs” workshop jointly conducted by CRC, ICRC and IFRC in early of 2014 focused on the role of National Society in media. All media from public and government clearly understands the role of Red Cross and committed to cooperate with CRC at all levels in broadcasting its humanitarian activities.

Business Line 5: To deepen our tradition of togetherness through joint working and accountability

Outcome 1: Stronger cooperation between IFRC, Cambodian Red Cross and its stakeholders, including Movement components.

Output 1.1: Enhancing coordination and collaboration through regular partnership meetings within the Movement and with external partners, including humanitarian organizations through the country office with essential and capable staff in place.

Indicators	Baseline	Annual target	Year to date actual
Cooperation mechanism is working well within the Red Cross Red Crescent Movement and with external partners through the cooperation agreement strategy (CAS) model, through the facilitation of eight Movement coordination meetings (MCM) and either technical working groups (TWG)	0	4	3

Comments on progress towards outcomes

The CAS review which was supposed to be done in 2014 was put on hold. IFRC secretariat office and Asia Pacific zone office had a conversation with the secretary general of CRC on “CAS Generation 2” which is the new version for National Societies in ensuring effective coordination with domestic and international partners. No further progress yet since then. However, the Movement partner meeting with CRC has been organized three times throughout the year.

Outcome 2: CRC utilizes effective tools to build greater collective responsibility and trust between headquarters and branches

Output 2.1: CRC has scaled up connectivity with branches through a cost-effective technology that bridges the digital divide, ensuring knowledge sharing and collaborative working with branches

Indicators	Baseline	Annual target	Year to date actual
CRC is working more closely with branches through the use of modern information and communication technology.	24	25	25

Comments on progress towards outcomes

The Digital Divide Initiative (DDI) in CRC remains the same as in 2013. IFRC approached CRC for the review of DDI, but CRC is not yet ready for this review. A progress worth mentioning is the creation of Facebook pages whereby all 25 branches has its own Facebook account. “WhatsApp” is another common and important tool of communication for CRC.

Outcome 3: CRC has well-functioning branches across the country

Output 3.1: CRC has common understanding on the roles and responsibilities between branch management and governance

Indicators	Baseline	Annual target	Year to date actual
By 2015, one annual training session per branch is organized for governance on management and leadership on an annual basis.	64	25	180

Comments on progress towards outcomes

After completion of branch assembly in the remaining 15 branches, two important courses were conducted for the governance and management team of the branches. The roles and responsibilities course was conducted for management team while the induction course/consultation meeting was conducted for newly elected branches committee members.

CRC had a great opportunity during the BOCA exercise to introduce the National Society documents called “the decision and the implementation of CRC sixth mandate 2014-2020” and the new revision of “CRC Statutory texts”. In this new mandate, the president of CRC agreed to host the annual meeting with governance and management team of all 25 branches, to be located at the national headquarters. The first one is scheduled towards the end of 2015.

Outcome 4: Improved planning and performance management are in place for CRC activities

Output 4.1. CRC has a standard and improved financial system in place.

Indicators	Baseline	Annual target	Year to date actual
Target by 2015: The CRC has undertaken a review of its financial procedures and these are functioning and comply with international accounting standards (IAS)	0	1	1

Output 4.2. Planning, monitoring, evaluation and reporting (PMER) systems are efficiently supporting the programmes.

Indicators	Baseline	Annual target	Year to date actual
Target by 2015: The CRC PMER unit is able to compile and produce three annual reports, and three annual plans; reports and plans from CRC are received within deadlines and require less editing	0	2	15

Output 4.3. More branches and sub-branches are able to carry out programmes through the Red Cross

volunteer and community member network.			
Indicators	Baseline	Annual target	Year to date actual
Target by 2015: Number of Red Cross volunteers and youth has increased by 10 percent from figures in 2010	-	20,275	20,456 volunteers; 29,099 youth

Comments on progress towards outcomes
<p>The internal financial guideline of CRC is being reviewed. A more comprehensive and accurate financial system will be introduced in CRC in 2015. The condition of service is scheduled to be reviewed as well since the last review was done more than 10 years ago.</p> <p>2014 marked good progress on planning and reporting system for CRC. It is also the year that CRC produced numerous important reports and plans. IFRC country office provides continuous support to CRC in reporting.</p> <p>The database for volunteers and youth is well recorded internally. However, IFRC encourages CRC to embark on resource mapping system that CRC can access to Red Cross Red Crescent Movement system. Insurance for volunteers is considered for programme-based volunteers. We encourage CRC to provide insurance package to all volunteers (beyond programme-based).</p>

Stakeholder participation and feedback

The stakeholder feedback has been collected through regular monitoring visits to the programme areas. Beneficiaries are grateful for the support provided by CRC and its Movement partners. Beneficiaries are actively involved in the programmes throughout the programme cycle. During the design stage, beneficiaries participated through consultative meetings and assisted in the identification of issues to be addressed by the programme i.e. through the participatory rural appraisal/vulnerability capacity assessment process. At the implementation stage, beneficiaries were actively volunteering, leading and participating in many of the community groups often established by programmes i.e. health clubs, WASH clubs and response teams.

The Movement coordination between CRC, IFRC, ICRC and Partner National Societies (PNSs) continued in 2014. Partners remain committed to assisting CRC to realize its goals in building capacity at the branch level and obtaining more ownership where practical/feasible, given the scope and size of programmes vis-a-vis capacity available to support programme implementation. All PNSs and GRSP in Cambodia shared office work with IFRC under the integration agreement, except for the Swiss Red Cross where its office is located outside of IFRC compound.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
CRC has expressed a desire for more ownership in all areas of programme management	H	A strong support on planning and reporting is required from IFRC. A capacity building plan with agreed milestones should be developed, whereby CRC can mark its progress toward full ownership of programmes.
CRC get better local fundraising every year	H	Encourage CRC to allocate some funding for programme implementation.
Increasing bilateral support from PNSs	H	The number of PNSs in 2014 remains the same as 2013, while Finnish Red Cross extended target area to one more branch.
Limited human resources at IFRC country office	H	The office is downsized; reduction in staff where there is no more delegates or foreigner representatives in-country.

	Country office work more closely with SEARD on daily tasks. The coordination and communication role should continue between CRC, IFRC country office, SEARD and the zone office.
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Lessons learned and looking ahead

Some important key lessons learned have been noticed in 2014. The CRC has grown stronger in the area of disaster response as shown in the capacity of local fundraising during the event on 8 May 2014. CRC is on the right track in exercising its decentralization/de-concentration path toward its 25 municipal branches, using IFRC organizational development tool called BOCA in 2014 and 2015. After the completion of BOCA in all 25 branches, CRC will review it and study the organizational capacity assessment and certification (OCAC).

Both IFRC and CRC is encouraging Movement partners to engage more closely with branch level in term of design project/programme development at the community level and keep coordination roles between partners and the host National Society at national headquarters level.

The IFRC country office and SEARD continues to provide strong support to CRC to strengthen ownership of the National Society not only in disaster response but regular delivery of project/programme services at the grassroots level. The IFRC country office is more focused in supporting CRC in organizational development and branch development. Notwithstanding the capacity for excellent implementation, CRC welcomes IFRC's support in documenting and promoting initiatives, lessons learned, progress and innovation to the public and among Movement partners, through publications and social media.

The IFRC country office will continue to support CRC in reaching its strategic objectives, and will identify ways to ensure CRC has more ownership of the programmes that it supports, particular in the CRC sixth mandate (2015-2020). At the same time, the Cambodia country office will begin strategizing its exit strategy in due course.

Financial situation

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

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.



The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Find out more on www.ifrc.org

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