

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

CAMBODIA

Appeal no. 01.59/2003

Click on programme title or figures to go to the text or budget

	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	713,655	134,555
2. Disaster Management	791,678	701,372
3. Humanitarian Values	71,757	66,802
4. Organizational Development	332,595	428,446
5. Federation Coordination	7,950	10,241
6. International Representation	14,536	18,724
Total	1,932,270¹	1,360,140

Introduction

Although Cambodia has experienced some encouraging progress in political, social and economic reform in recent years, according to the United Nations Human Development Report (2002), the country has some of the lowest Human Development Indicators (HDI) in the South East Asia region, ranking 130 on a global index of 173 countries. The population's access to water and sanitation, at 18% and 30% respectively is the lowest in the region and the HIV/AIDS prevalence rate, at 2.7%, the highest (UNDP, 2002). The floods and drought of 2002, preceded by floods in 2000 and 2001, have caused economic losses in 2002 alone of an estimated US\$ 38 million (National Committee for Disaster Management, 2002).

The Cambodia Red Cross (CRC) has, since its reunification in 1994, established itself as a leading indigenous humanitarian organisation. As an auxiliary to the Royal Government of Cambodia and working closely with a number of UN agencies and Non Governmental Organisation (NGOs), CRC has played a key role in disaster preparedness and disaster response. Additionally CRC, working closely with the Federation, ICRC and bilateral PNS partners, has through its volunteer and provincial branch structure, set up a wide range of programmes including infectious disease control (HIV/AIDS and dengue fever), primary health care (first aid), land mine awareness, the dissemination of humanitarian values and an ambulance programme.

The International Federation (Federation), which has had a permanent office in Cambodia since 1991, has, by working with the partner national societies and ICRC, provided direct technical and financial

¹ USD 1,322,329 or EUR 1,312,376.

² These are preliminary budget figures for 2004, and are subject to revision.

assistance to CRC both in support of programming and in support of the overall capacity building of the organisation.

In 2003/2004, the Federation, recognising the need to continue to support CRC in its work to alleviate poverty as well as work to mitigate the effects of, and respond to, disasters, will continue to harness support for programmes as well as for the organisational development of CRC. In 2003/2004, considerable emphasis will be placed on the capacity building of CRC, resource mobilisation, and the effective coordination between CRC, the Federation and the seven bilateral in-country Red Cross Red Crescent partners.

Country Strategy

Ranked 130 (from 121 in 2001) out of 173 countries on the HDI, Cambodia has shown steady progress in its development. The government is demonstrating a commitment to poverty reduction and to move ahead with public and state sector reform. Garments exports and tourism have contributed to economic growth (6.3% GDP growth in 2001) though the estimated average annual income remains at approximately US\$ 270.

Despite these encouraging developments, Cambodia, for the foreseeable future, will face enormous challenges. At least one third of the 11 million population, 50% of whom are below 18 years old, live below the basic needs poverty line, 50% of the under-fives are malnourished, life expectancy at 55 is one of the poorest in Asia and while there are some indications that the HIV/AIDS epidemic may have been contained, Cambodia has the highest prevalence rate in the region (2.8% among the adult population). The continued exploitation of, and discrimination towards, women, as well as the disproportionate impact of HIV/AIDS on women, are a major challenges for what amounts to 53% of the population.

Compounding the situation, Cambodia is one of the most severely disaster affected countries in the region and during a ten year period 1989-1999, ranked only second to Vietnam in terms of the number of people affected by disasters.

The primary natural disasters are floods, drought and forest fires. Cambodia is highly susceptible to annual flooding during the main monsoon season along the two main watersheds, the Tonle Sap and Mekong rivers. Severe flooding hit the country in 1961, 1966, 1978, 1984, 1991, 1996, 2000 and 2001. In 2002 a combination of drought and flood has had a serious impact on food security in the country. Currently agriculture accounts for 40% of GDP and engages an estimated 75% of the population.

In the Consultative Group meeting (June 2002), donor governments pledged US\$ 635 in their continued support to the people and to the government of Cambodia. It is expected, however, that in the coming years further significant progress will need to be made in inter alia, policy reform, poverty reduction and overall progress towards sustainable development.

The CRC, a key civil society actor, has through its five year development plan (adopted at the General Assembly, August 2002), committed to assisting the most vulnerable through, for instance, community based programmes in health and disaster management. Moreover, recognising the need to further strengthen its own capacity to deliver effective services, CRC will 'give greater priority to capacity building at national, branch and community levels...improvement of its resources...and to establish closer cooperation with national and international partners' (CRC President, August 2002).

The Federation will by working closely, principally with its membership and ICRC, and by facilitating support through its Cambodia country office and Bangkok regional office, continue to harness support for, and advocate on the behalf of, CRC. Given the increasing presence of Red Cross Red Crescent

partners working on a bilateral basis to support key programme areas such as HIV/AIDS, primary health care and community-based disaster preparedness, the emphasis of Federation support will be focus on assisting CRC in the coordination of existing external support, fostering new partnerships and providing direct support for organisational development (including resource development). In 2003, the Federation will also seek to provide direct financial and technical support, through this appeal, for specific components of CRC programming in the four core areas of the International Federations overall strategy and globally through increased representation and advocacy.

The process of finalising the cooperation agreement strategy (CAS) in 2003 will be the basis for articulating an exit strategy for the Federation from Cambodia. However, given the high number of bilateral partners and the need to further assist in strengthening CRC management, indicators for an exit strategy are likely to be based on: the capacity of CRC to manage the multiple partnerships and the development of sustainable funding for CRC core costs and activities. Naturally the effectiveness of delivering country-based support from the regional delegation and the willingness of the PNS to recognise and contribute to the coordination functions of the Federation will also be critical factors in determining the full time presence of the delegation in Cambodia. Assuming that by end 2004, considerable progress has been made in these areas, the Federation would be in a position to consider ending its permanent country presence and instead providing greater support through the partners and the South East Asia regional delegation.

National Society Priorities

Since the reunification of CRC in 1994, the Society, has not only provided assistance to those people affected by disaster and to the increasing numbers of people living in abject poverty, but it has, as a civil society organisation, made huge advances in its own development. Growing in stature as a national and regional partner, CRC has gone through many of the critical processes of organisational change and development.

This has included the revision of its constitution and statutes (the latter in August 2002), the establishment of legal recognition of the Society through royal decrees and the full separation of management and governance at national and local level. Moreover, CRC has successfully developed and implemented its first development plan (1998-2000) and in 2002, has updated and adopted its latest development plan (2002-2006). Both plans reflect the Federation's global strategy as well as the Hanoi Declaration at the 1998 Asia Pacific regional conference.

The CRC now has a network of 24 branches covering all provinces, municipalities and cities. It has recruited and trained more than 5,700 Red Cross volunteers (RCVs), some 5,300 youth members and 20,000 members. The Society cooperates closely with government ministries, especially in the field of health, education and youth as well as disaster preparedness and disaster response.

Despite the encouraging development of CRC since 1994, the Society continues to face considerable challenges, not only in meeting the demands of the very poorest in the country, but also in its own continued development as a leading humanitarian organisation. Although supported by a number of PNS, the Federation, ICRC and non-Red Cross partners, CRC continues to face challenges typical to humanitarian organisations in the context of a developing country: resource development, the development and retention of staff and volunteers, the funding of the core budget (including branch costs) and the alignment of partner agendas with the organisation's own priorities. In addition, CRC has recognised the need to strengthen headquarters management and to better integrate programming with branch development. While steps have been taken by CRC, working closely with its partners, to address these factors, in 2003-2004 this will remain central to both CRCs own organizational change and to the type of support provided by external partners.

In summary, the strategic goals of the CRC in 2002-2006 are:

1. To strengthen the capacity building process of the CRC at national, branch and community levels.
2. To increase self-reliance and sustainability of the Cambodian Red Cross.
3. To improve the quality of life and capacity of the most vulnerable.
4. To promote health, care and social welfare among the most vulnerable.
5. To further strengthen internal, national and international relations and ensure the good image of the Cambodian Red Cross.

The core programme and projects included in the CRC Five Year Development Plan 2002-2006 are:

Institutional & Resource Development Human resource development Fund raising, revenue generation and financial management Internal, national and international relations	Promotion of Humanitarian Values Information and Dissemination Tracing Service
Health HIV/AIDS Blood Donor Recruitment Schools Based Red Cross Youth Ambulance Service Commercial First Aid Cambodia Mine/UXO Victim Information Service	Disaster Preparedness Community Based Disaster Preparedness & Flood Mitigation Disaster Response Emergency Response Logistics Service

Red Cross and Red Crescent Priorities

The Federation signed a 'cooperation agreement' with CRC in 1995 and maintains a delegation in Phnom Penh and a regional office in Bangkok. ICRC provides support from its regional delegation in Bangkok to the work of CRC in tracing and in the dissemination of International Humanitarian Law. At present, CRC has six bilateral Red Cross Red Crescent partners (Australia, Denmark, France, Republic of Korea, Switzerland, USA) based in the country and bilateral arrangements with the British and Finnish Societies; there are close working relationships with Thai, Lao and the Vietnamese Red Cross Societies as well as partnerships with the Australian, British, Chinese, Finnish, Japanese, Norwegian, and Swedish Societies through current multilateral support via the Federation. CRC also maintains strong relationships with sister Societies in SE Asia, particularly through the regional disaster management network. Bilateral support is largely project based in the areas of health (First Aid, HIV/AIDS, PHC, blood donor recruitment, ambulance service) and disaster management (community based disaster preparedness).

Despite the significant level of the external support from a large number of partners, it is recognised that further effort is required to maximise the effectiveness of this support. This is especially critical if CRC is to continue to implement sustainable focused programmes in a context of reduced resources and ever increasing needs. Greater emphasis must be given not only to supporting projects but to using this support as a means to building the capacity of CRC - key crosscutting areas such as organisational development, communication, youth, volunteers and gender are frequently overlooked by a project based approach.

Additionally it is widely acknowledged that every effort must be made to ensure that external support is both in-line with CRC priorities and does not benefit one sector only (in 2002 there was a skewing of support in favour of health - by all six bilateral partners - and little backing for disaster management, assisted by one bilateral partner). An integrated and holistic view of development is required.

During 2001 and 2002, at meetings in Jakarta and Phnom Penh, Red Cross partners agreed with the need for improved cooperation and coordination in support of CRC. The value of a concerted Red Cross Red Crescent 'family' effort, rather than a fragmented one based on discrete bilateral agreements was also recognised. A Cooperation Agreement Strategy (CAS), which outlines both the objectives of CRC and the respective partner strategies in providing support to reach those objectives, has in 2002 been drafted. It is expected that this document will be finalised in early 2003 and will then be the basis for all future partnerships with CRC.

Priority Programmes for Secretariat Assistance

Federation Secretariat support for Cambodia in 2003-2004 will give far greater emphasis to better harnessing the resources of the Red Cross Red Crescent Movement (for example, the Danish and American Red Cross Societies are expected to provide bilateral health delegates who will be available as a wider resource for the Federation). While work will continue to harmonise strategies with ICRC, relationships with bilateral partners will be strengthened whereby they, as equal partners, contribute to the development of CRC and have access to wider Federation resources (such as the Bangkok regional office).

This requires the provision of support in organisational development, the coordination of external partners to develop a harmonised Red Cross Red Crescent in-country team, as well the skills development and relationship building that will enable CRC to strengthen its external relations as well as the funding base. Given the economic reality of Cambodia, the importance of key programmes and recognising that some programmes have yet to receive significant bilateral support, until such a time that new resources can be identified, the Federation will also seek programme funding for disaster management as well as for work in the area of humanitarian values.

Moreover, rather than assume the need for a country based delegate, the technical support from both the Bangkok office and from national societies in the region will be maximised. There will be greater use of consultants and short term experts. The Federation will maintain a modest office space, will seek to share costs with partners and will, disasters permitting, maintain one/two full time expatriate staff following the departure of the health delegate in March 2003.

The priority programmes will be as follows:

- **Health and Care:** the Federation will complement the existing considerable bilateral inputs (drawing on bilateral Danish Red Cross and American Red Cross health delegates as well as the regional office) and will seek to strengthen the capacity of the health department. The Federation will also harness additional funds, working closely with Australian, Danish, French and Swedish Red Cross Societies, to increase the capacity of CRC to address HIV/AIDS.
- **Disaster Management:** the Federation will seek funds from DipECHO (as part of an ongoing relationship) to support the strengthening of the CRC disaster management department (DMD) as well as to implement the community based disaster preparedness programme. Technical support will be provided through the regional disaster management network.
- **Humanitarian Values:** the Federation will seek to raise the minimal funds required by CRC to raise awareness in Cambodia of the work of the Society and the wider Red Cross Red Crescent Movement. Steps will be taken to better integrate this into the health and disaster management programmes as well as to harness support through bilateral partners.
- **Organisational Development:** the Federation will provide in-country and facilitate regional technical assistance in organisational change, resource development, skills training in planning and

reporting, financial systems development as well as policy development. In the absence of a sustainable source of funding from within Cambodia, funds for key CRC branch salaries (one per province) will be sought. Emphasis will also be given to also be given to developing a CRC strategic plan, gender mainstreaming, as well as to the integration of youth and volunteers into the programmes.

- **Federation Coordination:** the Federation will work with CRC, ICRC and PNS to help ensure that external support is in the best long term strategic interest of the CRC. Emphasis will be given to ensuring sustainability of programmes and effective use of resources, to build the overall capacity of the organisation.
- **International Representation:** the Federation will continue its activities in the international fora and to build the capacity of CRC in advocacy and communication. Work to influence the humanitarian agenda in, and to generate resources for, areas such as HIV/AIDS, disaster management, the status of women and new emerging disasters, will have greater emphasis.

1. Health and Care W *<Click here to return to the title page>*

Background and achievements/lessons to date

In the recent past, the CRC has made progress in developing its organisation to assist the vulnerable population with basic health care, both in normal situations and in emergencies. The health and social welfare sub-department (HSWSD) has been engaged in a wide range of activities, from the training of Red Cross volunteers in first aid and peer education in HIV/AIDS for youth, police and armed services to health education and water-sanitation activities in communities, as well as campaigns and clean up operations against dengue fever.

The CRC HIV/AIDS unit is currently undertaking a variety of targeted activities throughout Cambodia, in an effort to address the high prevalence rate (2.8% among the adult population). The unit is supported through the Australian Red Cross and other funding sources such as the Global Fund; a partnership with OPEC (Oil Producing and Exporting Countries) is also in the making. This unit, in collaboration with a variety of other partners and donors both internal and external to Cambodia, continues to work towards addressing the issues and problems created by the pandemic.

The Federation will support CRC to scale-up its work in HIV/AIDS as well as to build on opportunities for increased collaboration with the HSWSD as described in the 'Cambodian Red Cross Health Strategy 2003-2007'. This document outlines a restructuring of the HSWSD so as to improve CRC's capacity to develop, manage and implement programmes. The restructuring entails the development of three distinct programme areas: primary health care, health in emergency and communicable disease control.

Growing demands to meet the health needs of communities, and the evolving partnership with the health ministry and other agencies have motivated the HSWSD to review its capacity, and to determine the strategies it needs to achieve its future direction.

The Federation has been supporting the HSWSD in the development, implementation and ongoing management of CRC's projects in country while supporting the organisation in developing their internal capacity to undertake these activities independently. To date the Federation has supported CRC in the implementation of two primary health care pilot projects, assisted in the implementation of first aid centred on the needs and capacities of communities, land mine awareness, water-sanitation in health in emergency (safe areas for floods), Dengue Prevention and the NE provinces development programmes. With the expected arrival of two bilateral health delegates in 2003, the need for a

Federation health delegate is considerably less than in previous years. It is therefore likely that the Federation will not have a health delegate in-country in 2003.

PNS have increasingly been negotiating bilaterally with CRC to develop health and social welfare projects in direct proportion to an increase in CRC's internal capacity. The Danish Red Cross is considering creating a bilateral partnership with CRC to undertake primary health care provision in a number of settings, while the British Red Cross aims to continue its support to Chong Kal Primary health care project with a possible expansion into another district or province. The American Red Cross is currently negotiating with CRC to implement a water-sanitation project in Steung Treng province that will pilot a number of project sustainability strategies. It is expected that these PNS will provide the appropriate technical advice, support and training to CRC to ensure the ongoing technical quality of projects and the technical skills of CRC staff.

The increase in relationships with bilateral PNS and, due to resourcing pressures, the changing role of the Federation in Cambodia to an organisation of support and leadership, as opposed to programme implementation, has prompted CRC to review the support mechanisms it requires. In keeping with this process, the HSWSD has reviewed the mechanisms it needs to manage its existing and future projects. CRC has identified a number of strategies for enhancing their internal capacity to manage existing and potential health and social welfare projects.

In addition to increasing the resources available for HIV/AIDS programming, the Federation will complement the programme support provided through bilateral relationships by harnessing support for capacity building of the health department. This will be achieved through staff development, improvement of internal management systems and the coordination of external support. Given that CRC will have at least five bilateral partners working in health, the Danish Red Cross bilateral delegate will be a resource for overall capacity building. Additional support will be provided through the Bangkok regional office.

Overall Goal

A health service, provided through civil society organisations, to the most needy has been extended.

Programme Objective

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

Expected Results

The programme is based on two key projects that will have the following overall result:

1. The Cambodian Red Cross HSWSD has increased capacity in project management and resource mobilisation.
2. The negative impact of HIV/AIDS in Cambodia is reduced through effective community based prevention, advocacy and support projects for high risk groups.

The projects will seek to have the following specific results:

Project One: Strengthening CRC Health Department Capacity

- The HSWSD achieve streamlined management and administration through a restructure that reflects the CRC future directions as determined by the 'Cambodian Red Cross Five Year Plan' and the related 'Cambodian Red Cross Health Strategy 2003-2007'.
- Health and Social Welfare Sub Department implements a skills building programme that facilitates the efficient and appropriate implementation of health programmes with particular attention to primary health care.

- The HSWSO has access to the appropriate capacity building resources and information to implement and monitor projects through the implementation of a comprehensive resource and information management strategy.
- HSWSO community based health programmes are sustained, better valued and have greater impact through the improved capacity of the sub-department's staff..

Project Two: Supporting CRC HIV/AIDS Programme

- Groups at high risk of HIV infection, such as the uniformed services, vulnerable youth, and mobile populations, have greater access to prevention through peer education.
- People living with HIV/AIDS (PLWHA) have access to community support through the CRC network.
- Integration of HIV/AIDS prevention and care into existing CRC programmes.
- The capacity of the CRC to manage the HIV/AIDS programme is increased.
- Increased advocacy, coordination and collaboration at local and international levels.

2. Disaster Management W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Reflecting Cambodia's high vulnerability to disasters as well as the global strategy of the Federation, disaster management is a key priority in the CRC Five Year Development Plan. Disaster management, which includes both preparedness and response, has been a core activity of the CRC for more than 10 years; CRC have worked in complex operations ranging from refugee repatriation to drought and flood relief.

Since a post-disaster assessment in 1996, where the need for CRC to strengthen its disaster preparedness capacity was identified, CRC has embarked on a community based disaster preparedness programme (CBDP). The programme aims to develop the capacity of the CRC effectively to prepare for and respond to natural disasters, as well as to implement disaster prevention and mitigation strategies at the community level.

The principle Red Cross Red Crescent partner for CRC has been the Federation, however, partnerships have also been developed with the French, British (through the DFID partnership), Belgium and American Red Cross Societies. While two of the partnerships ended in 2001/2002, the French and British Societies are expected to provide support in 2003. Since 2001, CRC has, through participation in the SE Asia disaster management network, strengthened linkages with Red Cross Red Crescent societies in the Asia Pacific region. CRC also has a partnership with the World Food Programme (WFP), where it provides logistical support for the distribution of food and has carried out food-for-work programmes (linked to post disaster recovery). CRC works closely with, and has contributed to the development of, the government's national committee for disaster management (NCDM), including at provincial and district levels. Partnerships also exist with donors such as ECHO, as well as with NGOs including CARE, Action Against Hunger and Handicap International.

The CBDP programme, which was started in 1998 and already has shown a significant impact on the response to the floods in 2001 and 2002 (notably early warning, coordination with the government and evacuation to safe areas) has enabled the following:

- The provision of technical support to help develop the NCDM: a five year institutional development strategy and a two year plan of action for NCDM has been developed. This strategy clarifies roles and responsibilities of all stakeholders in the disaster management sector at the national, provincial and grassroots level.
- Capacity building in disaster management of CRC in seven provinces (Kandal, Prey Veng, Kampong Cham, Kampong Speu, Pursat and Kampong Speu).

- The formation of RCV networks as well as community based disaster management committees that ensures community ownership of preparedness and response measures.
- The development of a CBDP training curriculum (including first aid) as well as a tool for hazard, vulnerability and capacity assessment.
- The training of RCVs in each of the target provinces; training consists of Red Cross Red Crescent orientation, disaster preparedness/mitigation, humanitarian values and community development.
- The reorganisation of the CRC DMD (including the formation of a training sub-department) as well as the provision of training to management and staff.
- The implementation of 75 micro-projects in community based mitigation and preparedness (including development of safe areas for flood evacuation as well as water management projects).
- The development of a disaster management strategy (2002-2007).

While in 2002, CRC started to address the findings of a mid-term programme evaluation (published in January 2002), external support in 2003 will need to both further address these organisational issues as well as to maintain the momentum by rolling out the programme into further districts in the seven provinces.

Given the capacity of the DMD as well as the changing mechanism for regional support, technical advice in 2003/2004 for the CBDP programme will be largely provided through the regional delegation (drawing on regional resources).

The Federation country delegation will, however, continue to work with CRC to coordinate external partners as well to ensure that organisational development support, in for instance, strategic planning, reporting and fund-raising, is linked with the wider organisational development priorities of CRC. Moreover, the use of the CBDP programme as a vehicle for promoting humanitarian values will be continued. The country delegation will specifically work with DMD to strengthen partnerships with NCDM, UN, NGOs and International Organisations.

In 2003 the Federation will seek to raise funds to extend the CBDP programme as well as to further develop the capacity of the DMD at all levels. It is expected that by 2004 the emphasis of Federation support will be to identify partners to work directly with CRC on the CBDP programmes, as well as to harness technical cooperation through the regional DM network. In 2003, it is likely that special emphasis will be given to food security for those people suffering from three consecutive years of flood and the drought in 2002.

Overall Goal

The impact of disasters on the people of Cambodia is reduced.

Programme Objective

CRC is, in coordination with national authorities and other bodies, and working through a network of volunteers and community structures, recognised as a leading organisation in disaster management.

Expected Results

The programme is based on three key projects that will have the following overall results:

1. Communities have enhanced capacity to cope with, and to mitigate the effects of, natural disasters.
2. CRC has the strengthened capacity to prepare effectively for, and respond to, natural disaster.
3. CRC participates fully in the Federation's regional approach to disaster management.

The projects will seek to have the following specific results:

Project One: Strengthening Community Capacity

- Communities have identified hazards and capacities and have disaster management action plans.
- Community-based disaster management committees (CBDMC) working effectively in seven provinces.
- 35 villages have reduced the impact of disasters through prevention/ mitigation.
- CBDMC are accessing other donors for financial and technical support.
- Community with enhanced skills in humanitarian values, disaster preparedness, first aid and community organisation.

Project Two: Strengthening CRC Capacity

- CRC disaster preparedness policy establish in line with national policy.
- National CBDP training manual finalised for ToT, trainers, RCV and CBDMC .
- CRC increases the cadre of trained volunteers in provinces.
- CRC has a sustainable and replicable disaster preparedness programme based on lessons learnt.
- CRC has develop partnerships to extend the programme in other provinces.
- CRC CBDP staff have enhanced skills.
- Provincial network of RCV established for disaster management needs with resources.

Project Three: Promoting Sub-Regional Role

- Sub-regional dialogue on Mekong Delta floods is undertaken with Red Cross/Mekong River Committees, etc. in Vietnam, Laos and Thailand.
- Knowledge sharing in disaster management is enhanced between Red Cross Red Crescent Societies and other organizations in South East Asia.
- The CRC remains an active member of the Federation's regional disaster management committee.

3. Humanitarian Values W [<Click here to return to the title page>](#)**Background and achievements/lessons to date**

Given the context of Cambodia, it is recognised that there is considerable scope, and need, to raise the awareness of humanitarian values as well as International Humanitarian Law (IHL). There is clearly a need to influence the behaviour of communities as sexual violence towards women, the trafficking of women and children, not to mention the legacy of years of conflict, are all areas for concern.

The CRC communications department was established in 1998. It is equipped with basic resources and receives modest support from both the ICRC and the Federation, whose appeal for this programme in 2002 received limited coverage. In 2002 the ICRC supported, inter alia, two courses in the dissemination of IHL and the provision of dissemination material. ICRC also support tracing and an orthotics/prosthetics programme. Additionally CRC receive support through the Australian Youth Ambassador for Development (AYAD) scheme and have in September 2002, assigned a youth volunteer to assist in the public relations sphere.

CRC is highly active in dissemination and currently targets every member of the country's Senate, the National Assembly, government ministries, diplomatic missions, international organizations, non-governmental organizations, libraries, Red Cross Red Crescent societies and donors with dissemination material, produced in both English and Khmer, as required. Round table discussions on television featuring Red Cross and Red Crescent Movement issues take place most years and in 2002, CRC also developed a communications guide, which is in-line with the Federation's global guide, a dissemination handbook (supported by ICRC) and produced three television 'video spots' covering issues such as HIV/AIDS, the World Disasters Report and the work of CRC.

The communications department does, however, continue to face challenges: resourcing is a key concern with a high dependence on external resources. Staff skills are limited and training for the small

number of staff in subjects such as public relations, IHL, marketing and advertising, is required. Specifically as few CRC staff have the capacity to communicate and advocate effectively (especially in English), in order for CRC to promote national, regional and global priorities, further training must be provided.

In 2003-2004, the Federation will continue to appeal for funds for the basic budget. Funding will cover dissemination, the production of dissemination materials, staff costs and training as well as a national think-tank (with a range of participants from different sectors) on humanitarian values. Specific training in communication and advocacy will also be included, with support from the Federation's SE Asia regional delegation. Efforts will also be made to better link the activities (some progress was made in 2001) with core programme areas such as health and disaster management. This will help ensure that a multi-dimensional approach is taken whereby humanitarian values are incorporated into each programme, that there is access to sustainable funding and that the CRC volunteer and youth network is utilised. Moreover support from bilateral PNS, for work at the provincial level, will be sought.

Overall Goal

The awareness and application of humanitarian values, the principles and key national and global themes in Cambodia is enhanced.

Programme Objective

The awareness of humanitarian values in Cambodia is increased.

Expected Results

The programme is based on one project that will have the following overall result:

1. The capacity of CRC to disseminate and publicise the role of the Red Cross Red Crescent has been developed.

The project will seek to have the following specific results:

- Red Cross and NGO staff with common understanding and approaches in dissemination of values and skills in basic advocacy, communications and media work.
- Trained Red Cross disseminators in all branches (50% funded by ICRC).
- Public accessing information on Red Cross through radio and television.
- CRC staff taking part in national forums and effectively promoting key messages.
- Awareness of World Disaster Report (and possibility to mitigate against disasters) increased
- Red Cross staff using dissemination materials.
- Branches able to function with salaried staff.
- Integration of Humanitarian Values into all core programmes

4. Organisational DevelopmentW *<Click here to return to the title page>*

Background and achievements/lessons to date

CRC's commitment to organisational development is consistently stated in its programme strategies, development plans and in the 2002 report to the General Assembly. The need for an integrated approach to development is also outlined in the draft CAS.

Organisational development assistance from the Federation, ICRC, Red Cross Red Crescent partners and some NGOs (e.g. Oxfam UK) has been a central part of support since work began on reunifying CRC in the early 1990s. The programme has focused largely at the central governance and headquarters levels but in recent years has given greater emphasis to branch development. The overall implementation of the programme continues to be the responsibility of the institutional development

council, set up in December 1998 under the chairmanship of the CRC first vice president, and with the support of the Federation.

While consistently constrained by limited financial resources, the key milestones in organisational development are as follows:

- Revision and adoption of the CRC statutes.
- Introduction of the rules of procedure (for the implementation of the statutes).
- Drafting of the Red Cross Law for Cambodia.
- Adoption of two Royal Decrees on the recognition of the CRC and use of the emblem.
- Introduction of financial rules.
- Developing a standardised financial procedures manual.
- Developing the conditions of service manual (staff policy).
- Developing a standardised logistics manual.
- Restructuring of headquarters departments and provincial branches; development of job descriptions for headquarters and branch staff..
- A formal separation of governance and management.
- Establishment of 24 provincial branches and the holding of provincial assemblies.
- Completion of branch development, disaster management and health strategies.
- Drafting of a youth policy.
- Holding of the CRC Third General Assembly (2002).

In order to implement a structured approach to branch development, in 2001 and 2002, assistance was provided by the Federation, as well as the Australian and Japanese Red Cross Societies, to strengthen the Phnom Penh branch as well as four branches (Stung Treng, Kratie, Ratanakiri, Mondulkiri) in NE Cambodia. While all branches increased their capacity through development initiatives as well as through the implementation of core activities (including support to youth and volunteers), with the ending of financial support to both projects in 2002, respective final and mid-term evaluations, raised concerns about the sustainability of both the activities and the branch structure.

To increase the self-reliance and sustainability of CRC continues to be a major priority for the Society and the Federation. CRC has over the years been successful in raising funds for relief operations as well as receiving additional funds through its 75 charity boxes (placed in restaurants, hotels, pagodas etc), through the annual charity bazaar and gala dinner (1997 and 1999) and through one-off sponsoring of events.

While fundraising and income generation guidelines remain under development, initiatives continue to be taken to look specifically at income generation opportunities in the provinces. Given the economic situation in Cambodia, the CRC leadership is committed to ensuring that branches make greater progress in developing their own resource base as well as in increasing the overall CRC membership (there was an increase of 20% in revenue generated through membership fees in 2001).

Although there has clearly been steady progress in organisational development, where in particular key procedures are in place and responsibilities well defined, CRC and its partners at a meeting in August 2002, identified the following challenges:

- Identifying the links between external support for programming and capacity building (especially at the branch level where Red Cross Red Crescent partners could provide more support in organisational development as well as in support for core structures).
- Strengthening coordination between CRC programmes as well as linking with policy and strategies.
- Developing a 'road map' for branch development and making clear links to current programming.
- Integrating support for youth and volunteers into programming.
- Ensuring 'lessons learnt' are institutionalised (especially from branch development).
- Sustainability, fundraising and financial resources - how to cover core budget salaries?

- Clarifying the relationship between the CRC five year development plan and the strategies.

The Federation, will therefore, facilitate considerable support to organisational development - though given that in 2001 the appeal for this programme was 20% funded, the budget will be a modest one. Priority will be given not only to the above issues but also to enabling CRC draw on, and contribute towards, regional expertise in OD, to strengthening CRC skills so that it can manage effective bilateral partnerships, to fostering relationships with new partners and in working with CRC to ensure a greater national approach to youth (complementing youth involvement in land mine awareness and HIV/AIDS projects), volunteers and gender mainstreaming.

The Federation will place particular importance on working with CRC, and its partners, not only to help ensure that there is a realistic approach to programming and branch development, but that the range of financial resources available are harnessed and utilised in the most effective manner. While a plan for sustainable resourcing will soon be underway and running through 2003, the Federation remains committed to providing a minimum of 25% of branch salaries. It is hoped that by 2004, a more sustainable approach will be developed whereby the level of branch capacity is better linked to programming and resources in line with a clear plan for branch development. The Federation recognises that while the CRC constituency must be represented within each province, the economic climate in Cambodia will not necessarily support optimum staffing levels.

Overall Goal

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

Programme Objective

The capacity of CRC to implement sustainable programmes through headquarters and branch level structures has significantly increased.

Expected Results

The programme is based on two key projects that will have the following overall results:

1. That CRC has in place appropriate structures, policies, skilled staff, tools and relationships.
2. That CRC has the necessary skills and knowledge to successfully access and generate funds.

The projects will seek to have the following specific results:

Project One: Headquarters and branch development

- ✓ Organisational development process driven by CRC.
- Four CRC departments working in coordination.
- CRC staff producing standard plans and financial/narrative reports (in all departments).
- Youth policy available and adopted; youth recognized as key CRC resource and included in programming.
- CRC staff using standard logistics/finance procedures.
- Branch development adopted and implemented with partners support.
- Headquarters management working effectively with coordination across all programmes and inclusion of key themes (youth, volunteers etc).
- Clearer understanding by management/governance concerning roles and responsibilities.
- Branches able to function with minimum salaried staff.
- Gender awareness understood and adopted by key departments.
- OD support available from, a provided to, other national societies.

Project Two: Resource Development

- Each branch has analysed and capitalized on funding opportunities.
- Each branch has more members and an active membership campaign.
- Viable income generation projects identified and supported.
- New funding sources identified and accessed for headquarters and branch.
- Realistic funding strategy linked to programmes.

5. Federation Coordination *<Click here to return to the title page>***Background and achievements/lessons to date**

Working more effectively as a Federation is not only a key message in the Federation's Strategy 2010 and the regional Hanoi Declaration (1998), but as expressed in its development plan, it is a pivotal priority for the CRC.

Since the early 1990s, the Society has had partnerships with the ICRC, Federation and as many as 16 national Red Cross Red Crescent societies. Bilateral programmes as well as activities developed between sister societies and other bodies (such as the government) have often predated the 1994 reunification of CRC. While since 1994 many of the bilateral operations have come to an end, a core group of PNS have continued to support CRC either on a bilateral, or multilateral basis.

The development of the first CRC development plan (1998-2000) is recognised as a significant step in CRC's efforts to bring its programmes in-line both with the rapidly changing humanitarian situation in Cambodia and with global Red Cross Red Crescent strategy. Moreover, this also proved to be an important opportunity for CRC's Red Cross partners to consider their own assistance strategies. In 2001, after a period of extensive consultation with all partners, CRC adopted its Five Year Development Plan (2001-2005); the plan was updated in 2002 and adopted by the Third General Assembly to cover the period 2002-2006.

A 'country assistance strategy' was developed by the Federation delegation in 2000. Covering the period 2001-2002, the strategy outlined 'the International Federation's overall assistance strategy for Cambodia'. Recognising the limitations of a document that provided only a minimal framework for enhanced coordination with, and between, the PNS, in 2001, the Federation embarked on an extensive round of negotiations to produce, by mid 2002, a draft cooperation agreement strategy (CAS). Unlike its predecessor the new CAS sought to reflect the overall support provided to CRC.

The issue was central to a partnership meeting in Phnom Penh (mid-2002) which outlined the challenges faced by all partners and provided a useful insight into how the lack of coordination (despite the CAS), coupled with other internal challenges within CRC, is impacting on the work of the CRC. These include:

- An imbalance of support across programmes; the health programme has five bilateral partners whereas the disaster management programme has one partner. There is considerably less support for youth, volunteers, the dissemination of humanitarian values and organisational development.
- A lack of equity and continuity in funding.
- No shared commitment to a structured approach to the capacity building of CRC.
- A duplication of delegates and resources.
- Some projects being strongly donor driven.
- A lack of PNS access to the Federation resources (e.g. the regional office).

The meeting, while acknowledging these and other challenges, recognised that effective coordination requires not only the commitment by external partners and the Federation, but the appropriate mechanisms within the CRC.

CRC, ICRC, the Federation and the PNS, building on the CRC plans as well as the draft CAS, will in 2003 not only take steps to improve coordination, but will work together to make better use of the limited resources. Working initially through a series of technical meetings (as agreed at the mid year partnership meeting) and drawing increasingly on the goodwill of the partners, the Federation HoD will play a key role in coordination. Building CRC capacity to sustain the bilateral partnerships will also be a major component of the HoDs work.

Overall Goal

That CRC has maximized access to, and the effective use of, external resources in delivering services to the most vulnerable.

Programme Objective

CRC has the sustained and coordinated support of Red Cross Red Crescent partners in implementing its five year development plan.

Expected Result

The programme is based on one project that will have the following overall result:

1. That CRC, Federation, ICRC and partners NS are working together effectively towards common and clearly stated objectives.

The project will seek to have the following specific results:

- CAS agreed and ratified by all partners.
- Sense and ownership of direction by all partners.
- PNS/Federation staff increasingly used collectively; office space shared; improved access to Federation by PNS.
- PNS better informed and utilized as a resource.
- CRC programmes more equitably funded and organisational development, youth, volunteers and humanitarian values addressed by more partners.
- Partnerships are better coordinated, more effective and in-line with CRC plans and policy.
- PNS have own strategy shared with CRC.
- CRC/PNS partnerships with donors facilitated by Federation (e.g. ECHO).
- Federation able to cover coordination costs from appeal and in-country partners: no deficit.

6. International Representation *<Click here to return to the title page>*

Background and achievements/lessons to date

CRC is widely recognised in Cambodia as a leading humanitarian organisation. Since the early 1990s it established itself in the area of disaster management which has included partnerships with, among others, the World Food Programme, UNICEF, Asian Disaster Preparedness Centre and a large number of NGOs. In recent years, which has seen CRC extend its work into areas such as HIV/AIDS, CRC has been appointed to sit on the NCDM, as well as on the country coordinating committee for the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM). CRC is also an important partner to the Mekong River Commission (MRC).

The Federation has, since establishing a delegation in 1991, both worked to build the capacity of CRC in communication and advocacy, as well as to promote the work of CRC and the work of the Red Cross Red Crescent Movement as a whole. This has included promoting the World Disasters Report, supporting World Aids Day and International Youth Day, working with ICRC to advocate on behalf of the victims of war and lobbying governments to support the development of indigenous disaster management capacity in Cambodia. The Federation role in the international fora has also included participating in the consultative group meeting for Cambodia, working with the UN disaster

management team in disaster response, as well as building relationships with agencies and donors to fund key humanitarian concerns (eg working with ECHO and WHO on dengue fever campaigns).

The Federation will in 2003, work with CRC to take a more structured and results-oriented approach to international representation. For instance, there are a number of CRC activities which could be used as the basis for increased advocacy and to influence the humanitarian agenda, such as the HIV/AIDS project (supported largely through a bilateral project facilitated by Australian Red Cross), disaster mitigation, gender mainstreaming as well as the work to build CRC as a key civil society actor. Moreover, recognising the Convention on the Rights of the Child, there will be further work to ensure that CRC 'Red Cross Youth' are better integrated across all programmes.

Overall Goal

Federation and CRC have strengthened their position to work in support of the most vulnerable.

Programme Objective

CRC and Federation have leading roles in national and international fora respectively.

Expected Result

The programme is based on one project that will have the following overall result:

1. CRC and the Federation, are positioned to influence the humanitarian agenda and to mobilise resources.

The project will seek to have the following specific results:

- CRC positioned to actively promote effective HIV/AIDS, TB and malaria projects through participation in the CCC of the GFATM.
- CRC with increased resources accessed from the Social Fund for Cambodia.
- Food security situation in Cambodia understood and if needed, an action plan is developed.
- Relationship strengthened with government, missions and donors on key Red Cross Red Crescent themes and resources harnessed for CRC.
- Strengthened CRC capacity in advocacy and communications.

<Budget below - [Click here to return to the title page](#)>

BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.59/2003

Name: Cambodia

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	90,116	0	0	0	90,116
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	125,378	0	0	0	0	125,378
Teaching materials	0	2,048	0	0	0	0	2,048
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	127,426	90,116	0	0	0	217,542
Land & Buildings	0	0	0	0	0	0	0
Vehicles	5,841	0	26,311	0	0	0	32,152
Computers & telecom	0	35,184	0	0	0	0	35,184
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	5,841	35,184	26,311	0	0	0	67,336
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	2,200	18,095	11,163	204	0	0	31,662
TRANSPORT & STORAGE	2,200	18,095	11,163	204	0	0	31,662
Programme Support	21,619	46,388	51,459	4,671	517	945	125,597
PROGRAMME SUPPORT	21,619	46,388	51,459	4,671	517	945	125,597
Personnel-delegates	129,871	144,830	216,775	4,485	0	0	495,961
Personnel-national staff	45,622	78,644	86,639	10,223	0	0	221,128
Consultants	5,704	2,948	7,849	0	0	0	16,501
PERSONNEL	181,197	226,422	311,263	14,708	0	0	733,590
W/shops & Training	61,580	149,346	194,255	21,100	7,433	0	433,714
WORKSHOPS & TRAINING	61,580	149,346	194,255	21,100	7,433	0	433,714
Travel & related expenses	5,434	1,963	8,321	2,282	0	0	18,000
Information	20,665	13,266	4,579	25,795	0	10,053	74,358
Other General costs	34,059	95,565	94,211	3,097	0	3,538	230,469
GENERAL EXPENSES	60,158	110,794	107,111	31,174	0	13,591	322,827
TOTAL BUDGET:	332,595	713,655	791,678	71,857	7,950	14,536	1,932,270