

# Annual report



International Federation  
of Red Cross and Red Crescent Societies

## Cambodia

Appeal No. MAAKH001

22 April 2010

This report covers the period  
1 January to 31 December 2009



The Cambodian Red Cross Pursat branch conducted the 3<sup>rd</sup> Branch Assembly, electing new branch committee members on 7 August 2009. (Photo: International Federation)

## In brief

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

**Programme summary:**

2009 was a year of significant change for Cambodian Red Cross (CRC). It officially embarked on a decentralization process that opens up the possibility of transforming the organization but not without challenges along the way, which the national society recognizes. Significantly this process will require major increases in capacity at branch level and major changes in the thinking and way of working at headquarters. The current strategic planning process in 2010 is of significance in setting the tone and substance of CRC's approach in the near future.

This process coincided with a period that saw the election of new boards of branch committees in all 24 municipalities/branches. For more detailed information on the implementation of IFRC support to CRC in 2009, see programme updates [one](#) and [two](#).

**Financial situation:** The revised budget for 2009 was CHF 636,516 (USD 623,217 or EUR 421,185), with a coverage of 114 per cent. The overall expenditure for the year was 69 per cent.

The budget was revised down because of low levels of implementation, in part due to the major organizational focus on the decentralization process itself as well as the organization of the branch assemblies. In addition, the Federation support plan received very limited funding, which caused the national society to cancel some activities planned.

The future of Federation support in Cambodia is challenging. The low volume of programming is squeezing the financial viability of the Federation office at a time when CRC and partners active in the country all profess a continued role for IFRC. In addition, the Federation is still finding it difficult to appoint a suitable and funded head of office to be based in Phnom Penh with representational responsibility for both Cambodia and Lao PDR.

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

See also: [Cambodia: Typhoon Ketsana DREF operation](#)

**No. of people we help:** Almost 300,000 people, of which 45 per cent are women, have directly and indirectly benefited from the implementation of the CRC programmes supported by IFRC. The main selected audience included Cambodian government representatives, the national society's staff and volunteers, numerous community members and members of the general public through response, preparedness or development activities.

**Our partners:** The IFRC country office in Cambodia is run by a country representative and four national staff. From November 2009 to date, an interim Federation representative (i.e. the regional programme coordinator based in Bangkok), has supported and continues to support the in-country team in lieu of the appointment of a permanent representative.

Financial contributors to the 2009 Federation Support Plan
Australian Red Cross/Australian government
British Red Cross
Canadian Red Cross
Danish Red Cross
Finnish Red Cross/Finnish government
German Red Cross
New Zealand Red Cross
Norwegian Red Cross /Norwegian government
Swedish Red Cross

Several Red Cross partners have supported CRC through the Federation appeal (listed in the table above): these include Australian, British, Canadian, Danish, Finnish, German, New Zealand, Norwegian, and Swedish Red Cross. In addition, partner national societies active in-country include Australian, Danish, French, German, and Swiss Red Cross who have provided bilateral support to CRC.

Support from the International Committee of Red Cross (ICRC) is ongoing. In addition to their own activities, ICRC has maintained and active cooperation with all Red Cross members in Cambodia. It supports CRC in restoring family links and tracing, mine action, communication and dissemination.

On behalf of Cambodian Red Cross, IFRC would like to thank all partners and contributors for their response to this appeal.

## Context

Cambodia remains one of the least developed countries in the Southeast Asian region. According to the *United Nations Human Development Report 2009*<sup>1</sup>, Cambodia has some of the lowest human development indicators in Southeast Asia, and ranks 137 on a global index of 182 countries.

Despite some significant developments, poverty remains a great challenge and the gap between the rich and poor, and urban and rural areas, has widened significantly. Up to 80 per cent of the estimated 14 million population lives in rural areas, mainly engaged in agriculture and fishing. The infant mortality rate reaches 101 per 1,000 births, and 127 per 1,000 die before the age of five. This is due to the lack of adequate health facilities and practices, poor or inappropriate nourishment, and the lack of safe water and sanitation facilities. In addition, an estimated five women die every day during childbirth in Cambodia. Besides cholera, dengue fever/dengue haemorrhagic fever (DHF), and tuberculosis, H5N1 or avian influenza has been another serious health issue in Cambodia since 2000, with the first case of influenza A-H1N1 confirmed in Phnom Penh in June 2009.

The present government which was elected in July 2008 has retained more than two-thirds of the national assembly seats and the internal political situation remains stable. The border dispute with Thailand over the

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

status of a holy temple situated at the border between the two countries that received world heritage site status in 2008 has, however, contributed to the increase in tension between the two neighbouring countries. Internally, the Khmer Rouge tribunal on the director of the infamous interrogation centre S-21 reached its final stage.

In the first half of 2009, CRC went through major changes, most remarkably in response to the decision by the central committee in December 2008 to take the national society through the path of decentralization. The structure at the national headquarters has reviewed its role and responsibilities, and is now placing emphasis on providing technical support to branches, instead of directly implementing the activities. This decision is expected to greatly improve the overall functioning of the national society, and to effectively enhance Cambodian community resilience and coping mechanisms.

Apart from the decentralization process, CRC organized the third election of the branch committee members in all of its 24 branches. The tremendous effort in this election was collectively made by all national headquarters staff, management, central committee members, branch committee members, and branch staff. The occurrence of floods and of Typhoon Ketsana which hit Cambodia in early October also drew attention to the great responsibility of CRC in responding to the most affected and vulnerable people on top of many other priority activities in 2009.

The Federation support plan 2009-2010 to CRC has suffered from a severe shortage of funding. Several major reasons contributing to this shortfall are: the effects of the global financial recession; the increase of bilateral support from CRC partners; as well as the recent series of disasters striking the Asia Pacific region which resulted in negative impact on planned activities, and emphasized the need for IFRC to re-prioritize and re-focus its support with the limited available funding. Also, the Federation representative ended his mission in mid-November; as such, the Southeast Asia regional office in Bangkok and the Asia-Pacific zone office in Kuala Lumpur are looking at several possibilities in order to continue to adequately serve CRC and other Federation members in-country, despite limited financial resources.

## Progress towards outcomes

### Disaster management

#### Outcomes/expected results

<b>Programme component 1: Community-based disaster preparedness/risk reduction</b>
<b>Outcome:</b> Communities have enhanced capacity to cope with the effects of natural and man-made disasters
<b>Programme component 2: Disaster response and preparedness</b>
<b>Outcome:</b> CRC has developed systems to effectively prepare for and respond to natural and man-made disasters
<b>Programme component 3: Emergency response</b>
<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

#### Achievements

The operational alliance is developed on disaster management, and in line with the disaster management five-year strategic plan (2008-2012). The new integrated programme concept was pursued by staff members, who also worked on developing and strengthening early warning systems with support from the Federation regional disaster management unit (RDMU) in Bangkok and a partner national society delegate present in Cambodia. The disaster risk reduction concept is being developed with technical support from RDMU, with the aim to enhance community resilience by integrating activities from various programmes.

The vulnerability and capacity assessment (VCA) tool is to be widely and systematically utilized by the disaster management and health programmes, and all branch staff and volunteers are trained in the use of the tool and its various processes. The CRC disaster management department places heavy emphasis on disaster risk

reduction issues as the Royal Government of Cambodia has introduced a national platform on disaster risk reduction.



CRC's Mdm. Deputy Secretary General awarded certificates and first aid kits to participants attending in the emergency risk assessment training course. (Photo: CRC DRP Project)

The department is also an active member of the regional disaster management committee (RDMC), whereby the national society attended RDMC meetings in Hanoi, Viet Nam in April, and in Bali, Indonesia in June. The national society's disaster management department was also actively involved globally during the Disaster Risk Reduction Global Alliance Conference in Oslo in February. The director of the disaster management department attended the Global Platform on disaster risk reduction held in Geneva, together with the deputy secretary general of NCDM. The IDRL issues were discussed by that time. Several training sessions have been organized in Cambodia for CRC staff members, volunteers and community members on hazard, capacity and vulnerability assessments, planning, monitoring, evaluation and reporting tools, concepts and methodologies. Risk mapping on floods, drought, storms and erosion has been conducted in several communes, and will be replicated in other disaster-prone areas.

The International Federation IDRL unit in Kuala Lumpur has assisted the Cambodian government in developing a new disaster management law through the implementation of a very successful project. Additional support is being considered as needs are increasing in developing adequate legislation on management, disaster risk reduction and communicable disease control. The final draft of the law is currently in progress and is anticipated to be completed by April 2010.

The disaster risk reduction (DRR) training of trainers was organized by the regional disaster management unit in Bangkok. This was followed by the disaster management department introducing the training within CRC itself, integrating all the national society's disaster management activities, and extending this approach more widely at the community level. A total of 11 staff members from the CRC disaster management department, seven branch directors, 11 district officers and a representative from the national committee for disaster management (NCDM) attended the course conducted locally. Following this workshop, a consultant came to assist CRC in the development of a disaster risk reduction proposal. The visit aimed at analysing the context of CRC and of Cambodia in general, as well as at supporting the national society in setting the focus and directions for its disaster risk reduction planning, based on the baseline assessment conducted earlier this year.

The heavy rains and flood in early September 2009 struck 39 communes in six districts of Kampong Thom province, followed by Typhoon Ketsana which hit the central and northern provinces of Cambodia at the end of the same month. Ketsana wreaked havoc, flooding at least 11 provinces. CRC organized immediate response to the affected areas, based on frequent reports received from branches of the affected provinces, in close cooperation with the NCDM. IFRC released CHF 50,000 from its disaster relief emergency fund (DREF) to [support the CRC](#) in organizing its response, and subsequently, CRC organized a fundraising event to mobilize resources to assist the affected communities. The national society raised USD 600,000 (CHF 599,886 or EUR 398,000) which was invested in purchasing family relief items and by 18 October, had assisted a total of 10,594 families.

The Mekong regional forum on *Legal Preparedness and Regional Arrangements for Disaster and Communicable Disease Emergencies* was held in Cambodia in October, co-hosted and organized by CRC, IFRC, NCDM and Asian Development Bank. It was attended by representatives from the Cambodian, China, Lao, Myanmar, Thai and Vietnamese national societies as well as representatives from their respective governments. The forum aimed to promote a better understanding of the legal framework and key issues for responding to disasters and communicable disease emergencies in the Mekong region; and to review existing

health and disaster relief and assistance guidelines and regulations. This forum has helped pave the way for a further strengthened cooperation and the legal framework in the Mekong region.

The CRC disaster management department is one of the most important key players in organizing and supporting the branch assemblies as well as the process of decentralization within the national society.

### Constraints or challenges

The challenges faced by the CRC disaster management staff members include the lack of sufficient funding through the IFRC annual support plan for disaster management activities, which has forced the department to narrow its scope, focus on certain priorities, and to postpone or even cancel others. The development of a holistic programmatic approach with the integration of existing disaster management activities in the wider DRR concept is also complex as it represents a new way of working and can at times be affected by some resistance from staff members. The staff restructuring of the CRC disaster management department has also been part of numerous discussions, but to date, no firm decision has yet been taken as it is part of the overall national society's human resources' review. This will need strong commitment and support from the national society's leadership as well as from CRC partners.

## Health and care

### Outcomes/expected results

<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

### Achievements

By working towards the development of a holistic programme based on the existing community-based health development project (CBHD), the CRC health department, supported by partner national societies in several branches, is working on the aims to integrate all health activities into a wide range of other programmes within the core area stated in the CRC Strategy 2003-2010. Both the health and disaster management departments are engaged in looking at the integration of some of both programmes' activities under the disaster risk reduction concept.

The achievement of CBHD integrated path through multilateral support did not show significant progress mainly due to the high level of bilateral support from partner national societies. CRC staff members were also very busy with the organization of the branch assemblies. However, significant achievements were made in activities adapting community-based health and first aid to the CRC context, and in translating the implementation guide into the Khmer language.

The further development of the health programme is addressed in parallel with the national society's decentralization. A health coordination meeting was held, and the health working group reactivated in order to share knowledge and best practices, discuss identified challenges, and work towards a more coordinated approach among the Movement partners.

Two CRC staff members from the health department were trained as CBHFA master facilitators in Bangkok in April 2009 and the introduction of *CBHFA in action* in Cambodia has facilitated the integration of health activities. At a later stage, this is also expected to enhance CRC branch staff and volunteer skills and to ultimately improve the health status of Cambodian communities. More importantly, the CBHFA master facilitators guide has been translated into the local language, which will help the national society and CBFA practitioners to use the materials more widely.

In the frame of the Federation support plan 2009, the avian human influenza (AHI) project is one of the most active, and has consciously worked according to the plan, demonstrating a high level of achievement. The unit has now been renamed "health in emergencies". It now covers work in pandemic preparedness (AHI, H1N1 and any occurring epidemic or pandemic) and dengue haemorrhagic fever (DHF) preparedness and response. Red Cross volunteers, branch staff and community members have benefited from various training opportunities on health and hygiene education aimed at improving community health practices.

The AHI project staff members have made significant progress in the integration of avian and human influenza (AHI) and dengue haemorrhagic fever (DHF) in the wider concept of health in emergencies. The integration of activities has been pushed forward with the involvement of disaster management trainers, community-based first aid, and AHI/DHF staff providing refresher courses for Red Cross volunteers in the Takeo, Kandal, Kratie, Svay Rieng and Kampong Cham provinces. The CRC national headquarters staff have regularly attended the national information, education and communication (IEC) meetings held in Phnom Penh.

The health in emergencies project manager attended a human pandemic preparedness (H2P) workshop in Hanoi, Viet Nam. The national headquarters staff provided technical support to the branches, produced monthly plans of action produced, and held regular meetings with Red Cross volunteers. The CRC field staff carried out pandemic prevention-related health promotion campaigns within the communities to influence change in rural people's health behaviours. Seven out of the initial 12 targeted provinces, however, suffered from the lack of funding. The Federation country office and CRC have maintained a minimal level of activities in order to retain the capable staff and volunteers, until additional funding is secured in the next plan.

After an H2P workshop in Hanoi, followed by close coordination with the Federation Asia Pacific zone AHI coordinator, a package of H2P funding from the Federation was allocated for CRC to implement project activities mainly focusing on minimizing preventable deaths and illness, and the impact of a potential influenza pandemic, particularly at the community level. The project is run by the AHI/DHF integrated project manager and actively involves 12 targeted branch staff members from November 2009 to April 2010. The project is expected to extend if funding sources are secure, the current project sees successful gains, and needs are still outstanding.



Villagers shared experiences during the distribution of H5N1 poster information among their neighbours and Red Cross volunteers.  
**Cambodian Red Cross, AHI/DHF Project**

The HIV and AIDS programme has seen its activities postponed as CRC was compelled to shift its focus towards implementing activities funded by an institutional donor via the Ministry of Health. Nevertheless, activities will be revised in the future and incorporate support to drug users as well. The programme has taken active steps towards anti-stigma and discrimination advocacy, and worked on prevention programmes with police, casino workers, university students and youth, both in and out of school. CRC has enhanced community support to HIV-positive people through the Red Cross volunteer network, and developed strategic partnerships with several stakeholders<sup>2</sup>.

Several training sessions and workshops were attended by the HIV/AIDS team. Five staff members attended the 9<sup>th</sup> International Congress on AIDS in Asia and the Pacific in Bali (7-14 August), while three staff members attended a Master Facilitators workshop on HIV/AIDS training in Bangkok (31 August-7 September), organized by the Federation regional office. The orphans and vulnerable children (OVC) project was reviewed in September. HIV/AIDS activities have concentrated on mobilizing communities to support orphans and children made vulnerable by HIV and AIDS (OVC); on harm reduction; and on improving lives of people living with HIV and AIDS. In July 2009, a prominent Movement expert on harm reduction visited Cambodia where he had fruitful meetings with CRC and with the Cambodian Deputy Prime Minister to advocate developing harm reduction activities for drug users. Following this visit, representatives from the Cambodian government's National Aids Authority (NAA) and National Authority for Combating Drugs (NACD) and two staff members from CRC attended training on harm reduction in Rome (14 to 18 December 2009), hosted by Italian Red Cross.

<sup>2</sup> Cambodian national AIDS authority (NAA), national centre for HIV/AIDS dermatology and STDs (NCHADS), national authority for combating drug (NACD) Cambodian people living with HIV/AIDS network, "Cambodian network of positive people" (CPN+), as well as with UN agencies and non governmental organizations.

## Constraints or challenges

Some delay in funds transfer from IFRC to CRC postponed the implementation of AHI activities by one month. The IFRC country office will seek to better manage such transfers in the future. Numerous activities supported by other CRC partners have also stretched the health department's human resources, and contributed to slowing down the development of the integrated health programme. The lack of staff skills in planning, monitoring, evaluation and reporting (PMER) as well as delays by branches in submitting their activity reports also represents a constraint, and this issue is addressed in the next plan for activities and the Federation support plan 2010-2011. Furthermore, CRC has very limited water and sanitation capacities at both headquarters and branch levels; this is now being addressed with a new model being explored to improve the service delivery to the communities.

Similar to the disaster management department, the CRC health department has been affected by the shortage of funding through the Federation, the resources consumed by the decentralization process and the organization of branch assemblies. This is in addition to the complexity of developing a holistic programme and integration of all health activities under the umbrella of the community-based health development. The health department has also had some staffing issues which have slowed down the implementation of some activities, as well as frozen earmarked funding for staff benefits for more than a year to date.

## Organizational development

### Outcomes/expected results

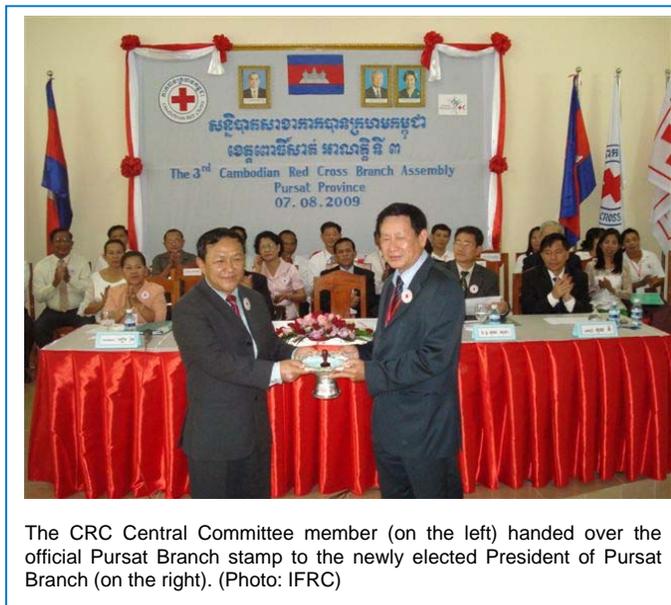
<b>Programme component 1: Governance and management</b>
<b>Outcome:</b> Branch governance and management is strengthened
<b>Programme component 2: Branch development</b>
<b>Outcome:</b> CRC branch leadership, management system, and organizational structure are strengthened to provide better service to vulnerable communities
<b>Programme component 3: Resource development</b>
<b>Outcome:</b> Resource development policy and guidelines are in place to guide CRC towards financial self-reliance
<b>Programme component 4: Planning, monitoring, evaluation, and reporting (PMER)</b>
<b>Outcome:</b> Vulnerable people are satisfied with the services of CRC and partners
<b>Programme component 5: Financial and administrative development</b>
<b>Outcome:</b> Administrative and financial structures, systems and procedures are strengthened to build CRC operational management capacity
<b>Programme component 6: Human resource management</b>
<b>Outcome:</b> The strategic directions of the CRC's human resources are developed through the human resources (HR) development strategy

### Achievements

In order to better address increasing CRC needs in terms of organizational development and capacity building, the national society has reviewed the composition of the organizational development working group, and the related action plan is being revised and adapted to the new CRC changing environment. The decentralization is the main focus and all national headquarters staff members are actively contributing to the success of this long and challenging process.

A decentralization workshop hosted by the CRC President was organized in Phnom Penh on 18-20 February with 125 participants. Representatives from the Central Committee, the CRC management and staff, all branches and CRC partners were present. This workshop aimed to provide detailed information to branch governance and staff at all levels on the recent Central Committee decision. The CRC President explained that the national headquarters will take on a more "hands-off" advisory role, but continue to provide technical support and guidance to the branches which will be further strengthened and empowered in order to enhance service delivery to Cambodian communities.

Regarding branch assemblies, the process was smooth and transparent with activity and financial reports provided by each branch governance and management to the assemblies. The branch committee elections were held and a total of 511 branch committee members have been elected, among which 25 per cent are women. In several cases, new presidents and governance members were elected. All governance members received a Red Cross induction course provided by the technical support teams, where the branch committee roles and responsibilities were clarified, as well as the difference between governance and management. Emphasis was put on the importance of a good relationship between the two entities.



The CRC Central Committee member (on the left) handed over the official Pursat Branch stamp to the newly elected President of Pursat Branch (on the right). (Photo: IFRC)

The next step is to develop the capacities of branch directors and staff members, as well as review the overall branch management systems in place. All CRC's departments have a key role to play in the decentralization process, and the step-by-step delegation of ownership and decision-making has been transferred to the provincial branches, and closer to the communities being served.

Following the highly impressive 8 May 2009 fundraising campaign, the national society has provided funds for the development of branch capacity. The minimum package of USD 20,000 (CHF 21,136)<sup>3</sup> per year was provided to eight branches in the branch "C" category.

#	Branches	Minimum Package (USD)	Purposes
1	Banteay Meanchey	\$ 20,000	Strengthening "C" branches, ongoing development branch capacities and enabling sub-branches to implement the activities at the community level
2	Kandal	\$ 20,000	
3	Kratie	\$ 20,000	
4	Mondulkiri	\$ 20,000	
5	Oddor Meanchey	\$ 20,000	
6	Preah Vihear	\$ 20,000	
7	Ratanakiri	\$ 20,000	
8	Stung Treng	\$ 20,000	
<b>Total</b>		<b>\$ 160,000</b>	

<sup>3</sup> Exchange rates are approximate and only used as an estimate

Overview of Cambodian Red Cross 3 <sup>rd</sup> Branch Assemblies, 2009-2013							
#	CRC Branches	Honorary Members		Committee Members		Reserve Members	
		Men	Women	Men	Women	Men	Women
1	Kampong Chhnang	4	1	11	2	1	1
2	Pursat	2	0	10	3	1	1
3	Battambang	4	0	10	3	2	0
4	Koh Kong	3	0	11	2	2	0
5	Kampong Speu	7	0	12	1	2	0
6	Preah Vihear	16	1	11	2	2	0
7	Kampong Cham	3	1	11	2	2	0
8	Banteay Meanchey	3	0	11	2	1	1
9	Pailin	2	0	5	8	1	1
10	Preah Sihanuk	3	0	10	3	2	0
11	Kandal	3	0	11	2	2	0
12	Phnom Penh	5	0	7	6	1	1
13	Kratie	2	1	8	5	2	0
14	Prey Veng	9	3	8	5	0	2
15	Svay Rieng	4	2	8	5	2	0
16	Kampong Thom	6	1	10	3	0	2
17	Stung Treng	7	2	11	2	2	0
18	Oddor Meanchey	6	1	10	3	1	1
19	Siem Reap	6	1	9	4	1	2
20	Kampot	13	0	12	1	1	1
21	Rattanakiri	7	0	11	2	2	0
22	Mondulkiri	4	2	11	2	2	0
23	Takeo	11	1	9	4	2	0
24	Kep	3	0	12	1	2	0
	<b>Sub-total</b>	<b>133</b>	<b>17</b>	<b>239</b>	<b>73</b>	<b>36</b>	<b>13</b>
	<b>Grand Total</b>	<b>150</b>		<b>312</b>		<b>49</b>	

Together with the director of disaster management department, the president of Phnom Penh municipality branch who is also a member of the CRC Central Committee attended the Southeast Asia leadership and secretary general meeting in Hanoi in August 2009. This president, together with the director of the health department also attended the Federation General Assembly in Nairobi in November 2009.

For further development of its systems, CRC is looking at the possible integration of its “planning and reporting” and “monitoring and evaluation” units into a single planning, monitoring, evaluation and reporting (PMER) entity. It was finally decided by the leadership in December 2009 and the “PMER sub-department” is now integrated within the administrative and finance department.

In mid-2009, the finance and administration department organized a workshop on financial management to review the CRC financial procedures; this was attended by all 24 provincial branch finance and administration staff. Best practices were shared among branches, and the various systems in use, including financial software, were assessed. From this review the national society decided to explore a new financial management system, as the one in use is not standardized and provides limited compatibility between the branches and national headquarters. These discussions have involved the Federation’s Southeast Asia regional finance development delegate regarding assistance to CRC in further developing and strengthening its financial management system.

A staff member from the administration and finance department attended the South Asia/East Asia finance directors’ meeting in early July 2009. This meeting addressed financial reporting standards, and raised awareness on the importance of setting up sound financial management and control systems. Participants shared their experiences regarding the financial management software in use in their respective national societies. CRC has now confirmed the upgrading of its system in order to enhance the quality, transparency and standardization between the national headquarters and the branches. The discussions were initiated, comparing two different software packages with the final decision selecting the “Conical Heat Accounting

Software” as the new accounting software standard for the entire CRC. The training and installation starts in the first quarter of 2010.

The human resources development has been closely supported by the Federation country office and by the Bangkok regional human resources manager. The HR department (HRD) structure was reviewed in order to enhance its performance, and job descriptions revisited. The current organizational development coordinator was appointed as new deputy director of HRD in December 2009. Recruitment for the organizational development coordinator’s position is presently being undertaken. Nevertheless, due to the decentralization decision, the HRD supports the process and focuses on maintaining the development of the branches’ human resources. It played a major role in the decentralization and branch development process in the whole 2009 and the year beyond. The CRC organizational development coordinator, together with a staff member from the Phnom Penh branch, has attended the organizational development forum in Bangkok in June, taking an active part in discussions on branch development and corporate fundraising.

The CRC human resource strategy 2009-2013 has been finalized and due to be launched in early 2010. In addition, the new personnel management information system software (PMIS) has been approved by the leadership, and installation and training will be carried out at all 24 branches by the first quarter of 2010. Expectations of having an accurate personnel database and profile for the whole national society are high.

The road safety project established under the organizational development core area has been very active, despite some staff turnover, and launched the *Strategy of Youth and Road Safety Project Engagement (2009-2013)* in April 2009 at the national headquarters. CRC has developed additional partnerships with corporate donors and has signed a five-year memorandum of understanding with the National Road Safety Committee (NRSC), reinforcing CRC’s auxiliary role in this field. The discussions are also ongoing with the global Road Safety Partnership (GRSP) to enhance the support to CRC road safety activities in Cambodia. Some funding has been allocated by GRSP to the project for further active implementation activities from December 2009 to April 2010 as traffic-related fatality ranks second after HIV/AIDS and is one of the key concerns for the Royal Government of Cambodia. As such, CRC has decided to greatly increase the number and scope of its activities in this regard, and more detailed information on this is available in the [2010-2011 support plan](#).

More than any other CRC project, road safety which is managed by the human resources department, has suffered from considerable funding shortage and has been forced to cancel some activities, although it has sufficient staff capacity. On August 12, CRC organized with 200 CRC youths a major three-day campaign for the International Youth Day, in close cooperation with the National Road Safety Committee of the Ministry of Education, Youth and Sports, and the Phnom Penh branch. During the campaign, 80 volunteers organized road traffic and disseminated road safety messages to more than 19,000 people. The messages were: *Protect your lives: correctly wear a helmet, don’t drive at excessive speed and don’t drink and drive.* Furthermore, an annual youth road safety forum was organized on the theme “youth engagement in road safety efforts”, aiming at recruiting more youth volunteers and planning further interventions, especially during the Cambodian Water Festival, the Khmer New Year, the World Day for Remembrance Road Crash Victims, the Cambodian National Road Safety Week and the upcoming International Youth Day.



CRC and the National Road Safety Committee signed a five-year memorandum of understanding, and reinforcing the CRC’s auxiliary role in this field.



Every weekend, CRC Red Cross Youth were on rotation at the main traffic light intersection, providing information on basic traffic rules and road safety to drivers and passengers.



CRC Red Cross Youth disseminated information to motorcycle riders on the wearing of helmets and provided IEC materials as well.

Photos by Cambodian Red Cross, Road Safety Project

## Constraints or challenges

Organizational development and capacity building have obviously been at the centre of activities carried out by the national society. The main constraint though, is due to the high number of important issues to be dealt with at the same time. This is made more difficult by the limited available funding and limited staff capacity dedicated to the programme. The human resources review has suffered some setbacks, wherein some staff members have left the national society, and the ongoing overall restructuring has obliged the department to review the human resource implications in the decentralization process.

One of the main challenges faced by the organizational development programme is their role in supporting the decentralization process, while ensuring that core activities implemented by the national society to assist the most vulnerable are not affected. The overall CRC structure, as well as systems in place, is being completely reviewed, a complex process which is at times affected by resistance to change from some staff. The overall understanding of decentralization and integration needs further explanation and discussion, as it is not yet well understood at various levels. This will be addressed by maintaining regular communication between the senior management and the staff.

The low level of salaries and incentives makes the recruitment and retention of qualified staff difficult, especially at a time when the national society aims at upgrading the professionalism and strength of its human resource base. The turnover and recent resignation of several key staff members has affected the overall national society's performance. This threat represents one of the main components of the human resources review and one of the main priorities for the CRC leadership.

With regard to funding, CRC presented an application to the Intensified Capacity Building Fund in early 2009, but was not selected. This funding would have greatly contributed in assisting CRC in its decentralization process, through the implementation of a pilot project in two provinces. Nevertheless, the concept developed will be utilized as it represents a flexible tool, which will allow the CRC to test and pilot some activities in a small scale, to record and analyse the lessons learned for a further replication in other provinces. The support of partners is vital to the national society to fully achieve the change to be made in this complex and crucial change process.

## Principles and values

### Programme purpose

A greater awareness of, respect for, and application of humanitarian values in Cambodia

### Outcomes/expected results

<b>Programme component: Promotion of humanitarian values and Fundamental Principles.</b>
<b>Outcome 1:</b> Strengthened awareness of the Fundamental Principles and humanitarian values within Cambodian Red Cross
<b>Outcome 2:</b> Strengthened internal communications of the national society
<b>Outcome 3:</b> Strengthened awareness of humanitarian values within Cambodian society

### Achievements

As described during the last 2008 revision of the plan, the principles and values programme is being implemented throughout all CRC programmes and departments. As such, the dedicated budget has been cancelled. The Red Cross Red Crescent Movement's Fundamental Principles and humanitarian values are being promoted through all CRC training curricula, such as community-based disaster preparedness, mine education, HIV and AIDS, hygiene promotion and health education. Sensitization sessions have also been conducted for the provincial and district government authorities. The dissemination of international humanitarian law (IHL), traditionally supported by ICRC, is also being implemented by the CRC communications department.

The main activity implemented with regard to humanitarian values was the training of all newly and re-elected branch committee members. Numerous efforts have been made by the national society to ensure the new branch governance bodies are well equipped to adhere to and implement a smooth decentralization, maintain and enhance the service delivery to the beneficiaries, and work in close collaboration with the branch directors.

The sensitization of CRC staff members, volunteers and the Cambodian general public have been carried out through several internal meetings and workshops, by launching widespread media campaigns, and by actively participating in special international humanitarian celebrations such as World Aids Day and Women's Day.

### Constraints or challenges

One of the main constraints of these activities resides in some lack of understanding of what the Red Cross Red Crescent fundamental principles really mean and how these can be put into practice in the daily activities of staff and volunteer activities, especially at field level. Within the frame of the decentralization, CRC is revising the Red Cross induction curriculum for its staff and governance members. Nevertheless, the branch assemblies have presented a great opportunity for the national society to provide sensitization sessions to all branch governance members.

## Working in partnership

The CRC developed a cooperation agreement strategy (CAS) in 2006, which was reviewed during the November 2008 partnership meeting and is being further finalized. It defines the roles and responsibilities of all parties and aims at optimizing the way in which the national society works with its partners. Bimonthly Movement coordination meetings attended by the CRC senior management, all directors, partner national societies, ICRC and Federation representatives are held in Phnom Penh where major issues relating to Red Cross Red Crescent work in Cambodia are addressed.

CRC faces some difficulty in coordinating support with all its partners. At times, the project-based and donor-driven nature of the financial support makes the development of holistic programmes and the introduction of integrating various activities challenging.

The Federation country office faced challenges with the departure of two finance staff members in the second quarter of 2009. However, strong support was received from the Asia Pacific zone office finance unit (ZFU) based in Kuala Lumpur, and a new finance officer has been recruited. The support from the Bangkok regional office has also been enhanced, especially in the fields of disaster management, health and communications, as the country office has limited capacity and no technical programme expertise on the ground. Also, the daily support to CRC and the coordination of partner national societies by the Federation encountered some challenges in the departure of the head of country office whose mission ended in November 2009.

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

Amidst the organization of the national society's branch assemblies, two Movement coordination meetings were held. As stated above, discussions were held on how to better coordinate the support to CRC and the Cambodian people, given the funding constraints and the increase of bilateral assistance. The annual CRC partnership meeting has been postponed and is likely to be held after the CRC general assembly. Also, the cooperation agreement strategy (CAS) is yet to be revised and finalized. The operational alliance on disaster management is being utilized to tailor more holistic programmes in health and disaster management, and is expected to also benefit from the Federation global alliance on disaster risk reduction.

Nevertheless, in view of the revision of the national society's new strategy, the decentralization process and the forthcoming general assembly, little progress is likely to be achieved, apart from through capitalizing on lessons learned from the past. Partnerships are crucial to CRC development in this critical phase of important change; it is still unclear how IFRC can ideally support CRC in partnership management in the future, mainly due to funding constraints.

## Contributing to longer-term impact

As indicated above, planning, monitoring, evaluation and reporting (PMER) activities have been addressed by all CRC programmes. The Cambodian communities, including the vulnerable groups, are actively involved in the design and planning of all activities and projects, as well as in the monitoring of the progress made. Lessons learned and best practices obtained from the implementation of various activities are being utilized for the further development and improvement of projects. A good example is the experience acquired during the set-up of the disaster management operational alliance now being utilized for the health programme as well as for the development of the disaster risk reduction concept. CRC intends to review its structure, and to possibly merge the existing planning and reporting and monitoring and evaluation units into one. All existing PMER

tools will be reviewed, their quality assessed and a new model developed, and adapted to the CRC context. Branch staff and volunteers will contribute to the design and be trained on the utilization of the new tools.

The national society has had most of its resources diverted by the branch assemblies, which have required a tremendous amount of work from CRC staff members at all levels. Furthermore, the ongoing decentralization process is expected to bring drastic changes to all existing systems, either in terms of management, communication, reporting and quality control. It will, however, require a significant amount of time to be finalized, and to become efficient. Nevertheless, most of these changes are not expected to take place before the national society's 2010 general assembly.

As an immediate measure, the existing planning, monitoring and reporting mechanisms will be reviewed in order to ensure adequate quality is maintained in the implementation of CRC activities. Simple and user-friendly tools are being designed for monitoring and reporting purposes, awaiting the establishment of the forthcoming CRC PMER unit. In the meantime, all lessons learned emerging from the interventions of the partner national societies supporting CRC bilaterally constitute a very valuable source of information, which will serve to elaborate and refine the new CRC systems.

## Looking ahead

A joint CRC/IFRC planning meeting was organized in Phnom Penh, on 27-28 May 2009, hosted by the Federation country office, and technically supported by the Federation PMER zone unit. The CRC secretary general, as well as the deputy secretary general, all directors and most project staff were present. The format of the meeting encouraged open and frank discussions with debates highlighting some important areas of concern from CRC staff with regard to the new environment and context of the national society's work. This led to the overall meeting's outcomes outlining the need for more focused support in the priority areas of the national society in the 2010-2011 Federation secretariat support plan.

Looking at the present situation within CRC, it is obvious that the forthcoming tasks in organizational development and capacity building are considerable, and will require close and tailored support from the Federation in the year ahead. The main focus areas will be to assist the national society in drafting its strategy based on the Federation's Strategy 2020; in developing and rolling out the decentralization process; as well as in various other areas such as finance, IT and PMER, human resources and systems development. Partnership management, which constitutes a significant challenge for CRC, will also require Federation support.

The fifth general assembly scheduled to take place in August 2010 is an important event, and the outcomes are expected to clearly define the new path the national society will follow in the future. High-level representation from IFRC, ICRC and partner national societies is expected at the general assembly. This important occasion is likely to be followed by a high-level strategic partnership meeting, where the national society will share progress and inform its Red Cross Red Crescent Movement partners on recent changes, disseminate its new strategy and seek support for its prioritized activities.

The funding of the Federation support plan remains of great concern and a revision downwards of the budget and activities for next year is expected in the first quarter of 2010. The focus will be put on the main national society's needs, given the funding situation and the global and national context. IFRC will take this opportunity to share its plan to articulate its support to CRC in time to come.

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

MAAKH001 - Cambodia

Annual Report 2009

Selected Parameters	
Reporting Timeframe	2009/1-2009/12
Budget Timeframe	2009/1-2009/12
Appeal	MAAKH001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>A. Budget</b>	<b>35,305</b>	<b>276,538</b>	<b>139,366</b>	<b>0</b>	<b>185,307</b>	<b>636,516</b>
<b>B. Opening Balance</b>	<b>4,208</b>	<b>77,870</b>	<b>37,017</b>	<b>0</b>	<b>85,244</b>	<b>204,340</b>
<b>Income</b>						
<b>Cash contributions</b>						
<i>Australian Red Cross (from Australian Government)</i>		37,975				37,975
<i>British Red Cross</i>		28,209	0		1,846	30,055
<i>British Red Cross (from British Government)</i>			0			0
<i>Danish Red Cross</i>					0	0
<i>DFID - British Government</i>		65,150				65,150
<i>Finnish Red Cross</i>		17,149	2,227		1,478	20,854
<i>Finnish Red Cross (from Finnish Government)</i>		97,177	12,620		8,374	118,172
<i>Germany Red Cross</i>			37,824			37,824
<i>New Zealand Red Cross</i>	118,652	94,486	33,497			246,635
<i>Norwegian Red Cross (from Norwegian Government)</i>	26,682					26,682
<i>Sweden Red Cross</i>			17,644			17,644
<b>C1. Cash contributions</b>	<b>145,334</b>	<b>340,146</b>	<b>103,812</b>		<b>11,698</b>	<b>600,990</b>
<b>Outstanding pledges (Revalued)</b>						
<i>Finnish Red Cross</i>					4,613	4,613
<i>Finnish Red Cross (from Finnish Government)</i>					26,143	26,143
<i>Germany Red Cross</i>			29,757			29,757
<i>New Zealand Red Cross</i>	-36,717	-85,674				-122,392
<b>C2. Outstanding pledges (Revalued)</b>	<b>-36,717</b>	<b>-85,674</b>	<b>29,757</b>		<b>30,756</b>	<b>-61,878</b>
<b>Income reserved for future periods</b>						
<i>DFID - British Government</i>		-65,150				-65,150
<b>C3. Income reserved for future periods</b>		<b>-65,150</b>				<b>-65,150</b>
<b>Other Income</b>						
<i>Miscellaneous Income</i>					731	731
<i>Services</i>					44,142	44,142
<b>C6. Other Income</b>					<b>44,873</b>	<b>44,873</b>
<b>C. Total Income = SUM(C1..C6)</b>	<b>108,617</b>	<b>189,322</b>	<b>133,569</b>	<b>0</b>	<b>87,327</b>	<b>518,835</b>
<b>D. Total Funding = B + C</b>	<b>112,825</b>	<b>267,192</b>	<b>170,586</b>	<b>0</b>	<b>172,571</b>	<b>723,174</b>
<b>Appeal Coverage</b>	<b>320%</b>	<b>97%</b>	<b>122%</b>	<b>#DIV/0</b>	<b>93%</b>	<b>114%</b>

## II. Balance of Funds

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
<b>B. Opening Balance</b>	<b>4,208</b>	<b>77,870</b>	<b>37,017</b>	<b>0</b>	<b>85,244</b>	<b>204,340</b>
<b>C. Income</b>	<b>108,617</b>	<b>189,322</b>	<b>133,569</b>	<b>0</b>	<b>87,327</b>	<b>518,835</b>
<b>E. Expenditure</b>	<b>-18,831</b>	<b>-233,645</b>	<b>-80,166</b>	<b>-0</b>	<b>-104,943</b>	<b>-437,585</b>
<b>F. Closing Balance = (B + C + E)</b>	<b>93,994</b>	<b>33,547</b>	<b>90,421</b>	<b>0</b>	<b>67,628</b>	<b>285,589</b>

# International Federation of Red Cross and Red Crescent Societies

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## III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination		
A		B					A - B	
<b>BUDGET (C)</b>		<b>35,305</b>	<b>276,538</b>	<b>139,366</b>	<b>0</b>	<b>185,307</b>	<b>636,516</b>	
<b>Supplies</b>								
Construction Materials			5,337				5,337	-5,337
Clothing & textiles	2,500	-64				420	356	2,144
Water & Sanitation	50,000		13,133				13,133	36,867
Medical & First Aid	10,000	-306				22	-284	10,284
Teaching Materials	16,500							16,500
<b>Total Supplies</b>	<b>79,000</b>	<b>-369</b>	<b>18,470</b>			<b>442</b>	<b>18,543</b>	<b>60,457</b>
<b>Land, vehicles &amp; equipment</b>								
Vehicles	15,500							15,500
Computers & Telecom	23,000	555		623		539	1,717	21,283
Office/Household Furniture & Equipm.				12,682		1,093	13,775	-13,775
Others Machinery & Equipment	8,500							8,500
<b>Total Land, vehicles &amp; equipment</b>	<b>47,000</b>	<b>555</b>		<b>13,306</b>		<b>1,632</b>	<b>15,492</b>	<b>31,508</b>
<b>Transport &amp; Storage</b>								
Storage						92	92	-92
Distribution & Monitoring	57,000							57,000
Transport & Vehicle Costs	12,500	1,337	3,304	646		15,113	20,400	-7,900
<b>Total Transport &amp; Storage</b>	<b>69,500</b>	<b>1,337</b>	<b>3,304</b>	<b>646</b>		<b>15,205</b>	<b>20,492</b>	<b>49,008</b>
<b>Personnel</b>								
International Staff	100,000					93,950	93,950	6,050
National Staff	48,400	7,509	38,048	28,036		-8,697	64,896	-16,496
National Society Staff	75,000	3,557	32,156	8,173		2,087	45,971	29,029
Consultants	7,507		451	3,477			3,927	3,580
<b>Total Personnel</b>	<b>230,907</b>	<b>11,065</b>	<b>70,655</b>	<b>39,686</b>		<b>87,340</b>	<b>208,745</b>	<b>22,162</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	59,387	7,793	14,607	16,369		648	39,417	19,970
<b>Total Workshops &amp; Training</b>	<b>59,387</b>	<b>7,793</b>	<b>14,607</b>	<b>16,369</b>		<b>648</b>	<b>39,417</b>	<b>19,970</b>
<b>General Expenditure</b>								
Travel	13,165	5,433	41,234	4,950		6,501	58,118	-44,953
Information & Public Relation	40,600	888	6,862	5,127		796	13,673	26,927
Office Costs	35,063	4,803	18,190	14,340		-18,465	18,869	16,194
Communications	9,258	486	3,932	1,236		10,455	16,109	-6,851
Financial Charges	500					-7,152	-7,152	7,652
Other General Expenses	10,762	220	9,368	1,962	0	5,305	16,855	-6,093
<b>Total General Expenditure</b>	<b>109,348</b>	<b>11,830</b>	<b>79,586</b>	<b>27,615</b>	<b>0</b>	<b>-2,560</b>	<b>116,471</b>	<b>-7,123</b>
<b>Programme Support</b>								
Program Support	41,374	1,491	16,322	5,698		7,573	31,084	10,290
<b>Total Programme Support</b>	<b>41,374</b>	<b>1,491</b>	<b>16,322</b>	<b>5,698</b>		<b>7,573</b>	<b>31,084</b>	<b>10,290</b>
<b>Operational Provisions</b>								
Operational Provisions		-14,871	30,702	-23,154		-5,336	-12,659	12,659
<b>Total Operational Provisions</b>		<b>-14,871</b>	<b>30,702</b>	<b>-23,154</b>		<b>-5,336</b>	<b>-12,659</b>	<b>12,659</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>636,516</b>	<b>18,831</b>	<b>233,645</b>	<b>80,166</b>	<b>0</b>	<b>104,943</b>	<b>437,585</b>	<b>198,931</b>
<b>VARIANCE (C - D)</b>		<b>16,474</b>	<b>42,893</b>	<b>59,200</b>	<b>-0</b>	<b>80,364</b>	<b>198,931</b>	