



STRATEGY 2011-2020

SAVING LIVES. CHANGING MIND.



SAVING LIVES. CHANGING MIND.



doing more, doing better, reaching further

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FOREWORD

Strategy 2011-2020 was adopted by 5th General Assembly of Cambodian Red Cross (CRC) on 4-5 August 2010. It is a compass for CRC to develop periodic/interval/step-by-step development plans. It means that for the next ten year, we will develop several development plans, including phase 1 from 2011 to 2014, phase 2 from 2014-2018 and phase 3 from 2018-2022. The phase has been set out according to mandate of Central Committee that statutorily elected every four year.



This Strategy provides direction to CRC, including national headquarters, branches and sub-branches, in setting operational priorities to respond to actual needs of vulnerability; in enhancing its humanitarian services in order to help more and effectively vulnerable people. Meanwhile, it strengthens firm and mutual partnership and cooperation within Red Cross Movement as well as with non Red Cross operators. Moreover, Strategy 2011-2020 is also the basis for updating, harmonizing and developing new implementation tools that need to be implemented and addressed the actual needs in community.

The achievement and progress accomplished by CRC under the Strategy 2003-2010 through development plans 2003-2007 and 2008-2010 have been made institutional foundation from national headquarter to branches, sub-branches and groups and local communities become gradually stronger according to decentralization and de-concentration concept. Building capacity of Red Cross volunteers (RCVs) and youth (RCY) who are successors/young generation “the bamboo shoot grow up to become bamboo”, so that they can deliver services in core areas of disaster management, health and care in community, promotion of humanitarian value, culture of non-violence and protection of human dignity, and assist the most vulnerable people timely and effectively. These achievements could not be made without the support from royal government of Cambodia, ministries, institutions and authorities at all levels, participating national societies (PNSs), Red Cross members, and national and international donors from all walks of live.

On behalf of the central committee, branch committee, staff, volunteers and youth at all levels, we would like to express profound respect and deep gratitude to His Majesty Preah Bat Samdech Preah Boromneath **NORODOM SIHAMONI**, King of Cambodia, Their Majesties **NORODOM SIHANOUK**, King Father of the Khmer Nation and, **NORODOM MONINEATH SIHANOUK**, Queen Mother of the Khmer Nation, for their eternal and dynamic support to humanitarian activities of the CRC. Taking this opportunity, I would like also to express high appreciation to the royal ministry, senate, national assembly, royal government, authorities at all levels, CRC partners, non-governmental organizations,

civil societies, national and international donors, who have supported humanitarian mission of the CRC.

For the next ten years, in order to address the global and in-country challenges, I would like to appeal royal government, ministries, institutions, authorities at all levels, CRC partners, members, national and international donors to continue in involving or taking into account with the spirit of culture of sharing and solidarity “together for humanity”, in reducing vulnerability and poverty, and building capacity and resilience of community toward sustainable country development by providing material, financial and spirit support in implementation of CRC Strategy 2011-2020 and four-year development plan 2011-2014.

Last but not least, may I pray that all the triple jewels of Buddha, sacred spirits in the world to bless best wishes to **His Majesty Preah Bat Samdech Preah Boromneath NORODOM SIHAMONI**, the King of Cambodia, **Their Majesties the King Father of the Khmer Nation and the Queen Mother of the Khmer Nation** good health, longevity to further stay for the well-being and safety of our children, grand-children and great-grand children in the Kingdom of Cambodia.

I would like to wish Samdech, Princese, Excelencies, Lok Chumteav, Oknha, ladies and gentlemen, central committee, honorary branch committee, branch committee, sub-branch, members, volunteers and youth, CRC partners, donors and compatriots with the four gems of Buddhist Blessing: Longevity, nobility, healthiness, and strength.

Phnom Penh, June 2011
President

Kittipritthbindit BUN RANY HUNSEN

INTRODUCTION

The Strategy 2011-2020 - a compass to guide the Cambodian Red Cross in designing of sector strategic plan, short, mid and long term development plan, for implementation with clear indicators and expected results, so that the national society will achieve its stated humanitarian mission in the next ten years.

The Strategy 2011-2020 has been developed when the Cambodian Red Cross reaches its last year of implementing the Strategy 2003-2010. The participatory development process started with a wide consultation amongst CRC governing boards and the management teams at the national headquarters and the 24 branches the Red Cross partners. The participation is up to 300 people.

The Strategy 2011-2020 is formulated on the basis of achievements gained, weaknesses, lessons learned, challenges, comments and recommendations from partners as well as recommendations from the review of Strategy 2003-2010.

Strengths as Keys of Success

The Cambodian Red Cross could gain major achievements in the course of the implementation of the Strategy 2003-2010. Keys to success are hereunder indicated:

- Leadership of the governing bodies at all levels, in particular the strong commitment, active advocacy, devotion, sacrifice, clear-sighted directions, the humanitarian spirits and volunteering of the President in good governance, transparent management, trust and confidence building, good partnership has enabled the Cambodian Red Cross to gain stronger support and mobilized power of humanity from national and international chartered people and donors;
- A nationwide and comprehensive structure from the national down to communities throughout the country;
- Availability of resources: staffs, Red Cross Volunteers and Red Cross Youth, financial and material resources;
- Development plan, sector strategic plan/program & project plans are formulated in a participatory manner and possess Monitoring, Evaluation and Reporting System;
- Good cooperation with all those relevant and strong partnership with partners through the practice of openness, consultation, constructive critics and mutual respect;
- Strong support from the legislative and executive bodies and authorities at all levels and from chartered people.

Weaknesses

- Some staffs at the headquarters and branches do not have comprehensive understanding on the importance of decentralization and de-concentration concepts;
- Information sharing amongst departments, between the headquarters and the branches and vice versa is still limited;
- Changing mindset and habits from working in isolation or just focusing on projects, programs to

work as a team, to work in integrated approach and sharing resources is still limited;

- A number of branches formulated their strategic plan without participation from the Branch Committee, from sub-branches, volunteers and youth;
- Some branches do not have any data or statistics on vulnerability in their hands, and this has led to weaknesses in the analysis of the provincial context.
- Building the capacity of staff and the speed of updating job descriptions could not respond to the immediate needs;
- No clear volunteer and red cross youth management and development systems in many branches;
- Dissemination at the branch level is limited, and even worse there is no clear assignment of responsible people to carry dissemination.

Lessons Learned

- Some branches learned from each others and shared amongst themselves experiences;
- Some branches could manage to support other branches which have little opportunity to fundraise;
- Construct sub branch office and strengthen its operation and network could turn true, if at the sub-branch there is a strong leadership of a Committee or an individual with commitment and devotion and clear-sighted in finding ways to assist the most vulnerable by mobilizing the power of humanity and resources in their respective territory without waiting the instruction from the branch;
- Activities and broad public information should go hands in hands which will then bring about sources of stronger support and broader participation.

In addition to the above mentioned key factors to success, the Strategy 2011-2020 is the fruit harvested from the monitor and analysis of challenges, both globally and nationally. The challenges are as follows:

Global Challenges

The world is now in increasing needs of natural resources to meet the demands of economic developments and to address consequences of climate change, global warming, imbalanced world economy together with world economic crises and the drop in economic growth, the increasing cost in oil and foodstuff, etc.... If we take into account of just only the climate change, we have seen very clearly that the world has been challenging the changing pattern of rainfall, higher sea water level, higher average temperature; these changes have brought severe impacts to agricultural products, water resource, coastal region, forest, ecosystem, climate catastrophes; irregular phenomena have influenced human health and led to pandemic of communicable diseases like dengue fever, diarrhea, bird flu and swine flu etc. Because of such situation, people move from the rural to the urban areas and this has resulted in the problem of urbanization.

National Context

Cambodia is more or less affected by the above-mentioned global challenges; and climate change brings about continuously natural hazards, disasters and outbreak of communicable diseases. Challenges relevant to the humanitarian operation by the Cambodian Red Cross include:

- Even poverty line was reduced from 47% in 1993 to 35% in 2004 and to 30% in 2008, poverty, especially in the rural setting, remains major issue in the top agenda;

- Drop in agricultural activities has led to displacement of people from the rural to the urban settings; and this has caused migration, homeless, street children, abandoned old age people, orphans;
- Promotion of Road Safety to reduce loss of lives and injuries;
- Enhance public health service to have access to people to ensure their welfare by giving main focus on reducing mortality and morbidity rate pre-during and after birth delivery through accelerating health service especially reproductive health, mother and child care, health care, safe water, hygiene education, widely convey to people in the communities key messages on health care so as the Red Cross contribution to achieve the expected results of the Cambodia and UN Millennium Development Goal;
- Reducing the spread of HIV/AIDS, malaria, dengue fever, bird flu, swine flu and other communicable diseases which remain issues to challenge;
- Although progress has been made, education for all at present still faces some challenges such as drug trafficking, human trafficking, violence which have influenced particularly among young people; and this is the concern for the future of the younger generation;
- Encouraging women to be active in economic and social development to improve women status in the society meets with some obstacles due to gender inequality.

In order to take part in finding solutions to the afore-mentioned complicated and inter-related global challenges, and as one of the components of the Movement of the International Red Cross Red Crescent, the Cambodian Red Cross has aligned its Strategy with the Strategy 2020 **“Saving Lives, Changing Mind”** of the International Federation of Red Cross Red Crescent Societies, with the motto ***doing more, doing better, and reaching further***.

To ensure that Strategy 2011-2020 is comprehensive and responsive to the real needs and vulnerability of the country, the Cambodian Red Cross has aligned its vision, mission and strategic directions with the Rectangular Strategy Phase II of the Royal Government of Cambodia, and the Updated National Development Strategic Plan 2009-2013.

Thus, the Strategy 2011-2020 of the Cambodian Red Cross is formulated as follows:

Vision

Contribute to accelerate the poverty reduction and promote the human dignity and protect the humanitarian values of the vulnerable people.

Mission

As a National Society and a leading humanitarian organization in Cambodia, the Cambodian Red Cross mobilizes the power of humanity to continue assisting the most vulnerable people through the provision of disaster management, health and care in the community and promotion of Humanitarian Values of the Movement.

And to achieve this Mission, the Cambodian Red Cross has defined FOUR Strategic Directions; they are:

Strategic Direction 1

Contribute to saving lives and building resilience to disasters and crises through the activities in the Core Area of the Disasters Management.

Strategic Direction 2

Contribute to a reduction of morbidity and mortality of mother and child, to communicable diseases prevention, and to responses to health in emergency through activities in the Core Area of Health and Care in the Community.

Strategic Direction 3

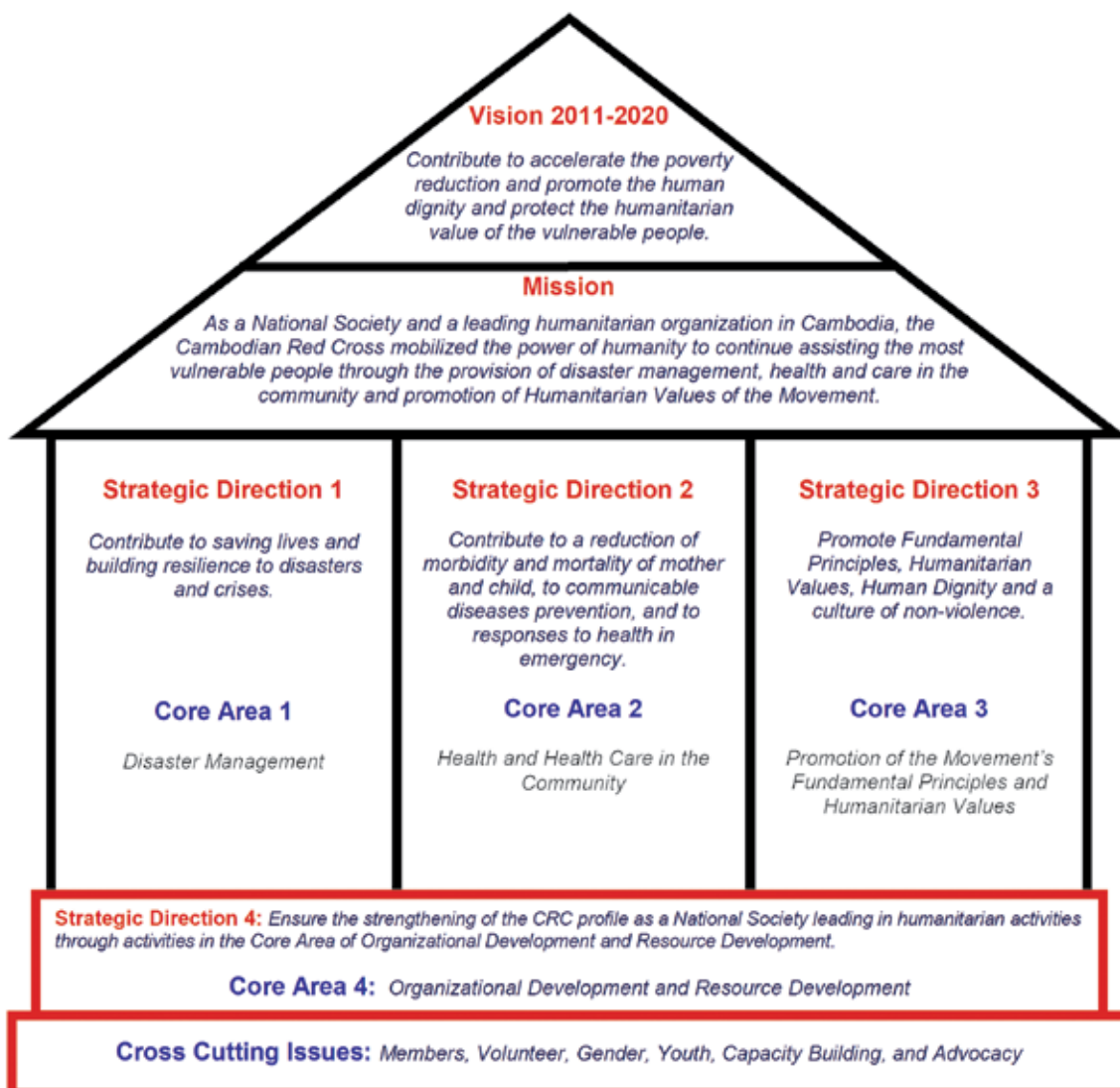
Promote Fundamental Principles, Humanitarian Values, Human Dignity and a culture of non-violence through the activities in the Promotion of the Movement's Fundamental Principles and Humanitarian Values.

Strategic Direction 4

Ensure the strengthening of the CRC profile as a National Society leading in humanitarian activities through activities in the Core Area of Organizational Development and Resource Development.

Cross Cutting Issues

Members, Volunteer, Gender, Youth, Capacity Building, and Advocacy.





Strategic Direction 1

CONTRIBUTE TO SAVING LIVES AND BUILDING RESILIENCE TO DISASTERS AND CRISES

Core Area 1: Disaster Management

Cambodian Red Cross builds the capacity of communities in disaster risk management and reduction, and strengthens preparedness for effective responses to disasters. We are well recognized by the Royal Government and other organizations for our active role in disaster management, for widely sharing accurate information on vulnerability to disaster, and for non-discrimination in relief assistance.

Our two disaster management strategic objectives from the Strategy 2003-2010 framework - disaster preparedness and reduction of disaster impact, and relief assistance to victims of disasters and vulnerable families - have been well met. These objectives were defined in our 2002-2005 development plan, and upgraded in the 2005-2007 development plan.

Our strategic plan for disaster management for 2008-2012 was developed based on the recommendations of the 2007 mid-term review of the Strategy 2003-2010 implementation. This plan integrates activities including branch development, human resource development, advocacy, capacity building and cross cutting issues such as Red Cross Volunteers (RCV), Red Cross Youth (RCY) and gender.

Aligned to the IFRC Strategy 2020, the Rectangular Strategy Phase II of the Royal Government of Cambodia, and the need to be prepared and respond to current climate change challenges, Strategy 2011-2020 identifies the following expected results in disaster management:

- > We respond to all major emergencies and disasters effectively, efficiently, timely and compassionately through a strong and capable network of branches, sub-branches, groups and well-managed volunteers and youth.
- > We establish and strengthen disaster management mechanisms at all levels from headquarters to communities in terms of quantity and quality.
- > We train volunteers, youth, sub-branch staff and branch focal points, and regularly refresh their specific skills in vulnerability assessment, first aid, disaster preparedness, and risk reduction and response.

- > We strengthen the resilience of households and communities in preparation for and after disasters and crises.
- > We promote preparedness, prevention and mitigation in every community to cope with disasters and emergencies.
- > We reduce the number of road accidents.

To achieve these results we will continue to strengthen cooperation with our partners including the National Committee for Disaster Management (NCDM), Partner National Societies (PNS), the IFRC Regional Disaster Management Unit (RDMU), the National Committee for Road Safety Promotion and the private sector. We will support branch and sub-branch staff, RCV and local communities to develop skills and techniques to understand the needs of vulnerable people and those affected by local disasters and respond quickly and effectively to them.

Disaster Management covers the four sectors detailed below:

1. DISASTER PREPAREDNESS

Disaster preparedness incorporates two areas:

1.1 Disaster Preparedness for Response

Disaster preparedness for response includes setting up systems and strengthening the capacity of branches and sub-branches to assess vulnerability, identify disaster risk, and collect and manage data on vulnerable people. It also involves developing information flow mechanisms, advanced guidelines, policies, norms of operations and codes of conduct.

Our key actions will include:

- National headquarters reviewing, revising and updating policies, guidelines, standards of operations for disaster preparedness and response, and minimum standards for assistance. This process will seek input from branch and sub-branch staff and relevant actors, particularly RCVs and RCY. These documents will then be disseminated to branches and sub-branches to ensure that disaster management policies and guidelines are applied.
- National headquarters orienting and providing technical support to branches as required to implement branch development plans.
- Branches providing orientation to sub-branches and developing human resource capacity, especially project management and capacity building for RCVs and RCY.
- Establishing and strengthening our disaster response structure by linking disaster response teams at headquarters, branch, sub-branch and community level to share experiences and capacity.
- Improving communication mechanisms, information systems and reporting analysis on disaster management.

1.2 Disaster Risk Reduction

Disaster risk reduction focuses on building the resilience of communities by integrating disaster

plans with development plans. We work to build branch, sub-branch and community capacity in early information warning systems, promote climate change adaption strategies and seek advocacy support from the Ministry of Education, Youth and Sport to include the disaster program and disaster risk awareness in the national education curriculum.

Our key actions will include:

- National headquarters raising awareness through distributing climate change adaption key messages and relevant measures to people, aligned with the global slogan “Our World, Your Move”.
- Branches and sub-branches taking responsibility for setting up disaster risk reduction mechanisms in their provincial territories by advocating to provincial and sub-provincial authorities on the importance of their common interests.
- Branch and sub-branch focusing on community-based disaster preparedness and disaster risk reduction in the most vulnerable villages (communes) before expanding to others.
- National headquarters and branches discussing, establishing and reviewing early warning system mechanisms, focusing on community capacity building.
- Reviewing and updating the Disaster Management Department Strategic Plan 2008-2012 to ensure that it aligns with the CRC Strategy 2011-2020 and policy framework, as well as with the National Committee for Disaster Management Strategy.
- Continuing to advocate to the Ministry of Education, Youth and Sport to integrate disaster preparedness programs and disaster risk reduction awareness raising into the national education curriculum.
- Promoting and strengthening the capacity of the most vulnerable families, building resilience to hazards such as floods and storms.

2. DISASTER RESPONSE

We take action to immediately respond in the event of a disaster, offering relief to affected people no matter where or when it is needed. Our effectiveness is dependent on the competence of branches and sub-branches to quickly mobilize resources, logistics and transportation.

Our key actions will include:

- National headquarters drawing on access to the government, stakeholders, partners and charitable people to support the operation of disaster response to large-scale emergencies that are beyond the response capacity of branches.
- National headquarters developing a specialized team to provide training to branch focal points, and by extension to sub-branches, RCVs and RCY.
- Ensuring branches and sub-branches can respond immediately to disasters by drawing on support from local authorities and local communities for emergency service assistance, with support from national headquarters if required. Support may include information collection on damage, needs assessments, beneficiary registration, relief management, logistics,

communications tools and systems, and monitoring and evaluation.

- Branches and sub-branches improving human resource preparation for disaster response through appropriate specialized training from the disaster response team, with capacity-building assistance from national headquarters.
- Branches and sub-branches initiating emergency assessment training including needs assessment, with technical support from national headquarters or other partners.

3 DISASTER RELIEF AND RECOVERY

Disaster relief and recovery focuses on providing technical assistance to branches, sub-branches and disaster-prone communities by offering physical and psychological support such as shelter, safe water, hygiene, health and short-term food production, and advocating for supports from relevant institutions.

Our key actions will include:

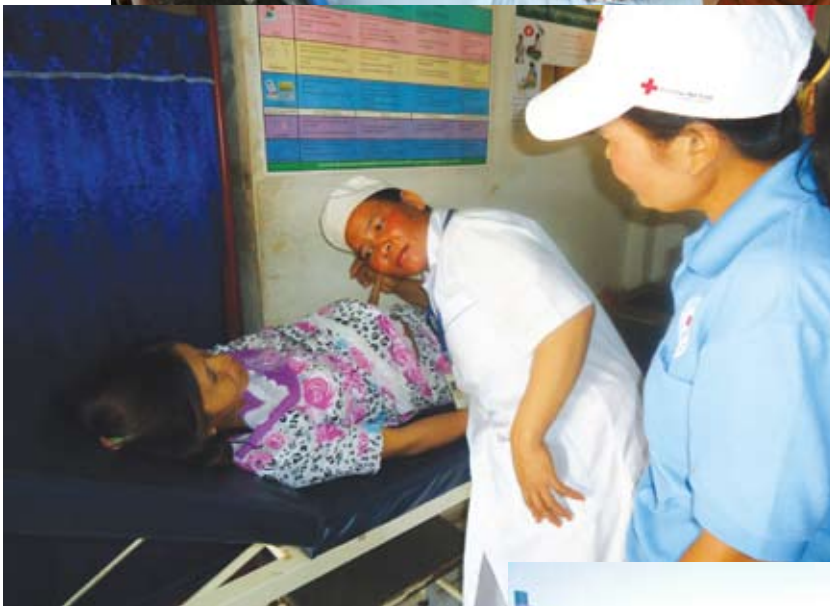
- Enhancing social recovery and reducing risk for vulnerable people, making communities safer through providing human vulnerability and capability assessment (HVCA), shelter, water and sanitation, and short-term food production assistance.
- Providing physical and psychological support in coordination with relevant CRC departments, particularly the health department, in order to improve physical and mental health.
- Promoting linkages between disaster emergency response and recovery.

4 ROAD SAFETY PROMOTION

We are responding the new human disaster of road fatalities in Cambodia by promoting road safety through four priority areas:

- Encouraging people to wear helmets and safety belts when driving a vehicle.
- Conducting road safety campaigns in schools through RCY activity.
- Educate and disseminate road safety, traffic law to community.
- Strengthening the capacity of advocacy support and establishing road safety partnerships.





Strategic Direction 2

CONTRIBUTE TO REDUCTION OF MORBIDITY AND MORTALITY OF MOTHER AND CHILD, TO COMMUNICABLE DISEASES PREVENTION AND TO RESPONSES TO HEALTH IN EMERGENCY

Core Area 3: Health and Care in the Community

Cambodian Red Cross (CRC) has made significant achievements in the implementation of activities defined in our strategy 2003-2010.

Our achievements include:

- 1) Improving the focus and systematic approach to community-based health development
- 2) Delivering emergency health services more effectively
- 3) Strengthening mechanisms to support disease control, especially HIV/AIDs and dengue fever, as detailed in the 2003-2007 and 2008-2012 four-year development plans and the HIV/AIDs Strategy 2010-2015.

People in the communities where we work now have a better understanding of the value of health education and self-healthcare. In fact, community behavioral change to promote healthcare has contributed to reduce morbidity and mortality rates for mothers and children. Actions to prevent communicable disease outbreaks have reduced the impact of HIV/AIDs, dengue fever, malaria, acute respiratory tract infections, avian influenza (H1N1), diarrhea and diseases caused by poor water and sanitation.

In order to prevent new HIV/AIDS infections, Cambodian Red Cross is an active member of the National AIDS Authority and the Asian Regional Taskforce on HIV/AIDS (ART network). We have carried out activities detailed in our 2010-2015 HIV/AIDs strategy with funding support from the Global Fund through the Ministry of Health. In 2010 Lok Chumteav Kittiprittbandit Bun Rany HunSen, President of Cambodian Red Cross was honored as the Asia Pacific Leadership Forum National Champion for HIV/AIDs in Cambodia, in recognition of her commitment to the fight against HIV/AIDS.

The CRC Strategy 2011-2020 has been designed to align with the Royal Government of Cambodia's 'Rectangular Strategy' and the IFRC Strategy 2020. Our Strategy 2011-2020 focuses on community-based healthcare activities, drawing on the support of Lok Chumteav Kittiprittbandit Bun Rany HunSen, Champion for the United Nation Secretary General's (UNSG's) Joint Plan of Action for Women's and Children's Health.

In this strategic plan, we have identified three major priorities: promoting maternal and child

health, preventing communicable diseases and supporting public health intervention in emergencies. In this way we will contribute to achieve the indicators and results expected from the Ministry of Health's Strategy 2008-2015.

Ministry of Health's Strategy 2008-2015 Indicators

Indicator	2005	2010	2015
Total fertility rate	3.4	3.4	3.0
Maternal Mortality Rate (per 100,000 live births)	472	243	140
Infant Mortality Rate (per 1,000 live births)	66	60	50
Under 5 Mortality Rate (per 1,000 live births)	83	75	50

Expected Results 2020

- > Contribute to reduce maternal and child morbidity and mortality rates and improved reproductive health.
- > Reduce general morbidity and mortality rates by increasing community capacity to prevent and respond to communicable disease outbreaks.
- > Prevent and respond to disease outbreaks more effectively by promoting and utilizing Red Cross Volunteers and the Red Cross Youth network.
- > Reduce the risk of death and illness for vulnerable people in emergencies and natural disasters by improving emergency health intervention mechanisms and cooperation with partners.

2.1 MATERNAL AND CHILD HEALTH PROMOTION

Cambodian Red Cross will work to reduce maternal and child morbidity and mortality rates by assisting branches to implement community-based health development through the daily activities of sub-branches and the Red Cross volunteer and youth networks.

Our specific actions will include:

- Encouraging branches and sub-branches to participate in and support the model activity of the Champion for the UNSG's Joint Plan of Action for Women's and Children's Health, focusing on health education and promoting the right to treatment, care and prevention.
- Continuing to strengthen cooperation with relevant ministries, partner national societies (PNSs) and development partners, promoting information-sharing and technical consultation, and identifying partners for support.
- Preparing strategic plans and leadership and management mechanisms at both headquarters and branches, and implementing monitoring and evaluation plans for health-related projects at all levels.
- Continuing to provide capacity-building to health focal points in each of the 24 CRC branches.
- Providing support from headquarters to branches and sub-branches.

- Strengthening cooperation between branches, sub-branches and health centers to promote prenatal and postnatal healthcare, safe births and infant vaccinations.
- Seeking (by CRC Branch) funding support for RCV and RCY activities for health education and dissemination to target communities.
- Encouraging (by CRC Branch) community members to adopt positive behaviors including using safe water and sanitation, maintaining the environment and contributing to poverty reduction.
- Encouraging CRC branches to establish health clubs and set up proper family healthcare mechanisms, strengthening the CRC network and encouraging community members to help each other.
- Working with existing networks to promote community healthcare, create environments for positive health practices and support access to health services.
- Working with existing networks to conduct vulnerability and capacity assessments (VCA) or needs assessments in communities and advocating to partners for funding support.

2.2 COMMUNICABLE DISEASE PREVENTION IN COMMUNITIES

Our activities will focus on specific communicable diseases such as HIV/AIDS, avian influenza (H1N1) and acute diarrhea. We will implement these activities with support from partners, integrating health-related key messages for dissemination and education in targeted communities.

Although Cambodia has successfully managed the reduction of HIV/AIDS infection from 2.0% in 1998 to 0.9% in 2006, and it is predicted to decline further to 0.6 % in 2011, we still have to do more. We must remember that “we forget HIV/AIDS, but HIV/AIDS never forgets us”. We will continue working to stop the HIV/AIDS epidemic by helping orphans and families living with HIV/AIDS, disseminating prevention measures, promoting an end to discrimination, and actively supporting and participating in health campaigns to prevent communicable diseases like dengue fever, malaria, bird flu and swine flu.

Key interventions include:

- Encouraging branches and sub-branches to participate in and support the model activity of the Asia Pacific Leadership Forum National Champion for HIV/AIDs in Cambodia.
- Continuing (NHQ and Branches) to strengthen HIV/AIDS prevention education, promote care and support, reduce stigma and discrimination, and reduce the overall impact of HIV/AIDS.
- Participating in prevention and response to communicable disease outbreaks including avian influenza, dengue fever and other emerging threats.
- Providing capacity-building at the branch level to target communities on health-related issues including the prevention of communicable diseases and new disease outbreaks.
- Educating and promoting health services to community members by establishing referral mechanisms in the communities.
- Encouraging branches to implement community-based health development programs to

contribute to poverty reduction and promote livelihoods.

2.3 HEALTH-IN-EMERGENCY INTERVENTION

Emerging threats such as climate change, the global financial crisis and new disease outbreaks are key concerns for community healthcare. Cambodian Red Cross is providing first aid training to branches and sub-branches, who will go on to train volunteers in the community and youth in schools. We also advocate to gain support and participation from the community, and in emergencies help the injured to the closest health center or hospital.

Key interventions include:

- Strengthening cooperation with relevant partners at all levels in the area of disaster management, to increase technical support and find more effective ways to respond to the needs of vulnerable people.
- Providing technical support from headquarters to conduct training of trainers to branch staff, supporting branches to continue to train sub-branches and volunteers on first aid and healthcare in emergencies or disasters.
- Strengthening branch capacity in healthcare education to victims affected by disasters, including providing latrines, clean water and sanitation.
- Providing (by branches) psychological support and establishing mechanisms for referral services with participation from volunteers.
- Establishing networks and building the capacity of branches to provide appropriate psychosocial care and health referral mechanisms for victims affected by emergencies or disasters.
- At the branch level, educating communities on the importance of voluntary blood donation, depending on local needs.



Strategic Direction 3

PROMOTE FUNDAMENTAL PRINCIPLES, HUMANITARIAN VALUES, HUMAN DIGNITY AND A CULTURE OF NON-VIOLENCE

Core Area 3: Promotion of the Movement's Fundamental Principles and Humanitarian Values

Implementing Strategy 2003-2010, Cambodian Red Cross (CRC) successfully promoted humanitarian values, the Fundamental Principles of the International Red Cross and Red Crescent Movement and international humanitarian law (IHL) at all levels of the community. We achieved this by expanding dissemination to ministries, institutions and entities through media coverage of our diverse activities, our role model of compassionate and non-discriminatory leadership, and promotion of a culture of non-violence and social morals. Our discussion forums on the annual themes of the Movement such as 'Saving Lives, Changing Minds' drew strong participation from beneficiary families, Red Cross Volunteers (RCV) and Red Cross Youth (RCY). We have been supported by and collaborated with partners and authorities at all levels, leading to increased confidence in our operational capability, transparency and accountability.

The Public Image Survey on CRC conducted in 2006-2007 revealed that CRC is recognised as the leading impartial independent humanitarian organisation in Cambodia. The report indicated that 62% of external respondents said CRC is the "most active humanitarian organisation" and 75% said "CRC has worked on promoting humanitarian values/ volunteerism."

In aligning with Strategy 2020 of the International Federation of Red Cross and Red Crescent Societies (IFRC), we will continue to promote our work addressing challenges to society, health and humanity, with the expected outcomes detailed below.

By 2020 CRC will have the following expected results:

- > The Fundamental Principles, international humanitarian law and humanitarian values of the Movement are promoted and practiced.
- > Women and children become less vulnerable to human trafficking through prevention, rehabilitation and reintegration activities and protection of vulnerable cross-border migrants.
- > People who have lost contact with their loved ones as a result of the past conflict in Cambodia,

natural disasters affecting either Cambodia or a neighbouring country, or cross-border migration can restore contact with their family members, receive information on the whereabouts of missing relatives, and be reunited whenever possible.

- > Landmine/explosive remnants of war (ERW) casualties in target areas are minimised and the livelihoods of affected communities are enhanced.
- > The social welfare assistance programme is promoted, providing social services and support to orphan centres, people living with HIV/AIDS, people with disabilities and victims of rape, domestic violence, human trafficking and landmines.

To achieve these expected results we will continue to cooperate with all key stakeholders including the Ministry of Social Affairs, Ministry of Women's Affairs, Ministry of Interior, Partner National Societies and the International Committee of the Red Cross (ICRC), and support our branches and sub-branches to undertake the following key priority actions:

3.1 DISSEMINATION OF RED CROSS MOVEMENT AND INTERNATIONAL HUMANITARIAN LAW

We will raise awareness of our humanitarian mission through mobilising diverse resources and fostering the longstanding traditions of nationwide solidarity and a culture of sharing. In this way we will expand the understanding of humanitarian values and encourage behavior change in society, significantly increasing support and participation in humanitarian activities to help the most vulnerable. We will strengthen collaboration with media networks to reach more people with our key messages of volunteerism and respect for the Fundamental Principles and IHL.

3.2 PROTECTION OF THE RED CROSS EMBLEM

We will enhance protection of the Red Cross emblem through regular inter-institution meetings and seek advocates to strengthen respect and implementation of the relevant royal decrees on Recognition of the Cambodian Red Cross, and the Use and the Respect of Red Cross and Red Crescent Emblem.

Based on the public image survey report, we will develop a communications strategic plan and guidelines for improving understanding of the proper use of the Red Cross and Red Crescent Emblem and CRC logo.

3.3 PROMOTION OF PUBLIC AWARENESS

We will ensure that all core programme areas conduct their work in accordance with the Fundamental Principles and values of the Movement. This will be done by establishing focal trainers to provide training and refresher-training courses on the Fundamental Principles, humanitarian values, IHL and the emblem to newly elected Governing Board members, staff, youth and volunteers at all levels.

3.4 PROMOTION OF HUMANITARIAN VALUES

As part of our mandate to promote humanitarian values, human dignity and a culture of non-violence, and our commitment to eliminate rape, drug abuse and vagrancy, CRC will work to educate people through our leadership role model. We will also establish programmes and projects to address specific vulnerabilities such as preventing human trafficking, supporting the rehabilitation of drug-addicted youth, and providing micro-credit loans to disadvantaged people. Where possible, CRC will seek funding support from partners.

3.5 RESTORING FAMILY LINKS (RFL)

We will continue to offer our tracing service to Cambodian families still looking for relatives who went missing during the past conflict, facilitate the exchange of news between people deprived of liberty and their families, and provide a comprehensive RFL service to all people affected by conflict, natural disaster, cross-border migration or other circumstances. We will provide these services to foreigners in Cambodia and to Cambodian citizens abroad in close cooperation with government agencies, international organisations and non-governmental organisations.

3.6 COMMUNITY BASED MINE ACTION PROGRAMME (CBMAP)

Although, in the last few years landmine and explosive remnants of war (ERW) casualties have rapidly decreased, and Cambodia will approach zero casualties from landmines and ERW in the near future. Cambodian Red Cross will continue to support a mine action programme aimed at reducing the impact of ERW on people through landmine/ERW education, in line with the expected results of the Cambodian Millennium Development Goals. This will also include assisting victims through emergency assistance to families in the form of material aid, health support and victim/survivor referrals to relevant services (specifically hospitals and prosthetic providers), and providing micro-credit loans to help ERW survivors generate income and support themselves.

3.7 SOCIAL WELFARE ASSISTANCE PROGRAMME

We will work to reduce intolerance, discrimination and social exclusion by providing social services to help vulnerable people including orphans, people living with HIV/AIDS, people living with disabilities, the elderly and victims of rape, domestic violence, human trafficking and road accidents. CRC will provide assistance such as micro-loans, drawing on resources received from partners and individual donors.

The key actions of Strategic Direction 3 are to:

- Promote the broad dissemination of key messages at all levels.
- Strengthen and expand broadcasting and publications on the diverse activities of CRC through media, the website and newsletters.
- Raise awareness of IHL and the Fundamental Principles through branch trainers, RCV, RCY, and leadership at headquarters, branches and sub-branches.

- Enhance protection of the Red Cross emblem by strengthening cooperation with inter-ministries to enforce Royal Decrees NSRKT No. 0502/112 on 'Recognition of Cambodian Red Cross' and 'The Use and Protection of the Red Cross and Red Crescent Emblem'.
- Support RCV to promote humanitarian values and human dignity, and contribute to reducing human trafficking and drug abuse in target areas, by developing materials for peer-to-peer education to promote social morals and a culture of non-violence and non-discrimination.
- Support RCV to help families concerned about missing relatives and the most vulnerable cross-border migrants, and provide practical assistance to victims of domestic violence and rape. Support rehabilitation and reintegration into the community by providing referrals and social and practical emergency support to survivors, and identifying and supporting local livelihood and training opportunities in the communities for survivors.
- Strengthen and expand the dissemination of restoring family links and tracing services with support from ICRC, media networks and relevant ministries and institutions.
- Raise awareness of landmine/ERW risks and alleviate the living conditions of vulnerable families and landmine/ERW victims through strengthening the functionality, responsibility and management capacity of branches, sub-branches, RCVs and RCY in specific skills, especially micro-loan management.
- Provide training on small business development, micro-credit loan policies and guidelines, and how to manage and use micro-credit loans to branches, sub-branches, RCV and beneficiary families.



Strategic Direction 4

ENSURE THE STRENGTHENING OF THE CRC PROFILE AS A NATIONAL SOCIETY LEADING IN HUMANITARIAN ACTIVITIES

Core Area 4: Organizational and Resource Development

Since 2003 we have strengthened the CRC structure by developing our legal framework and regulations in alignment with the standards of the International Red Cross and Red Crescent Movement. These include our statute, rules of procedure, financial rules, Royal Decrees on the recognition of Cambodian Red Cross and the Use and Protection of the Emblem, volunteer and youth policies, and particularly our three- and five-year development plans and Strategy 2003-2010.

Aligned with the IFRC Strategy 2010, the triangular strategy of the Royal Government of Cambodia and the Millennium Development Goals, Strategy 2003-2010 placed organizational development and resource development as core areas to ensure CRC is a well-functioning society.

Our specific goals included:

- (1) developing resources
- (2) improving the retention and professional development of staff and volunteers
- (3) integrating operational projects and programs
- (4) enhancing ownership and leadership through good governance and strengthening transparency, accountability and capability at headquarters and branches
- (5) developing a good planning, monitoring, evaluation and reporting (PMER) system.

Through good governance training and a spirit of cooperation between the governing bodies and the management teams at branches and sub-branches, we have strengthened our structure from headquarters to communities. This has allowed us to improve the management and development of volunteers, youth, fundraising, membership extension and income generation.

From 2003 until 2007 organizational development and resource development were developed in separate projects in the CRC four-year development plan 2002-2005 and rolling plan 2003-2007.

Since 2008 we have integrated the separate projects into the master plan of organizational development and resource development. This master plan has seven components:

- (1) Governance and management
- (2) Branch and sub-branch development
- (3) Human resource development and management (staff, Red Cross Youth and Red Cross Volunteers)

- (4) Administration and financial development
- (5) Resource development
- (6) Communication and cooperation
- (7) Planning, monitoring, evaluation and reporting

In October 2008 all 24 branches helped identify the criteria of a well-functioning branch in order to promote branch development. This led to the official proclamation of branch development guidelines for decentralization and de-concentration on 18 February 2009.

We have made significant achievements in organizational development and resource development, but there are still a number of challenges which we need to overcome to fulfill our mission of saving lives and changing minds, following the global theme 'doing more, doing better, reaching further'.

We are committed to making sustainable improvements, maintaining a vigorous national society and strengthening extension through the quality of our structure and network of members, volunteers and youth. We are also committed to gender enhancement, strengthening the diversity of participation in our network.

In order to strengthen the foundation and capacity of the organization, we have continued to review our structure, job duties and responsibilities in accordance with the decentralization and de-concentration policy. We work to ensure the dynamism of branches, sub-branches and groups to provide daily services by active participation from volunteers and youth. We enforce policies, guidelines, regulations and strategic plans with good monitoring, evaluation and reporting system.

Expected results in 2020

- > Technical support from headquarters to branches helps branches and sub-branches to meet their outstanding operational needs.
- > Good governance and transparency management at branch level is strengthened in accordance with the criteria of well-functioning branches.
- > Structures, working systems, and effective cooperation between headquarters, branches, governing boards and management teams at branch and sub-branch level effectively contribute to fast service response to the most vulnerable.
- > Staff, volunteer and youth development and management are continuously strengthened as a priority with support from all stakeholders.
- > Structures, systems and financial rules and regulations are strengthened in order to improve our overall management and operational capacity.
- > There is an increase in the level of confidence, accountability, transparency and talent of the national society.
- > Effective and sustainable fundraising activities are organized to raise the CRC profile and reflect the activities of our life-saving services.
- > Gender awareness and the newly accident case are included in the CRC activity plan.
- > The culture of volunteering and Red Cross Youth development are actively encouraged.
- > We communicate effectively with internal and external audiences including beneficiary

families and the general public.

- > We collaborate effectively with relevant ministries, IFRC, ICRC and partner national societies.
- > We have a strong development plan and effective job management.
- > In order to achieve these results, we have defined four priority activities:

4.1 GOVERNANCE AND MANAGEMENT

- Revise the law and code of conduct of the national society after the general assembly and branch assembly of each mandate.
- Enhance good governance and transparency management at all levels through organizing regular meetings to monitor and evaluate progress and next steps to be taken.
- Strengthen good governance and cooperation between governance boards and management teams.
- Ensure wide participation in strategy consultations, strategy development, and policy guideline development, complete a mid-term review of Strategy 2011-2020, and streamline the existing constitution and legislation.
- Enhance the enforcement of the constitution, status, rules and regulations, guidelines and policies, and ensure branch codes of conduct align with the code of conduct of the national society.
- Develop decentralization and de-concentration guidelines and manuals in order to strengthen implementation at all levels.
- Appoint a core trainer at national headquarters to build the capacity of staff to professionally conduct training for branch and sub-branch trainers.

4.2 BRANCH DEVELOPMENT

- Encourage branch and sub-branch development plans with wide participation from stakeholders, particularly Red Cross Volunteers, Red Cross Youth and beneficiaries, in order to respond to the needs of the most vulnerable in all provinces.
- Strengthen branch development in the framework of decentralization and de-concentration, as per the criteria of a well-functioning branch, by encouraging branches to have comprehensive plans with clear performance indicators and expected results.
- Ensure regular monitoring and evaluation of progress, and establish steps to be taken to guarantee all branch staff are aware of the decentralization and de-concentration process and work together to implement it in branches, sub-branches and communities.
- Develop minimum package guidelines and encourage all branches to participate to ensure the sustainable development of branches, sub-branches and communities.
- Document strengths, weaknesses, challenges, best practices and case studies of good governance and management to prepare for the next branch assemblies in 2013 and 2017, to write development plans and to conduct the mid-term review of Strategy 2011-2020 in 2015.

- Encourage exchange study visits and experience-sharing amongst branches and sub-branches, and promote branch and sub-branch alliances.
- Encourage strong cooperation between bilateral and multilateral partners and branches, with technical support from headquarters.

4.3 HUMAN RESOURCE DEVELOPMENT AND MANAGEMENT: STAFF, RED CROSS YOUTH (RCY) AND RED CROSS VOLUNTEERS (RCVS)

- Strengthen staff management in accordance with conditions of service, update job descriptions according to current requirements and promote skills acquisition and job performance.
- Review, update and, if necessary, revise human resource management policies and procedures, developing guidelines in consultation with the 24 branches.
- Review and update the volunteer policy, and when approved, disseminate the policy, reinforcing its implementation with monitoring and evaluation of the progress.
- Develop training curriculums and provide training to branch and sub-branch focal trainers on specific skills aligned with their roles and responsibilities, in order to improve leadership and management capacity at all levels.
- Strengthen volunteer engagement and recruitment by providing necessary training, supporting participation in CRC activities and encouraging the general public to value the contributions of volunteers.
- Encourage and train volunteers to be involved in all CRC humanitarian activities, through integrating a standardised volunteer programme across all CRC services to ensure RCVs are involved in appropriate activities.
- Provide volunteers with regular training on management and evaluation, opportunities for skills development, a safe working environment, insurance, materials, psychological support and strong support from relevant local structures where volunteers work.
- Encourage CRC workplaces to become more inclusive and open to all who want to volunteer.
- Support exchange visits between branches and sub-branches, and with other National Societies.
- Improve the implementation of the current Red Cross Youth policy by identifying strengths, weaknesses, lessons learned and case studies, and update the policy for adoption at the Third and Fourth Youth Assemblies in 2014 and 2018.
- Foster a high level of commitment from Red Cross Youth to develop skills, inspire change and promote harmony and positive attitudes within schools and communities.
- Provide opportunities for youth to take up key leadership roles to positively change behavior and attitudes of their peers in schools and the community through peer education and non-formal training, with the aim of “Youth as Agents of Change”.
- Ensure the four CRC core areas integrate and empower youth to participate in appropriate activities.
- Use internal and external mechanisms to provide training and specific skills development for

Red Cross Youth.

- Develop clear procedures and guidelines for Red Cross Youth to continue their involvement with CRC as Red Cross Volunteers as they get older.
- Develop and implement a gender policy, encouraging internal change (including integrating gender awareness into humanitarian service delivery, and staff and volunteer recruitment) and external change (training consultants) to encourage respect for vulnerable people.

4.4. RESOURCE DEVELOPMENT

- Continue to enhance the celebration of World Red Cross and Red Crescent Day 8 May at both NHQ and branch levels.
- Strengthen and expand annually membership with increasing percentage.
- Initiate income generation whilst protect CRC's image and logo.
- Strengthen good communication; maintain donor trust and confidence and encourage more private sectors to take part in.
- Compile experiences, case studies, strengths and weaknesses of fund raising of NHQ, branches and sub-branches.

4.5 COMMUNICATION AND COOPERATION

- Conduct broadcasting through national media to enhance awareness of and mobilize supports of the public to CRC's activities.
- Update communication policy, develop and widely disseminate public relation guideline at NHQ, branch and sub-branch levels.
- Develop and equip communication tools and equipment for timely and effective information sharing.
- Strengthen national, branch and sub-branch communication through clear communication guideline and procedures, and wide information sharing mechanism.
- Strengthen national and local levels by encouraging annual meeting to discuss and consult development works with relevant ministries, entities and operators.
- Strengthen international communication by involving directly and indirectly in international statutory meeting.
- Encourage international cooperation with neighboring and other National Societies on information sharing, experience exchange and capacity building.
- Strengthen partnership through annual meeting and keep regular movement coordination meeting.
- Promote participation of partners in implementing the cooperation agreement strategy (CAS).
- Welcome/Encourage mutual review on strengths and weaknesses in order to effectively strengthen partnership.

- Enhance information sharing, consultation and exchanging visit with participating National Societies (PNSs) and sister National Societies.

4.6 ADMINISTRATION AND FINANCE DEVELOPMENT

- Strengthen the management of legislation and financial regulations, and amend as required.
- Review and update regulations on inventory management, current and fixed assets, reporting methods and formats, and annual monitoring compliance with the direction to decentralize to promote job effectiveness at all levels.
- Enhance the standard of administrative letters, forms and financial procedures.
- Revise the format, method and delivery system for ingoing and outgoing mail and follow-up with receiving offices.

4.7 PLANNING, MONITORING, EVALUATION AND REPORTING (PMER)

We recognize the importance of openness in monitoring and reporting, transparent information-sharing, meaningful beneficiary participation in planning processes, effective and efficient resource use, and systems for lesson-learning and responding to concerns and complaints. CRC leaders and staff have committed to strengthen the monitoring and evaluation (M&E) network and promote PMER within Cambodian Red Cross at all levels. We will ensure our work is documented with clear systems for monitoring, evaluating and reporting to all stakeholders, including leaders, members, volunteers, youth, staff and partners.

The overall objective of PMER is to ensure all development plans are implemented, and programs and projects are regularly monitored and evaluated. We aim to promote a transparent and accountable service delivery system and provide periodic analytic reports on findings and proposed corrective actions.

Our key actions will include:

- Implementing clear PMER tools and systems within national headquarters and branches, ensuring they are integrated with the decentralization process.
- Standardizing procedural systems within CRC and implementing a Management Information System.
- Encouraging a greater understanding of the needs of beneficiaries and ongoing learning among communities, branches and headquarters by sharing best practices, lessons learned, experiences and case studies.
- Publishing CRC development plans in compliance with Strategy 2011-2020 and the mandate of the steering committees, with participation from headquarters and branches.
- Supporting branch-level development plans in compliance with Strategy 2011-2020 and ensuring broad participation in publishing and implementing the plans.
- Encouraging branch-level annual monitoring, comparing the implementation of branch and sub-branch development plans against the criteria of a well-functioning branch.
- Developing a PMER strategy plan and responsibilities.



- Strengthening PMER mechanisms at all levels.

In supporting the systematic implementation of Strategy 2011-2020, we will report every four years? on our progress at the General Assembly. A mid-term review will be carried out in 2015 (or in 2013?), in order to ensure that our priorities remain relevant and that we hold ourselves accountable for this commitment. A final review will occur in late 2019, and new strategy formulation will start in early 2020.

CONCLUSION

This ten year Strategy of the Cambodian Red Cross for the period 2011 – 2020 describes how the Red Cross wants to be in 2020. The CRC will achieve this through: the promotion of the Movement's Fundamental Principles and humanitarian values; being prepared and responsive in times of disaster; and providing health and care in the community – all in an integral interlinked way. Importantly, these will be achieved by working in close co-operation and co-ordination with the Partner of National Societies, ICRC, Government institutions, UN agencies, NGOs, private sectors and other stakeholders.

The Strategy 2020 provides the basic framework for the CRC and its 24 branches to develop plans and advance its goals. Strategy 2020 intends to activate, empower, develop and support CRC and its branches to mobilize young people and volunteers in all provinces and cities for humanitarian efforts.

The culmination of the Strategy is a broad and ambitious vision for where CRC aims to be in 2020. The achievement of this vision and mission will require a high commitment of CRC leadership and staff, as well as skills, resources, teamwork, and well-managed and developed strategic plans and work plans.

In this Strategy, the Red Cross has set itself some goals and targets. This is reflective of the improvements that it wishes to make in its work. With the active support and highly committed Red Cross leadership, members, volunteers, staff, the Federation, Partner of National Societies, and with the help of its partners and donors, the Cambodian Red Cross intends to progress step-by-step to becoming a strong leading provider of humanitarian work in Cambodia.





Organizational Development Working Group

Characteristics of Well-Functioning Branch identified in the meeting with 23 Branches

Phnom Penh, 23-24 October 2008



A. Foundation

Mission

1	Branch has activities, contributing to National Society's mission in helping vulnerable through health education, disaster preparedness and response and promotion of human dignity. Yes <input type="checkbox"/> No <input type="checkbox"/> Not sure <input type="checkbox"/>
2	Branch and Sub-Branch has one honorable president and vice-honorable president, who is competent and commit to support and facilitate for humanitarian service and operation of CRC. Competency and capability: Strong <input type="checkbox"/> Medium <input type="checkbox"/> Limited <input type="checkbox"/>
3	Branch has branch committee (governing board), elected by branch assembly, consisting of president, vice-president and members as defined in Statutes. Branch committee governs the branch with team spirit and committed will. Quarterly meeting <input type="checkbox"/> Annual meeting <input type="checkbox"/>
4	Branch has developed decision on the organization and functions of the branch, in which the role and responsibility of branch committee members are clearly defined and each member understand well Red Cross Red Crescent Movement and Seven Fundamental Principles and humanitarian ideal. Yes <input type="checkbox"/> No <input type="checkbox"/>
5	Each branch has appropriate working premise with clear address sign and proper CRC logo. Yes <input type="checkbox"/> No <input type="checkbox"/>
6	Branch has short, medium and long term development plans, addressing the vulnerability of capital and province. Monthly plan <input type="checkbox"/> Quarterly plan <input type="checkbox"/> Annual plan <input type="checkbox"/> 4-year plan <input type="checkbox"/>
7	Branch has of competent staff, who undertake daily work according to the activity plan approved by branch committee; they adhere Fundamental Principles, and guideline set out by NHQ, and use budget in according with financial procedures and rules. Monthly report <input type="checkbox"/> Quarterly report <input type="checkbox"/> Annual report <input type="checkbox"/>

8	<p>Branch has good relationship with all provincial departments, local authorities and operators; and is supported by Red Cross members and publics.</p> <ul style="list-style-type: none"> How often meeting between branch and local authority are held every year? Less than 6 times <input type="checkbox"/> 6 times or more <input type="checkbox"/> How often the meeting between branch and provincial departments are held every year? Less than 6 times <input type="checkbox"/> 6 times or more <input type="checkbox"/> How often the meeting between branch and civil societies are held every year? Less than 6 times <input type="checkbox"/> 6 times or more <input type="checkbox"/> How often branch take part in provincial forum every year? Less than 6 times <input type="checkbox"/> 6 times or more <input type="checkbox"/>
9	<p>Branch has good internal relationship and solidarity. Branch committee and management play a complementary role for each other.</p> <ul style="list-style-type: none"> How many meeting between branch committee and staff are held every year? How often the meetings between branch committee and staff are held every year? Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Six-monthly <input type="checkbox"/> Annually <input type="checkbox"/> How often the meetings between branch committee and sub-branch are held every year? Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Six-monthly <input type="checkbox"/> Annually <input type="checkbox"/> How often the meetings between branch committee and RCY are held every year? Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Six-monthly <input type="checkbox"/> Annually <input type="checkbox"/> How often the meetings between branch committee and RCVs are held every year? Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Six-monthly <input type="checkbox"/> Annually <input type="checkbox"/>
10	<p>Branch has systems and mechanisms and specific plan to develop, retain, strengthen and expand membership, RCVs and RCY.</p> <ul style="list-style-type: none"> Number of membership in current year (please break down by membership class) Number of membership increased per annum Number of RCY recruited, and number of uniforms provided Number of RCY increased per annum RCY statistics are updated monthly <input type="checkbox"/> quarterly <input type="checkbox"/> annually <input type="checkbox"/> RCVs statistics are updated monthly <input type="checkbox"/> quarterly <input type="checkbox"/> annually <input type="checkbox"/> Number of refresher course provided to RCY monthly <input type="checkbox"/> quarterly <input type="checkbox"/> annually <input type="checkbox"/> Number of refresher course provided to RCVs monthly <input type="checkbox"/> quarterly <input type="checkbox"/> annually <input type="checkbox"/>
11	<p>Branch has sub-branch in each city, district/khan of capital and provinces, which have appropriate office with identification of Red Cross logo and play a key role as a backbone of branch, know vulnerability in their boundaries and can timely address this vulnerability with their own resources.</p> <ul style="list-style-type: none"> Number of sub-branch has an office which is belonged to CRC Number of sub-branch has built its office that it is not belonged to CRC Number of sub-branch has plot of land that is belonged to CRC Number of sub-branch has plot of land that is not belonged to CRC
12	<p>Branch has Red Cross group as frontline to address the vulnerability in commune.</p> <p>Number of Red Cross group established of commune(s) andbranch(es) and district(s)</p>

13	<p>In their target, branch will have strong structure from branch to local community and have at least two volunteers in each village. RCVs set and implement their own plan with diversified activities. Branch intends to increase number of RCVs by an average of 2% a year out of people in villages of provincial and municipal integrity</p> <ul style="list-style-type: none"> – Number of total population in municipality/province: – Number of RCVs that branch has: – Number of villages having volunteers out of a total villages in the province – Number of volunteers recruited by the branch per year – What courses/trainings are organized by the branch for RCVs?
14	<p>Branch has number of RCY in at least 2% of public educational institutions within their capital city and provincial boundaries.</p> <ul style="list-style-type: none"> – Number of public educational institution: – Number of RCY recruited: – Number of RCY planned to recruit: – Number of RCY planned to provide uniform per year:
15	<p>Branch, annually increase at least 2% of existing number of RCY</p> <ul style="list-style-type: none"> – Number of students, whose age from 9 to 30 years old, studying in educational institutions in capital city and province – Number of RCY recruited: – Number of RCY planned to recruit: – Number of RCY planned to provide uniform per year:
16	<p>Branch has at least one of transportation means for timely service.</p> <ul style="list-style-type: none"> – Number of truck – Number of medium truck – Number of small truck

B. Capacity

1	<p>Branch Committee conducts good governance through calling for meeting with management staff at least quarterly, in line with the schedule set by the CRC's Statutes. Minutes are submitted to both the branch honorable president and CRC's Central Committee.</p> <p>Done <input type="checkbox"/> Never <input type="checkbox"/></p>
2	<p>Branch committee orientates management staff in setting up implementation plan, including indicators based on socio-economic growth and responds to vulnerability with regard to health issues, disasters, and humanitarian value and in accordance with poverty line.</p> <p>Done <input type="checkbox"/> Never <input type="checkbox"/></p>
3	<p>Branch committee supports management staff in implementing operational plan, and developing specific fundraising and income generation plan which is able to cover administrative costs and implementation of minimum package of activities (MPA) (supports RCY activities in one school, supports RCVs in one village; and support one sub-branch to implement its plan.)</p> <p>Address only administrative costs <input type="checkbox"/> Fully address <input type="checkbox"/> Could not address <input type="checkbox"/></p>
4	<p>Branch committee has its plan to gradually establish and strengthen sub-branches and group by prioritizing the level of vulnerability of the city/district and communes; the first training is focused on Fundamental Principles and fulfillment of humanitarian works.</p> <p>Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Semester <input type="checkbox"/> Annually <input type="checkbox"/></p>

5	Branch committee governs RCVs and RCY of Volunteers and Red Cross Youths in accordance with mechanism of monitoring and evaluation, and provides management staff with recommendations, orientations and advice on implementation.	Regularly <input type="checkbox"/>	Monthly <input type="checkbox"/>	Quarterly <input type="checkbox"/>	Semester <input type="checkbox"/>	Annually <input type="checkbox"/>
6	Management is led by a director who is capable in assigning clear roles and responsibilities to staff, and works in team spirit and with mutual respect and open communication. All staff have equal opportunity to access to training in accordance with annual performance appraisal in which skill need assessments are identified.	Yes <input type="checkbox"/> No <input type="checkbox"/>				
7	Branch committee and management staff has a plan to organize meetings, refresher trainings and capacity building for sub-branches and groups at least twice a year. (<i>Note: For the time being, few branches are capable to do so.</i>)	Meeting and refresher training are held Quarterly <input type="checkbox"/> Semester <input type="checkbox"/> Annually <input type="checkbox"/>				
8	Branch committee and management have at least one annually meeting to motivate RCVs and RCY.	Quarterly <input type="checkbox"/> Six-monthly <input type="checkbox"/> Annually <input type="checkbox"/>				
9	Management staff is subordinate in managing RCVs, RCY with concrete plan to be implemented by RCVs and RCY; the plan implementation will be regularly monitored and evaluated.	Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Six-monthly <input type="checkbox"/> Annually <input type="checkbox"/>				
10	Management staff is subordinate to raise fund from diversified source. Appreciation letters are produced and given to donors quickly and timely and donor name are broadcasted.	in time <input type="checkbox"/> not in time <input type="checkbox"/> sometime in time/not in time <input type="checkbox"/> two weeks later <input type="checkbox"/> One month later <input type="checkbox"/>				
11	Management staff is subordinate to raise membership, and responsible to:	<ul style="list-style-type: none"> – achieve target of 1% of total population registered Yes <input type="checkbox"/> No <input type="checkbox"/> – make an annual growth of 20% of previous/last year membership Yes <input type="checkbox"/> No <input type="checkbox"/> – produce membership certificates and cards Yes <input type="checkbox"/> No <input type="checkbox"/> – manage membership database Yes <input type="checkbox"/> No <input type="checkbox"/> 				
12	Management staff is a subordinate in strengthening sub-branch and group through service delivery, training and capacity development of managing RCVs, RCY with the support from local community.	Quarterly <input type="checkbox"/> Semester <input type="checkbox"/> Annually <input type="checkbox"/>				
13	In the spirit of cooperation at all levels, management staff, sub-branch and group are working closely in managing projects/programmes in their communities with their ownership and technical support from project/programme staff.	Branch conducts project/programme supervision in monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <input type="checkbox"/>				
14	Branch and sub-branch has information board which shows demographic statistics and information on community vulnerability in their geographical boundaries, and also has map showing the projects/programmes are implementing.	Yes <input type="checkbox"/> Information collected from relevant entities <input type="checkbox"/> Yes, and regularly updated <input type="checkbox"/>				
15	Management staff has operational plan, including monitoring and evaluation. Activity and financial reports are produced and submitted to branch committee for approval before sending to honorary president of branch, CRC Central Committee and secretariat and relevant institutions. <i>Note: Branch director is responsible in reporting and submitting for approval from branch committee.</i>	Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Annually <input type="checkbox"/>				

C. Performance

1	Branch has plan of awareness disseminate of CRC and branch activities for provincial departments and institutions, at regular basis, at least one time per annum for each departments/institution. Can do <input type="checkbox"/> Cannot do <input type="checkbox"/>
2	Branch has dissemination plan to raise awareness on CRC among students in the province at leasttimes per year, and number of dissemination and audience are increased at% per year.
3	Branch has a plan to discuss with businessmen in promoting good relationship and raise awareness of CRC, branch activities towards mobilizing support from private sector. Monthly <input type="checkbox"/> Quarterly <input type="checkbox"/> Six-monthly <input type="checkbox"/> Annually <input type="checkbox"/>
4	Branch has dissemination plan to regularly raise awareness on CRC, branch and sub-branch activities for district offices, at least one time for office per year. Yes <input type="checkbox"/> No <input type="checkbox"/> Sub-branch need technical assistance and support from branch committee Need <input type="checkbox"/> No need <input type="checkbox"/> and if necessary, from national headquarters Need <input type="checkbox"/> No need <input type="checkbox"/>
5	Sub-branch has dissemination plan to raise awareness on CRC among students in district, at least 2 public schools per year. Regularly <input type="checkbox"/> Irregularly <input type="checkbox"/> Could not <input type="checkbox"/>
6	Sub-branch has plan to discuss with businessmen in promoting good relationship and raise awareness of CRC, and branch and sub-branch activities at least one time per year. Regularly <input type="checkbox"/> Irregularly <input type="checkbox"/> Could not <input type="checkbox"/>
7	Su-branch has plan to train and refresh Red Cross group on diversified activities of CRC and encourage community to participate in humanitarian cause with sharing spirit. Yes <input type="checkbox"/> No <input type="checkbox"/>
8	Based on their resource, branches had projects/programmes to make a difference of living conditions of the vulnerable people in province trough health education and care in community. Number of households receive service, and this number has increased% in every year,% in every two years. <i>(Does branch take part in evaluation of this project/programme?)</i> Yes <input type="checkbox"/> No <input type="checkbox"/>
9	Branch response to disaster times, covering total number of family, that equal to people, every year.
10	Branch assists poor people, who are living under the poverty line: family (ies) and increase% per year. Does branch monitor their project(s)/programme(s)? Yes <input type="checkbox"/> No <input type="checkbox"/>
11	Based on their resource, branch will compile good lesson learnt and case studies of beneficiaries, who has improved their living conditions. Number of family per year, and growth per year%
12	Branch will compile good lessons learnt and case studies of beneficiaries, who have improved their living conditions. Number of family per year, and growth per year%
13	Branch has meeting with local and Red Cross partners at least one time per year. Yes <input type="checkbox"/> No <input type="checkbox"/>

GLOSSARY

Advocacy Pleading in support, supporting or speaking in favour of a person, cause or policy.

Capacity Building Improving the ability and capacity of a component within the Movement of the Red Cross and Red Crescent to develop and make the most efficient use of new or available resources to achieve the humanitarian aims of the Movement in a sustainable way.

Components of the Movement The term component of the Movement of the Red Cross and Red Crescent refer to all entities within the Movement, namely National Societies, the International Federation and the ICRC.

Core areas The term ‘core areas’ refer in this document to the core areas of the Strategy 2011-2020 of the Cambodian Red Cross and Red Crescent Societies. Core areas are disaster management, health and care in the community, promotion of the Movement’s Fundamental Principles and humanitarian values and organizational development.

ICRC The International Committee of the Red Cross. The term refers to all structures, headquarter and delegations within the ICRC.

Development Plan In CRC context--an operational plan of strategy. It usually covers four years according to mandate of Central Committee.

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

Mission The overall purpose of an institution, defining what it aims to achieve and what it stands for.

Movement The term ‘Movement’ refers to the International Red Cross and Red Crescent Movement, (also see under ‘Components of the Movement’)

Strategic objective Goal that sets the direction within the global strategy, through which an organization will progress towards fulfilling its mission.

Vulnerable people People at risk from situations that threaten their survival or capacity to live with a minimum of social and economic.

Evaluation An assessment, as systematic and objective as possible, of an ongoing or completed project, programme or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability.

Impact The actual long-term results brought about by the intervention, whether positive or negative, primary or secondary, direct or indirect, intended or unintended.

Indicator A unit of measurement that helps determine what progress is being made towards the achievement of an intended result (objective).

Monitoring The routine collection and analysis of information in order to track progress, check compliance and make informed decisions for project/programme management.

Operational planning The process of determining how the objectives spelled out in the strategic plan will be achieved “on the ground”. It usually covers the short term (between several months and three years).

Strategic planning Strategic planning is the process of deciding where an organization wants to get to and why. It usually covers the long term (roughly a minimum of three or four years, up to ten years). It guides the overall direction of an organization.

Strategy A long term plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem. It usually spells out organization’s vision, mission and strategic direction.

Cambodia Millennium Development Goals (CMDGs)



CMDG 1: Eradicate extreme poverty and hunger



CMDG 2: Achieve universal nine-year basic education



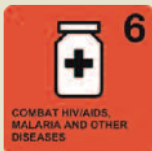
CMDG 3: Promote gender equality and empower women



CMDG 4: Reduce child mortality



CMDG 5 : Improve maternal health



CMDG 6: Combat HIV/AIDS, malaria and other diseases



CMDG 7 : Ensure environmental sustainability



CMDG 8: Forge global partnership for development



CMDG 9 : De-mining, UXO and victim assistance

THE FUNDAMENTAL PRINCIPLES OF THE INTERNATIONAL RED CROSS AND RED CRESCENT MOVEMENT

Humanity

The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace among all peoples.

Impartiality

It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality

In order to continue to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence

The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service

It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity

There can be only one Red Cross or Red Crescent society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality

The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is world-wide.

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*Published 3,000 copies in Khmer and 1,000 copies in English by
Cambodian Red Cross with the support from the International
Federation of Red Cross and Red Crescent Societies.*

February 2011