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## Foreword



The formulation of Strategy 2003–2010 has been a consultative process whereby the main CRC stakeholders have participated in providing their ideas and recommendations on the future directions and strategies to be undertaken in order for CRC to achieve its vision, mission and programme objectives.

The process started with a stakeholder analysis of key donors and partners on the external environment in terms of opportunities, and the threats faced by CRC. The staff in various departments participated in the internal analysis focusing on how to build on CRC 's strength, and find ways to reduce its weaknesses. This process of analysis and review of the current state of affairs, provided the clear picture of the organizational situation and an understanding to CRC governance and

management team. The strategic directions therefore are now based on the results of this analysis and how such findings can bring our vision to realization, by the implementation of actions presented herein.

The Strategy Workshop in Siem Reap, in May2003, was participated by key members of the governance and management. Using the framework of the analysis, an open and comprehensive discussion was facilitated for developing the details of the strategy in a simple, clear and logical way.

Thus, we present you this strategy document that has gone through a process that promotes true ownership and commitment to strengthen CRC to become a well-functioning National Society that will be providing more efficient and effective services to the most vulnerable people. Since development is a continuous process of reflection, learning and doing, this strategy will be reviewed again, because of the challenges of the fast changing world environment and conditions.

We shall appreciate the support to this Strategy 2003-2010 of our partners in Cambodia and abroad and most importantly, looking forwarded to continuing our mutual cooperation through closer partnerships and active collaboration, in mobilizing the power of humanity for reducing poverty and protecting humanitarian values of vulnerable people.

Phnom Penh, October 2003

Madame Bun Rany Hun Sen  
President  
Cambodian Red Cross

## 1. Introduction

This Strategy describes how the Cambodian Red Cross (CRC) can contribute to the poverty reduction of the vulnerable people in Cambodia by becoming a leading humanitarian organisation. The CRC proposes to achieve this vision by continuing to work as the auxiliary to the Royal Government of Cambodia in the field of humanitarian assistance and development by being an effective partner to its many stakeholders who are also helping people in need.

*To advocate and promote the awareness of the Red Cross Movement, the Fundamental Principles & International Humanitarian Law*

The objectives and actions detailed in this strategy have been designed to help the CRC (the National Society) move in the same strategic direction as the International Red Cross and Red Crescent Movement as a whole. A direction in which, 'programmes are responsive to local vulnerability and focused on the areas where they can have greatest impact'. And with a collective focus on 'promoting the Movement's Fundamental Principles and humanitarian values, disaster response, disaster preparedness, and health and care in the community'. In this respect, this strategy aims to be consistent with the overall mission of the Movement, which is:

*To improve the lives of vulnerable people by mobilizing the power of humanity*

In supporting the Movement's mission, the Federation strategy 2010 and recognising the UN Millennium Development Goals, the CRC will adopt a number of approaches aimed at preventing suffering and improving the lives of vulnerable people.

It will do this by:

- Helping individuals, families and communities better prepare for disaster to mitigate its impact.
- Providing assistance to people who due to disaster, experience an increase in vulnerability.
- Supporting vulnerable people in their communities by improving the access to basic health care.
- Promoting and protecting humanitarian values.

This Strategy is also designed to provide the Central Committee, management, staff, volunteers and CRC partner organisations with a clear understanding of the future work of the National Society, and importantly, how it will position itself as a leading provider of humanitarian assistance in Cambodia. Through this understanding, the CRC aims to implement actions and conduct dialogue amongst its many stakeholders, in order to attain the improvement in its humanitarian services to vulnerable people who are affected by disaster.



## 2. The Cambodian Red Cross

The Cambodian Red Cross was founded in 1955 and in 1960 was recognized by the International Committee of the Red Cross and admitted in the International Federation of Red Cross and Red Crescent Societies (Federation).

During the Khmer Rouge Regime (1975 – 1979) all Red Cross activities in Cambodia were suspended and the CRC's seat in the General Assembly of the Federation was left vacant. Between 1979 and 1994 the CRC lost its national unity as each of the four warring factions in Cambodia set up its own Society operating within their respective areas of control.

Following the Paris Peace Accord, the International Committee of the Red Cross (ICRC) and the Federation assisted the four factions of the Red Cross to create the Comité Federateur of the Cambodian Red Cross, chaired by His Majesty Prince Norodom Sihanouk. During the first General Assembly in April 1994, the Statutes and the Constitution of the Cambodian Red Cross Society were drafted, and a new Central Committee was established. In July 1994, a united CRC was re-admitted into the Red Cross and Red Crescent Movement.



The CRC is the largest humanitarian organization in the country. As an auxiliary to the Royal Government of Cambodia and working closely with ministries, a number of UN agencies, non-governmental organisations (NGOs) and Red Cross partners, the CRC plays a key role in humanitarian and long term development work in Cambodia. The CRC programmes include disaster management, infectious disease control (HIV/AIDS and dengue fever), primary health care, land mine awareness, and the dissemination of humanitarian values.

The CRC carries out its works through the network of branches covering all 24 provinces in the Kingdom. It has some 126,318 members; and a network of more than 5,700 Red Cross Volunteers (RCV) and 5,300 Red Cross Youth (RCY) working at the community level throughout the country.

The legal foundation of the CRC lies in its Statutes and the recognition from the Government of Cambodia as its auxiliary in the humanitarian sector.

### 3. The Challenges

Since the reunification of the CRC in 1994, the National Society has undergone many stages of organisational development and change. Despite encouraging progress however, the Society still faces a number of key challenges; not only in meeting the demands of the very poorest in the country, but also in its continued development as a leading humanitarian organisation. These challenges include:

- Securing and developing resources to enable the Society to become less dependent on its partner national societies for financial and technical support
- Developing and retaining staff and volunteers
- Having clear and focused core programme activities, including aligning its own priorities with those of its partners
- Improving the overall leadership and management capacity at national headquarter and branch levels
- Improving planning, programming and reporting in its work.





Over the years a number of steps have been taken to address these challenges and this strategy is designed to build on and complement the CRC *Five-Year Development Plan* (2002), previous strategic planning initiatives, and the ongoing support provided through the Federation and PNSs. The challenges and issues that need to be addressed by the CRC are explained in more detail below.

#### 4. Vision and Mission

A key part of developing this strategic plan was to review the Society's existing vision and its mission statement. Following careful consideration, a new vision and mission statements were created to better reflect the overall purpose of the National Society.

The new vision is:

*Contributing to poverty reduction and the protection of humanitarian values of vulnerable people*

The new mission is:

*The Cambodian Red Cross aims to be a leading humanitarian organization assisting the vulnerable through the provision of health services, disaster management and promotion of humanitarian values*



This mission statement clearly outlines the Society's commitment to improving the lives of vulnerable people by focusing on four core areas. These core areas are:

1. **Promotion of the Movement's Fundamental Principles and humanitarian values**
2. **Disaster response and Disaster preparedness**
3. **Health and care in the community**
4. **Organizational Development**



These core areas form an 'integral and interlinked package' designed to focus efforts on a specific range of activities through advocacy and service delivery; and are consistent with those of the Red Cross and Red Crescent Movement as defined in the *Strategy 2010* document. The actions the Society proposes to conduct in each of these core areas is detailed below and forms the strategic objectives for the National Society in the next seven years.

#### 5. Strategic Directions

The ability to identify main issues and develop effective means of responding to them is an essential feature of any strategic planning process. As a result of the 2003 strategic planning exercise, the CRC has recognised that a number of factors are preventing the organisation from progressing successfully toward its overall vision. In response to this recognition, and accepting the importance of bringing about needed institutional change, the Society has developed a number of strategic

directions to help address the main issues that emerged from the strategic planning process. These strategic issues are (1) Positioning of CRC for a higher profile in Cambodia; (2) Streamlining programmes for better service delivery (3) Developing a well-functioning National Society. Each of these issues is elaborated below.

## 5.1 Positioning of CRC for a higher profile in Cambodia

This is about trying to achieve some advantage for the organisation over other service providers. This can be thought of as providing better value for money services than other providers, thus attracting support and funding from donors.

### a) Communication

Improving the way the Society communicates with its partners and stakeholders is considered to be one of the most important aspects the Society needs to address if it is to succeed in its aim to better support vulnerable people in Cambodia. Although communication by the Society has improved greatly in recent years, poor communication still causes confusion and a lack of clarity about the CRC's role and work amongst its stakeholders. This aspect also extends to a need to better develop relations with its partners and improve internal communication between departments and programmes. An important task for the Society is recognising the need to be more proactive in developing and/or improving relationships with other organisations.

### b) Co-ordination

Improving the way the CRC co-ordinates its core programme activities and work with partners, both on a regular basis and during times of disaster, is essential if vulnerable people are to be supported more efficiently and effectively. The CRC specifically recognises the importance of its relationship with the National Committee for Disaster Management (NCDM), Ministry of Health and Ministry of Education, Youth and Sports, Ministry of Rural Development, UN agencies and NGOs.



### C) Promotion and Presentation

Improving the way the CRC promotes and presents itself and its work to its multiple stakeholders is an issue of key importance. The Society is in a strong position to complement its current good promotional and public relations work in the field of

To promote and provide health-promotion services to the most vulnerable communities

humanitarian relief by focusing on the Impact the CRC's work has in the community - especially health and care work - and the way it utilises its volunteer and youth networks. This can be achieved by demonstrating to partners and stakeholders the beneficial changes being made to the lives of people that the Society supports, and by improving its mechanisms for directing and distributing relief in times of disaster.





## 5.2 Streamlining programmes for better service delivery

### a) Promotion of the Movement's Fundamental Principles and Humanitarian Values

Promoting the Movement's Fundamental Principles and humanitarian values is a key objective for the CRC, and one that is shared by the Movement as a whole. The concern is stated clearly in the Movement's *Strategy 2010* document: "In a world with increasing isolation, tension and recourse to violence, the Red Cross/Red Crescent must champion the individual and community values which encourage respect for other human beings and a willingness to work together to find solutions to community problems".



The CRC has a good active record in dissemination work and currently targets a wide and varied audience including members of the Senate and National Assembly, government ministries, diplomatic missions, international and national NGOs and many other elements of civil society. However, the CRC also recognises that there is still a considerable need to raise awareness of humanitarian values and International Humanitarian Law (IHL). More specifically, there is a need to challenge attitudes of violence towards women, the trafficking of women and children, and attitudes towards respecting human rights more generally – all of which are in keeping with the Society's commitment to the Manila Action Plan 2002.

**In order to respond to these needs, the CRC has identified two objectives:**

- Attempt to influence behavioural change in communities by promoting the Fundamental Principles.
- More effectively communicate the role and activities of the Cambodian Red Cross



**To meet these objectives, the CRC has set the following Programme actions:**

- To provide ongoing training to all CRC Board members, staff and volunteers on the fundamental principles and values of the Red Cross Movement
- To ensure that all core programme areas conduct their work in accordance with the fundamental principles and values of the Red Cross Movement.
- To strengthen knowledge, understanding and respect for the Red Cross and Red Crescent emblems, both in conflict and non-conflict situations so the integrity of the Movement is respected by all.
- To share 'best practice' on the communication of humanitarian values with other partners in the Movement.
- To undertake a thorough review of the current communication strategy with a view to promoting the image of the CRC in a more balanced way, and improving relations and with all partners and stakeholders.
- To project a consistent, coherent and impartial image to the public and civil society by effectively and powerfully communicating the collective work of the CRC and its stance and advocacy on humanitarian issues.

- To develop a communication and public relations strategy that ensures the internal and external work of the CRC is carried out in the most harmonious and effective way.

**The results expected from achieving these actions include:**

- The understanding of the values of the Red Cross Movement, the Seven Fundamental Principles, IHL and respect for the Red Cross and Red Crescent emblems among all levels of the community has increased.
- The CRC benefits from effective co-ordination and co-operation with partners increasing the confidence in, and profile of, the organization.



**b) Disaster Management**

Cambodia is vulnerable to disasters and disasters disproportionately affect poor people. The CRC has for more than ten years provided humanitarian assistance to Cambodian people; activities have ranged from refugee repatriation to drought and flood relief. Over the years CRC has developed a Community Based Disaster Preparedness Programme (CBDP). Such preparedness activities have provided among other things, early warning of flooding; timely evacuation of people as well as improved cooperation with local authorities.

CRC coordinates work with UN agencies, NGOs, IOs as well as with the government's National Committee for Disaster Management (NCDM).

**CRC has identified two Programme objectives:**

- To prepare for and mitigate the impact of disaster.
- To provide humanitarian assistance to the most vulnerable people affected by disaster.



The programme objectives are divided into two groups: disaster preparedness and disaster response.

**The Programme Actions for Disaster Preparedness (DP) are:**

- To develop a DP system that ensures the vulnerable people are as fully prepared as possible in times of disaster.
- To support families living in disaster prone areas to prepare themselves for disaster.
- To develop a monitoring system in partnership with other agencies for an early warning of disasters both to communities and disaster relief agencies.
- To collaborate with the local authorities in the disaster prone areas to establish a well managed network of safe areas for evacuation of people affected by disaster.
- To pre-position food and non-food supplies for effective disaster response.
- To work in partnership with other organisations to ensure the Federation web Disaster Management Information System (DMIS) is used effectively to forecast, monitor and report on disaster events and trends.



- To provide timely and transparent plans and reports to help ensure successful advocacy, information and fundraising campaigns.



#### **The Programme Actions for Disaster Response (DR) are:**

- To distribute food and non-food relief items to up to 8,000 families affected by disaster at any given time.
- To facilitate, in coordination with local authorities, the orderly evacuation of people affected by disasters to safe areas.
- To develop a comprehensive disaster relief strategy that ensures adequate stocks of supplies are maintained, distributed timely and efficiently when needed in co-ordination with other partners.
- To ensure all CRC humanitarian assistance is provided impartially only to those people most affected by disaster. Develop a system that ensures the vulnerable are given priority assistance in an impartial and neutral manner in coordination with other partners.
- To ensure that families and communities are kept informed about the disaster situation ensuring that they return in a safe and secure way.
- To strengthen CRC disaster response through a thorough review of the current CRC disaster response strategy.

- To work in collaboration with the NCDM and other partners to ensure that humanitarian relief work is undertaken in accordance with the principles and values of the Movement.

#### **The results expected from the above actions include:**

- Communities have enhanced capacity to cope with, and to mitigate the effects of natural disasters.
- CRC has strengthened capacity to prepare effectively for, and respond to natural disasters.
- CRC is recognised by the government and other organisations as playing an effective role in disaster management.
- Humanitarian assistance is provided to people affected by disasters in an impartial and neutral manner.
- Clear and timely information about disaster situations is shared with government institutions and other partners.



#### **c) Health and Care in the Community**

Over recent years the CRC has fulfilled an important role in providing basic health care services to vulnerable people and communities in emergency and non-emergency situations. These services, mainly provided through the Red Cross Volunteer network, have included first aid, peer education in HIV/AIDS, health education, water-sanitation activities; and campaigns and clean up operations aimed at tackling dengue fever.

One of the main challenges for the Society in developing this strategic plan has been to create a clear focus for the health activities it wishes to contribute in the community. Although health service provision is ultimately the responsibility of the government, the CRC is in a unique position to meet the needs of vulnerable people through its extensive Volunteer and Youth networks. By using these networks the Society aims to support vulnerable people with a focused health care package that meets the specific health needs of communities. A key part of this initiative will be to develop partnerships with other organisations and agencies engaged in health work at the community level, so resources can be combined and utilised in a more effective way.



**To meet the above needs, the Society has identified three objectives:**

- Develop a more focused primary health care programme.
- Respond more effectively to providing health care in emergency situation.
- Strengthen approaches to supporting communicable disease control, especially HIV and dengue fever.

**The objective will be achieved through the following Programmes actions:**

- To promote health and hygiene knowledge and practice in schools and communities by using the RCVs and RCY network.
- To contribute to preventing the spread of communicable diseases (HIV/AIDS/DHF) by participating in, and conducting health

promotion campaigns in collaboration with partner organizations; and by supporting communities to help people living with HIV/AIDS.

- To increase the number of people donating blood on a voluntary basis, to the National Blood Transfusion Centre.
- To contribute to the overall provision of emergency health care services to vulnerable families in times of disaster.
- To ensure that adequate water and sanitation services are maintained for families in areas prone to disaster.
- To develop working agreements and Memorandums of Understanding with partners on the provision of community based health care.

**The results expected from implementing these actions include:**

- People will have a clearer understanding about the value of health education and are better able to care for themselves.
- There is a reduction in morbidity and mortality rates in the areas where the CRC work.
- Co-operation with partners is strengthened and improved.
- The negative impact of HIV/AIDS is reduced through effective community based prevention, advocacy and support projects for high-risk groups.
- The Society has improved capacity in project management and resource mobilisation.



### 5.3 Becoming a well-functioning National Society

#### Organisational Development

Organisational efficiency and effectiveness relies on having well trained, skilled and motivated staff. Strengthening the capacity and professionalism of Society staff to deliver better-focused and planned services is an essential feature of this strategic plan. The Society recognises that capacity building initiatives need to be undertaken to improve the overall management and leadership functions; as well as making improvements in developing effective systems, structures, policies and procedures; particularly in specific areas such as planning, reporting, and monitoring and evaluation work.



An additional important factor influencing the strategic direction of the CRC, along with other Red Cross and Red Crescent National Societies in the region, is the CRC's commitment to supporting *The Manila Action Plan*. The Manila Plan identifies 'Health, Population Movement and Disaster Management' as key tasks and priority issues for the work of Asia Pacific Regional Societies through to 2006. These key tasks have been built into the strategic objectives for each programme area, wherever relevant to the situation and context of Cambodia.

Addressing the issues detailed above is key to the future success and sustainability of the Society. This strategic plan addresses the issues through clear, focused core programme objectives that set the strategic direction for the Society through to 2010. An important aim is to demonstrate to stakeholders a commitment on

behalf of the CRC to bring about change that allows the Society to achieve its vision, whilst upholding the seven Fundamental Principles of the Red Cross and Red Crescent Movement.

The Federation and PNSs have provided organisational development (OD) assistance to the CRC since the early 1990s. The main focus of the OD programme has been on building the capacity of central governance and staff at headquarters level; and in recent years this initiative has been expanded to developing the capacity of branches. A number of significant milestones have been reached in recent years that include:

- A formal separation of governance and management.
- Revising and adopting statutes and laws.
- Developing policies and procedures relating to finance, human resource management and development; as well as improving organisational structure.
- Establishing branches in all 24 provinces throughout the country.

Although much progress has been made, there are still many key challenges that need to be addressed. These challenges relate mainly to improving the capacity of leadership and management so programmes can work together more co-operatively at both an internal and external level. Improvements in communication methods and techniques are required to ensure that programmes work more efficiently and effectively together. At an external level, there is a need to develop and strengthen partnerships with other key agencies working in the same fields so vulnerable people are provided with the best support that the combined agencies have to offer.

A key feature of the OD strategy is to develop better relationships with partners beyond its PNS network as a first step to securing stable funding from a more diverse range of donors. The CRC acknowledges this requires responsible financial management and a commitment to transparency and accountability in all aspects of its work.





In order to achieve this, the Society has set itself four specific organisational development objectives, which aim to address the key issues and challenges that must be faced in the coming years. These actions are:

- To support and develop the CRC leadership (governance and management) in a way that ensures the effective implementation of the new strategic plan (2003 – 2010).
- To develop and manage the human, material and financial resources of the CRC in a way that will contribute to the organization achieving its overall mission.
- To develop appropriate systems, structures and procedures that allow the CRC to more effectively manage its operations including co-ordinating and co-operating with its partners.
- To develop planning, reporting, monitoring and evaluation systems that assist the CRC in improving its overall level of work at both management and programme level.

**The results expected from achieving these actions include:**

- The CRC has in place appropriate systems, structures, policies and procedures that allow it to achieve its overall mission.
- A strong senior management, guided by an informed governing board, able to,

for instance, manage and implement the CRC Strategy.

- The capacity of staff is significantly increased in planning, reporting, and monitoring and evaluation.
- The CRC accesses and generates funds and resources in addition to those it receives from the Federation and PNSs.

## 6. Addressing cross-cutting issues

The CRC is committed to addressing a number of important cross-cutting issues within this strategic plan, namely those concerned with ethnicity, gender, youth and volunteers. The Society recognises the importance and value of its diverse network of volunteers and the important role these young people play in strengthening civil society and promoting the work of the Movement.

The CRC also recognises that some parts of the population are underrepresented - especially in the more remote areas of the country – and the Society acknowledges the need to achieve a more equal balance of gender and ethnic representation in its work. In response to this recognition, the CRC aims to pay particular attention to the recruitment, training and retention of volunteers, ensuring that a balance in terms of ethnicity and gender is achieved that reflects the diverse make-up of the population on whose behalf they work. A number of programme objectives detailed throughout this plan are specifically aimed at addressing these issues.



## 7. Monitoring and Evaluation

Improving the ability of the Society to monitor and evaluate its work is of crucial importance if it is to achieve its vision, and demonstrate to its many stakeholders that the work it does is having a beneficial impact on the lives of vulnerable people. In developing this strategic plan, the Society has identified a number of key objectives and activities within its core programme areas that aim to build monitoring and evaluation into elements of its day to day work. The aim is to ensure that the Movement's Fundamental Principles and humanitarian values are introduced into the workings of the CRC at every level, and ensure that the work being conducted is done in the most efficient and effective way.

## 8. Conclusion

This seven-year Strategic Plan of the Cambodian Red Cross for the period 2003 - 2010 describes how the Society aims to support vulnerable people in the country. 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 and interlinked way. Importantly, these will be achieved by working in close co-operation and co-ordination with the Society's many partners and stakeholders.

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

## References

Strategy 2010, International Federation of Red Cross and Red Crescent Societies, Geneva, 1999.

Millennium Development Goals by year 2015

## 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 2010 of the International Federation of Red Cross and Red Crescent Societies. Core areas are defined as programme areas, which all National Societies have in common. These are promotion of the Movement's Fundamental Principles and humanitarian values; disaster response; disaster preparedness, and health and care in the community.

### **ICRC**

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

### **Integrity**

The extent to which the components of the Movement possess the will and the ability to act in pursuit of the Movement's declared objectives in full accordance with the Fundamental Principles.

### **International Conference**

The International Conference of the Red Cross and Red Crescent is the supreme deliberative body for the Movement. At the International Conference, representatives of the components of the Movement meet with representatives of the State Parties to the Geneva Conventions. Together they examine and decide upon humanitarian matters of common interest and any other related matter.

### **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')

### **Statutes**

Statutes refers to the Statutes of the International Red Cross and Red Crescent, revised and adopted by the 25th International Conference of the Red Cross and Red Crescent in Geneva in October 1986.

### **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



## United Nations Millennium Development Goals

By 2015 all 189 United Nations Member States have pledged to:

### 1. Eradicate extreme poverty and hunger

- Reduce by half the proportion of people living on less than a dollar a day
- Reduce by half the proportion of people who suffer from hunger

### 2. Achieve universal primary education

- Ensure that all boys and girls complete a full course of primary school

### 3. Promote gender equality and empower women

- Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015

### 4. Reduce child mortality

- Reduce by two thirds the mortality rate among children under five

### 5. Improve maternal health

- Reduce by three quarters the maternal mortality ratio

### 6. Combat HIV / AIDS, malaria and other diseases

- Halt and begin to reverse the spread of HIV/AIDS
- Halt and begin to reverse the incidence of malaria and other major diseases

### 7. Ensure environmental sustainability

- Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources
- Reduce by half the proportion of people without sustainable access to safe drinking water.
- Achieve significant improvement in lives of at least 100 million slum-dwellers by 2020

### 8. Develop a global partnership for development

- Develop further an open trading and financial system that is rule –based, predictable and non-discriminatory. Includes a commitment to good governance, development and poverty reduction – nationally and internationally
- Address the least developed countries' special needs. This includes tariff – and quota – free access for their exports; enhanced debt relief for heavily indebted poor countries; cancellation of official bilateral debt; and more generous official development assistance for countries committed to poverty reduction
- Address the special needs of landlocked and small island developing States
- Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term
- In cooperation with the developing countries, develop decent and productive work for youth
- In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries
- In cooperation with the private sector, make available the benefits of new technologies – especially information and communication technologies.