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# Long Term Planning Framework 2012-2015

## Cambodia country office

 International Federation  
of Red Cross and Red Crescent Societies

*As a disaster risk reduction initiative, 12 Red Cross volunteers and local partners were trained in the production of rat-traps and shared these skills with community members. Up to 299 community members, including 189 women practised making traps. (Photo: CRC)*



### 1. Who are we?

The IFRC country office in Cambodia provides support for Cambodian Red Cross on international obligations in line with the IFRC Strategy 2020. Presently, programme support for Cambodian Red Cross is mainly through partner national societies, and with support from the IFRC Southeast Asia regional office in Bangkok and the IFRC Asia Pacific zone office in Kuala Lumpur.

The IFRC country office in Cambodia has one country representative and five national staff including a programme coordinator/office manager, a finance officer, a logistics assistant, an office assistant and an office cleaner.

### 2. What is our mission?

The mission of the IFRC country office in Cambodia is to provide support to the Cambodian Red Cross in realizing its visions through capacity building and appropriate technical and programme support towards becoming a strong national society. The country office plays a role in coordinating the support partner national societies provide to Cambodian Red Cross.

### 3. Where have we come from and what have we done so far?

**Cambodia** ranks at 124 of the 169 countries listed in the UNDP Human Development Index (2010), under the medium development category worldwide, and among the least-developed countries in the Asia Pacific region.

The Cambodian population is about 13.4 million, with over 80 per cent living in rural areas. Approximately half of the population is under 20 years of age. Major sources of revenue are tourism, agriculture, fishing and forestry, mining, oil and gas, construction, and garment manufacture.

Cambodia has a tropical monsoon climate, characterized by two seasons; wet and dry. The country is essentially agrarian and is highly vulnerable to the impact of climate change. Cambodia is largely exposed to flood and drought. Under changing climatic conditions, vector-borne diseases, in particular, malaria and dengue fever may become more widespread. Also, water-borne diseases such as diarrhoea and typhoid are common in households during the rainy season.

According to UNHCR statistics, domestic violence is a widespread phenomenon in Cambodia. Estimation is that one in six women is a victim of violence inflicted by the husband. Traditional Cambodian ideas view domestic violence as a private matter.

**Cambodian Red Cross (CRC)** was founded in 1955. The society has constantly developed its capacity during the last ten years, and has aligned itself with most of the IFRC and Red Cross Red Crescent Movement strategies and policies. The society developed its new 2011-2020 strategy, and a national four-year development plan for 2011-2014 in 2010.

CRC has a wealth of experience and potential, and is, without doubt, a leading humanitarian actor in Cambodia. The decentralization process may be a challenge, but Central Committee members have taken good ownership of the process and will regularly follow up the process with branches.

Human resources are one of the challenges faced by the national society. The main challenge is to keep trained and skilled people at CRC, because, though CRC has many committed staff, other organizations take over well-trained staff with the offer of higher salaries. The national headquarters, with competent and motivated managers and staff, needs to further coordinate provincial branches that lead, guide, train and support local work among vulnerable communities.

CRC has raised domestic funds with extremely good results over recent years. These funds have been used to strengthen the capacity of the branches to respond in emergencies at local level. At the branch, provincial and national levels, money is needed to run the organization and to deliver services. Continued support is needed from IFRC and partner national societies to implement programmes and to uphold quality performance and accountability.

IFRC and partner national societies carried out reviews on organizational development, disaster management and health during the last year. Reviews provided input to develop both disaster management and health strategic plans for 2008-2012. One of the findings in the reviews has been the lack of harmonization which leads to the duplication of resources. The recommendation for the future has been to develop more interdepartmental 'services'. An organizational development impact study was carried out in January 2011 by the IFRC Asia Pacific zone office in order to measure institutional progress at CRC. Given the theme *Crisis and Victory* by CRC, the study reviewed both successes and failures from the past ten years and identified the best practices of the national society. CRC will review also the rest of the branches which were not involved in the said IFRC study.

The **IFRC country office** was previously a large delegation with strong programme support for Cambodian Red Cross. However, the increasing level of bilateral support provided to CRC by its Red Cross Red Crescent partners and the considerable amount of local funds raised by CRC has had an impact on the resources for the country office. The present role of the country office is to offer multilateral support to CRC through IFRC, and to give technical assistance where needed. One important role for the country office is in coordinating the support for CRC with partners. This role will continue to remain with IFRC, even if there is a decrease in programme support.

## 4. Who are our stakeholders?

Together with the IFRC country office, **Cambodian Red Cross** is working to ensure the implementation of activities supported by IFRC in Cambodia. These programmes seek to serve **vulnerable people** in Cambodia and aim to build community capacity in disaster risk reduction, organizational development, and health and care. Technical support for different programme areas also comes from the IFRC Southeast Asia regional and zone offices. The IFRC country office helps ensure CRC gets support as and when this is required.

The **IFRC country office** coordinates cooperation with **partner national societies** to ensure the support is founded on the CRC Strategic Plan 2011-2020 and priority needs include the organizational development components that strengthen CRC capacity to develop sustainable programmes. Multilaterally, the British, Finnish, German, Italian, New Zealand and Swedish national societies fund disaster risk reduction, community-based health, HIV and organizational development programmes. Partner national societies working bilaterally in Cambodia include the Australian, Danish, Finnish, French, German and Swiss Red Cross societies.

The **International Committee of the Red Cross (ICRC)** supports CRC bilaterally. Also to ensure that there is no overlap with programmes implemented by partner national societies and IFRC, ICRC works in close collaboration with the IFRC country office.

UN agencies, humanitarian organizations and government bodies are important partners and the IFRC country office represents the Federation at different cooperation meetings and workshops together with CRC.

### Current partner support to Cambodian Red Cross<sup>1</sup>

Partners	Disaster Response	DRR	Health	Watsan	OD	Comms	HD	IDRL	RM/PMER
<b>Multilateral partner National Societies through IFRC:</b>									
Australian RC			✓						
British RC			✓						
Finnish RC		✓							
German RC					✓				
Italian RC			✓						
New Zealand RC		✓			✓				
Swedish RC			✓						
<b>Bilateral partner National Societies:</b>									
Australian RC		✓	✓			✓			✓
Danish RC		✓	✓		✓	✓			
Finnish RC			✓		✓				
French RC		✓	✓						
German RC				✓					
Japanese RC			✓						
Swiss RC	✓	✓	✓	✓	✓				
Norwegian RC				✓		✓			
<b>Other bilateral partners:</b>									

<sup>1</sup>Disaster risk reduction (DRR) – water and sanitation (watsan) – organizational development (OD) – communications – humanitarian diplomacy (HD) – international disaster response laws, guidelines and principles (IDRL) – resource mobilization/planning, monitoring, evaluation and reporting (RM PMER)

Partners	Disaster Response	DRR	Health	Watsan	OD	Comms	HD	IDRL	RM/PMER
ICRC						✓	✓		
Global Fund			✓						
Bank for Investments and development of Viet Nam			✓						
World Mate				✓		✓			✓

## 5. Where are we going and how are we going to get there?

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

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

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

*Target: by 2015,*

- All 24 branches have implemented the standard operating procedure (SOP) guidelines and 3,000 volunteers are trained for response teams

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

*Target: by 2015,*

- the number of beneficiaries assisted by CRC has increased annually by 10 per cent from the beneficiaries assisted in 2010.

**Output 1.3:** All 24 branches are prepared for emergency response and have an updated contingency plan in place by 2012.

*Target: by 2015,*

- all 24 branches have contingency plans in place

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

**Output 2.1:** CRC branches are functioning well and can respond to the local needs of communities

*Target: by 2015,*

- all 24 branches are able to assist at least 300 families annually

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

**Outcome 1:** Reduced exposure and vulnerability to natural and man-made hazards and greater public adoption of environmentally sustainable living in all 24 branches over the next four years.

**Output 1.1:** A community-based disaster risk reduction (CBDRR) programme with participatory approach, including guidelines and standards of DRR delivery at community level are in place.

*Target: by 2015,*

- CRC has incorporated climate change adaptation (CCA) into its CBDRR programme, and branches are utilizing climate information for the community programmes
- CRC has a plan for sustainable programmes

**Output 1.2:** All 24 branches have a better understanding of the local hazards and their individual vulnerabilities to these hazards, and devise local ways of managing hazards, reducing exposure and vulnerability.

*Target: by 2015,*

- *a total of six field exercises on multi-hazard disasters are organized for 12 branches*

**Output 1.3:** Disaster risk reduction measures are scaled up and traditional methods of coping with disasters that are relevant are strengthened, in particular environmental contexts.

*Target: by 2015,*

- *CRC has implemented psychosocial support in their programmes*

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

**Output 2.1:** Cambodian Red Cross has expanded youth clubs on national and provincial level

*Target: by 2015,*

- *100 CRC youth clubs are established by 2015*

**Output 2.2:** Cambodian Red Cross has expanded its road safety programme to cover three additional branches by 2015.

*Target: by 2015,*

- *road accidents decrease by five per cent, (based on official government statistics) in communities where CRC youth and volunteers are working with the Road Safety programme*

**Output 2.3:** The community-based health and first aid is in action in all 24 branches, also during emergencies, by 2015.

*Target: by 2015,*

- *CRC has improved its capacity to promote health-seeking behaviour in community-based programmes*

**Output 2.4:** With the community-based health and first aid approach, CRC has supported the national HIV plan to decrease HIV prevalence to a minimum in order to meet the 2015 UN millennium development goal (MDG).

*Target: by 2015,*

- *through the Harm Reduction programme, an increased number of drug users have been reached*

**Output 2.5:** In 2011, revised volunteer guidelines are implemented in all 24 branches by 2012

*Target: by 2015,*

- *All 24 branches are familiar with the CRC volunteer policy and guidelines, and the volunteering management system is in place.*

#### **Business Line 4: “To heighten Red Cross/Red Crescent influence and support for our work”**

**Outcome 1:** Cambodian Red Cross staff and volunteers will have an increased internal understanding of the Fundamental Principles and humanitarian values

**Output 1.1:** Training and dissemination of the Fundamental Principles and humanitarian values are carried out through the programmes.

*Target: by 2015,*

- *an increased number of training sessions for staff and volunteers as well for government on Red Cross Red Crescent fundamental principles and humanitarian values.*

<b>Outcome 2:</b> Cambodian Red Cross highlights the needs and rights of vulnerable people, and is respected and recognized for its humanitarian actions.
<p><b>Output 2.1:</b> CRC promotes women's and children's health by advocating for health care and assisting orphans with HIV/AIDS</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> <li>• <i>CRC advocates for and disseminates information in support of women's and children's health</i></li> </ul>
<b>Outcome 3:</b> Cambodian Red Cross is active in humanitarian diplomacy both in Cambodia and in the Southeast Asia region.
<p><b>Output 3.1:</b> Cambodian Red Cross engages with decision-makers to heighten their influence to act in the interest of vulnerable people and communities</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> <li>• <i>CRC advocates for targeting vulnerability through forums, network exchanges and active participation on related national committees and bodies.</i></li> </ul>
<p><b>Output 3.2.</b> CRC promotes a culture of social inclusion, non-violence and peace, and ensures better integration of minorities, and disadvantaged people through mainstreaming of gender, diversity, tolerance and anti-discrimination</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> <li>• <i>In addition to regular media, press releases and newsletters highlighting CRC humanitarian action, CRC also uses new social media to promote its work to the general public.</i></li> </ul>

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

<b>Outcome1:</b> Stronger cooperation between IFRC, Cambodian Red Cross and its stakeholders, including Movement components.
<p><b>Output 1.1:</b> Enhancing coordination and collaboration through regular partnership meetings within the Movement and with external partners, including humanitarian organizations through the country office with essential and capable staff on place.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> <li>• <i>co-operation mechanism is working well within the Red Cross Red Crescent Movement and with external partners through the cooperation agreement strategy (CAS) model</i></li> </ul>
<b>Outcome 2:</b> Cambodian Red Cross utilizes effective tools to build greater collective responsibility and trust between headquarters and branches.
<p><b>Output 2.1:</b> CRC has scaled up connectivity with branches through a cost-effective technology that bridges the digital divide, ensuring knowledge sharing and collaborative working with branches.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> <li>• <i>CRC is working more closely with branches through the use of modern information and communications technology</i></li> </ul>
<b>Outcome 3:</b> Cambodian Red Cross has well-functioning branches across the country.
<p><b>Output 3.1:</b> CRC has a common understanding on the roles and responsibilities between branch management and governance.</p> <p><i>Target: by 2015,</i></p> <ul style="list-style-type: none"> <li>• <i>one annual training session organized for governance on management and leadership</i></li> </ul>
<b>Outcome 4:</b> Improved planning and performance management are in place for Cambodian Red Cross activities

**Output 4.1:** Cambodian Red Cross has a standard and improved financial system in place.

*Target: by 2015,*

- *financial procedures are functioning well at all levels.*

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

*Target: by 2015,*

- *the CRC PMER unit is able to compile and produce CRC collective reports, and plans from CRC are received within deadlines and require less editing*

**Output 4.3:** More branches and sub-branches are able to carry out programmes through the Red Cross volunteer and community member network.

*Target: by 2015,*

- *the number of Red Cross volunteers and youth has increased by 10 per cent from figures in 2010*

## 6. What are some of the key risks/assumptions?

**Challenges, limitations or constraints:** Increasing bilateral support from partner national societies, often earmarked for specific projects, has an effect when moving towards holistic and integrated programme design at Cambodian Red Cross. The challenge is to uphold open dialogue between partners, to maximize the use of available resources and to prevent the overlapping of activities.

Working together in partnership and to share resources can also be a challenge for the national society, when working with cross-cutting issues (such as gender). To share information between departments at headquarters and to share it equally with branches is not an easy task.

The role for the IFRC country office includes advocating to obtain support in the frame of the operational alliance model and the “seven ones” to the community-based programme concept i.e. one accountability and reporting mechanism; one performance tracking system; one set of objectives; one set of working principles; one plan; one shared understanding of the division of labour among entities of the Movement; and, one results-based funding framework.

Human resources are limited and funding a constraint at the country office. The skills and knowledge disappear from the office if staff members do not remain.

**Risks:** The political status is stable in the country, but changes can influence Cambodian Red Cross, which works closely with the government as the auxiliary to the local authorities.

**Legal status:** Partner national societies with service agreements use the IFRC legal status in Cambodia.

## 7. How much will it cost?

### Long-Term Financial Projections 2012-2015

<b>Cambodia</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>Total</b>
BL 1. Humanitarian Standards	0	0	0	0	<b>0</b>
BL 2. Disaster Management Services	135,642	130,000	112,000	95,000	<b>472,642</b>
Response preparedness	96,123	80,000	62,000	45,000	<b>282,000</b>
Ongoing emergency operations	0	0	0	0	<b>0</b>
Projected emergency operations	50,590	50,000	50,000	50,000	<b>200,000</b>
BL 3. Sustainable Development	261,636	214,000	181,500	135,000	<b>791,636</b>
BL 4. Humanitarian Diplomacy	45,066	35,000	28,000	21,000	<b>129,066</b>
BL 5. Effective working and accountability	228,488	227,000	248,000	272,000	<b>975,488</b>
<b>Total Budget</b>	<b>817,545</b>	<b>736,000</b>	<b>681,500</b>	<b>618,000</b>	<b>2,850,832</b>

## How we work

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

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

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IFRC's work is guided by [Strategy 2020](#) which puts forward three strategic aims:

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

Find out more on [www.ifrc.org](http://www.ifrc.org)

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