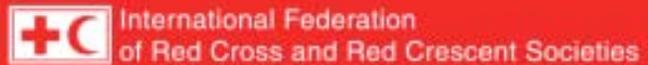


# Revised Plan 2011



## Southeast Asia

### Executive summary

In the context of the Asia Pacific zone, its demographic, socio-economic and environmental trends, and the IFRC's strategic priorities, the Southeast Asia regional office team continues to support the 11 national societies in Southeast Asia. The countries of the region remain vulnerable to health and disaster-related risks. Disasters which annually affect the region include cyclones, typhoons, floods and earthquakes. The goals, means of delivery and strategic framework of this Southeast Asia regional plan fit within the wider Federation Asia Pacific zone strategic priorities, which are guided by the IFRC's Strategy 2020.



**Red Cross staff and volunteers sailed relief items to the affected areas in Quang Binh Province in central Vietnam, where more than a million people were affected by floods in early October 2010.**  
(Photo: Nguyen Mau Thuong/VNRC)

The priorities in the coming year are to:

- Build safer and more resilient communities through services to member national societies that increase the reach and impact of their programmes;
- Strengthen Red Cross Red Crescent mechanisms and networks that build mutual capacity, improve knowledge sharing, and increase leverage of collective voice;
- Influence changes in humanitarian policies and practices through improved access to and cooperation with governments and key institutions;
- Diversify financial and human resources for the benefit of programmes at the national level through a collective Red Cross Red Crescent approach;
- Lead and coordinate zone, regional and country planning, performance and accountability mechanisms to increase Red Cross Red Crescent effectiveness and efficiency.

The overall purpose of this 2011 plan is to coordinate and support IFRC (i.e. secretariat and partner national societies) efforts to assist the 11 national societies in Southeast Asia in scaling up their work in line with the IFRC's Strategy 2020.

The Southeast Asia team based in Bangkok

- Strategically and technically supports and guides country office teams (Cambodia, Indonesia, Myanmar, Philippines, Timor-Leste, Thailand, and Viet Nam);
- Provides technical support to national societies with no secretariat country presence (Brunei Darussalam, Lao PDR, Malaysia and Singapore);
- Strengthens institutional memory and the sharing of good practice and lessons learnt;
- Coordinates Red Cross Red Crescent Movement work in the region within the IFRC mandate, including strengthening relations with partner national societies.

The offices in Indonesia and Myanmar will once again report to Bangkok in 2011 after previous switches in reporting lines because of the tsunami and Cyclone Nargis disasters respectively.

The regional team has invested considerable time and effort to improve Red Cross Red Crescent Movement communication in Southeast Asia. Several Movement coordination meetings took place in 2010, and these forums have, to date, increased communication, confidence, clarity and coherence of Movement efforts within the region. The size of partner national societies working bilaterally in the region will be decreased in 2011 due to the closing of both the Cyclone Nargis and Tsunami emergency operations.

**Programme purpose:** To coordinate and support the efforts of Southeast Asian national societies to scale up their humanitarian work in line with Strategy 2020.

**Summary:** The Southeast Asia team based in Bangkok:

- Supports and guides IFRC country office teams in **Cambodia, Indonesia, Myanmar, Philippines, Timor-Leste, Thailand, and Viet Nam**;
- Provides technical support to national societies with no permanent secretariat country presence (i.e. **Brunei, Lao PDR, Malaysia and Singapore**);
- Strengthens institutional memory and the sharing of good practice and lessons learnt;
- Coordinates Red Cross Red Crescent Movement work in the region within the IFRC mandate, including strengthening relations with partner national societies.

The IFRC's regional team has a good insight into the strengths and gaps in capacity of the 11 national societies in Southeast Asia, both individually and collectively.

**Budget:**

Sector	2011 (CHF)
Disaster management	934,857
Health	553,800
Organizational development	396,606
Communications/humanitarian values	240,594
Coordination	345,060
<b>Total</b>	<b>2,470,917</b>

**Who this plan supports:** The programme supports the 11 national societies of Southeast Asia, who, in turn, work with millions of people. The plan also supports Red Cross Red Crescent partners active in the region. The 2011 plan is reduced from CHF 3.3 million to CHF 2.5 million because of: a tighter focus and programming support to national societies from Bangkok in response to a reconfiguration of support provided from the secretariat within the Asia Pacific zone; reduced partner support, particularly in terms of organizational development; and a reduction in the volume of partners 'business' delivered from the Bangkok office and a consequent scale down of support to this (within the coordination budget).

**Our partners:** The primary partners are the 11 Southeast Asian national societies as well as relevant government ministries, such as health and disaster management bodies. Within the Movement, there has been strong and loyal support from multilateral supporters, particularly Japanese Red Cross Society, New Zealand Red Cross and Swedish Red Cross/government.

Other partners in the region include: Australian Red Cross/Australian government, Austrian Red Cross, Finnish Red Cross, German Red Cross, Norwegian Red Cross/Norwegian government, capacity building fund (CBF), and disaster relief emergency fund (DREF). Outside of the Movement, UN OCHA (through the Inter Agency Standing Committee), UNESCAP, WHO and several UN agencies are important partners in addition to non-government organizations, such as CARE and Oxfam.

The total budget for 2011 is CHF 2,470,917.

[<Click to go directly to the attached budget summary of the plan>](#)

## Regional context

Southeast Asia is not an easy region to characterize collectively. Sub-regional links are at times strong – i.e. between Thailand and Lao PDR – but often neighbouring countries are markedly different economically, socially

and politically. One constant, though, is the region's vulnerability to disaster, particularly its maritime countries, notably, Indonesia, Myanmar, Philippines, and Viet Nam. Other common themes – and issues relevant to the Red Cross Red Crescent – are: significant flows of migration (both legal and illegal) and (related) rapid urbanization that is one of many impacts on families and communities; community adaptation to the effects of climate change; and vulnerability to established and emerging health threats (dengue in terms of the former and H1N1 influenza in terms of the latter).

Overall Southeast Asia has a reputation for relative stability for a region in transition. However, the ongoing political crisis in Thailand, armed insurgencies also in Thailand (in the southern provinces) as well as Philippines, and the continued discord within Myanmar point to major challenges. One brighter spot is the significantly improved security situation and major resettlement of displaced populations in Timor-Leste. Its larger neighbour, Indonesia, also staged a relatively peaceful election across its thousands of islands.

The region's national societies are also varied. There is a sense of regional identity and several established networks within technical areas as well as among the respective leaderships. Several of the national societies have expressed interest in exploring more how to better utilize their privileged lead auxiliary roles in the humanitarian field with their respective governments.

## Regional priorities and current work with partners

Three partner national societies present in Thailand – American, Danish and French – attend biweekly information sharing meetings as well as quarterly forums that involve all Movement partners active in Southeast Asia (including those who do not have a permanent presence in the region). For those partners based in Bangkok, formal integration agreements are in place. These agreements are expanding towards promoting more effective coherence of programme support to national societies in the region. The Global Road Safety Partnership is also hosted at the regional office in Bangkok.

The Southeast Asia regional team continues represent IFRC at several forums involving the UN (OCHA, IASC, e.g. coordination for Cyclone Nargis, UN Reform, UNDP, ESCAP) governments and regional organizations, Geneva-sponsored initiatives (such as Global Alliance on HIV/AIDS), and regional national society discussions, and others.

Challenges include: clarifying some working modalities within the zone structure; encouraging partner national societies to be active in coordination themselves; adjusting IFRC approaches and attitudes to 2011 realities of supporting this region, i.e. working with the growing international capacity of some host national societies.

## Secretariat supported programmes in 2011

### Disaster management

#### The purpose and components of the programme

<b>Programme purpose: Reduced deaths, injuries and impact from disasters.</b>
Vulnerable communities are effectively supported by national societies through timely and high calibre disaster operations, and guidance in reducing their risk to natural and man-made hazards.

The disaster management programme budget is CHF 934,857 for 2011. This scale up is primarily based on reinforcing a stronger approach to supporting disaster risk reduction, underpinned by a more innovative use of human resources in the regional office, i.e. including interns from prestigious universities.

The programme will facilitate the ongoing process of aligning the national societies' approach to disaster management in the region. In order to ensure a coherent realization for this, the national society auxiliary status and relationships with their respective governments and national disaster management offices will be strengthened. The programme will ensure that relevant national policies and plans are put in place and continue to support the introduction of a programmatic planning approach.

## Programme component 1: Disaster management planning

**Outcome: The existing institutional mechanisms for efficient delivery of disaster management assistance are strengthened in all Southeast Asia national societies.**

- Support national societies to develop and update disaster management related policies, strategic plans and multi-hazard contingency plans.
- Ensure the RDMC regional response plan/contingency plan is in place
- Introduce and support national societies with programmatic approaches
- Support the defining of the national societies' role in disaster management as auxiliary to their Government
- Provide in-country and long distance technical support to national societies related to strategy development, programme formulation, planning and appeal process, monitoring and evaluation
- Contribute to an enhanced understanding of disaster risk reduction and climate change adaptation in close collaboration with the health unit
- Promote collaboration with the health unit on programmatic outcomes.

The second component aims at strengthening the national societies' organizational preparedness to respond to disasters. It focuses both on physical infrastructure in the form of warehouse pre-positioning and stock keeping as well as to enhance the capabilities of national society staff and volunteers. To achieve the latter, national and regional disaster response teams (NDRT and RDRT) will be trained and equipped, and more specialized training courses will be provided for national staff and volunteers as well as RDRT members in various areas, for example, water and sanitation, health in emergencies, shelter, logistics, IT and telecom and specific needs assessment capacities. 2008 saw the commencement of this effort, but it will take some time to build up and maintain an adequate roster. This will broaden the overall capacities of the national societies as well as equip them with well-prepared response personnel with expertise knowledge in the various fields mentioned.

Despite the progress in capacity building within the region, needs remain: one is to **develop specialized skills** (such as skills in logistics, water and sanitation, health in emergencies, relief and recovery) of national and regional disaster response teams; another is to **stimulate approaches of relief to recovery**. This includes taking on a more holistic approach to providing assistance and puts more emphasis on improving needs assessments and opening up to considering a greater repertoire of tools such as provision of cash assistance and agreements with local suppliers and businesses to provide culturally and gender-appropriate relief items. Furthermore, national societies have indicated a strong interest in developing their tracing capacity through joint activities with the International Committee of Red Cross (ICRC) under the restoring family links programme.

## Programme component 2: Organizational preparedness

**Outcome 1: Southeast Asian national society emergency response capacity is improved through strengthened national and regional disaster response mechanisms.**

- National disaster response team/local response team's capacity is enhanced through training and provision of equipment.
- Nationally pre-positioned warehouses and logistical functions are in place.
- Specialized training/workshops for RDRT are carried out in the areas of restoring family links (RFL), relief to recovery, logistics, water and sanitation, health in emergencies and shelter
- Components in emergency response strategies related to OD in emergencies are adopted as an approach to pre-empt national societies' structural outcomes.

**Outcome 2: National society staff and volunteer disaster management skills and knowledge are strengthened through specialized capacity development**

- Needs assessment and community development skills among Red Cross Red Crescent staff and volunteers are enhanced through regional and national training and workshops and on-the-job exercises.
- Further promotion and dissemination of SPHERE standards to national societies and secure adoption of the standards into response.
- National societies are able to update regularly and timely disaster related information on the IFRC DMIS website.
- Further development and encouragement of national societies in using volunteer management policies and tools in their programming.
- Understanding on climate change adaptation is enhanced through close collaboration with the health departments.
- Secure close collaboration with organizational development (OD) to ensure a planned and strategic approach.

Within the region, national societies are looking for ways to effectively build the **resilience of communities** vulnerable to disasters through community-based disaster preparedness programmes. In many countries the considerable number of these programmes are supported by partner national societies and linked with national forums and local organizations. Much has been achieved but national societies need to further align existing risk reduction initiatives so that the overall risk of vulnerable communities is reduced. The regional disaster management unit will support the development of a disaster risk reduction framework. This will guide national societies to: consolidate existing risk reduction activities; incorporate lessons learnt; and exchange between programmes nationally, regionally and globally. The proposed disaster risk reduction framework will be guided by IFRC commitments made at the Global Platform for disaster risk reduction, the global disaster risk reduction alliance, the Hyogo Framework for Action and will in various respects contribute to the Millennium Development Goals including poverty reduction.

To facilitate the process of a coherent disaster risk reduction approach, regionally adapted guidance materials and tools have been developed and translated into various regional languages. These tools are part of the foundation to a community-centred and -driven approach to enhance the national societies' capacities to define and analyse the needs of communities as identified by the communities. This will greatly contribute to the appropriate problem formulation and implementation of programming. The utilization of this tool will be done through on-the-job sessions in order to allow for applying lessons learned and best practices generated from other cases. A new round of Preparedness for Climate Change programmes and Climate Change Adaptation measures will be developed with at least two national societies. These will receive technical and financial support from the regional disaster management unit (RDMU) in collaboration with the Climate Change Centre.

Completion of Phase III of the well prepared national society (WPNS) analysis will be conducted. Along with facilitated strategic planning around response planning and contingency planning, WPNS analysis will form a solid orientation of national societies' preparedness to respond to disasters, and thus be able to mitigate the effects of them. To further this aim, integrated seminars on various topics such as disaster risk reduction and climate change adaptation will be conducted at respective national societies together with health and organizational development to maximize understanding for disaster drivers and thereby, as an organization, be better prepared to meet with evolving demands in communities.

### **Programme component 3: Community preparedness /disaster risk reduction**

**Outcome: Capacity of all Southeast Asian national societies is strengthened to support hazard-prone communities in reducing the impact of disasters through increased awareness and preparedness measures.**

- Continue to promote VCA assessment as a major planning tool for community-based activities
- Disseminate the disaster risk reduction framework to national societies for better programming and integration of activities for synergetic results, including training methodology, school curriculum, materials and tools promoting an integrated approach to risk reduction
- Continue supporting national societies in advocacy, awareness and dissemination to other stakeholders and vulnerable communities on disaster risk reduction approaches towards resilient communities
- Organize inter-agency workshops/meetings and a conference for sharing of lessons learned and good practices regarding disaster risk reduction programmes in Southeast Asia
- Enhance and use the developed guidelines, procedures and tools to assist national societies working with communities in areas that promote the development of community-based early warning systems founded on national society and external partner experiences
- Continue to provide technical and financial support for national societies to integrate the notion of climate change and adaptation actions into their existing programmes
- In close collaboration with the health programming, ensure understanding for community-based health and first aid (CBHFA) and contribute to its implementation as a way of promoting safer communities. Also, further the development of climate change adaptation and its implications on the physical surroundings as well as impact on human health.
- Promote integrated programming using community-driven approaches to secure ownership and stability to produce safer communities. This will include close collaboration with the health departments and seeking close collaboration with organizational development to strengthen structures to perform effective programming
- Promote integration of climate change adaptation into disaster risk reduction (DRR) programming and raise awareness around climate change

Apart from ongoing technical assistance and experiences drawn from different operations during the Tsunami 2004, typhoons and floods in the Philippines and Viet Nam, and Cyclone Nargis in Myanmar, attention will also be given to how Southeast Asian national societies can support and be supported within IFRC's role as the convener of the global cluster for emergency shelter in natural disasters. Shelter activities have been part of national society emergency response operations for many years. The provision of appropriate technical options and implementation of effective shelter options during emergency operations are needed.

### **Programme component 4: Disaster response**

**Outcome: Impact of major hazards (cyclones, flash floods, earthquakes and drought) across Southeast Asia is reduced through timely emergency response and recovery measures.**

- Provide technical and timely support to national societies in disasters
- Support national societies in delivering better services to affected communities in the restoration of their livelihoods through recovery and rehabilitation activities

The Lao Red Cross (LRC) community-based disaster preparedness programme forms a part of the collaboration between IFRC and LRC and will be implemented by LRC in full coordination with other components of the Red Cross Red Crescent Movement and other humanitarian actors working in the field of disaster management in Lao PDR. LRC has considered disaster management a priority since 2000 when it was later incorporated into the LRC Strategy 2006-2010.

The main focus of the programme is: to raise public awareness on issues pertinent to disaster management and to develop organizational capacity within LRC to effectively and efficiently implement future programmes in disaster management. The overall development objective of the programme is to reduce the impact of disasters on the most vulnerable people affected by disasters in Lao PDR by reducing vulnerabilities through community preparedness and response. The immediate objective is: knowledge and awareness on disaster preparedness and response is increased among the targeted communities, local authorities and LRC staff through grass root workshops and awareness raising campaigns. The flood operations of late 2008 showed that while good support in securing the functioning of developed response systems continued, there is also much to build on in LRC in

partnership with other organizations. A lessons-learnt exercise following the flood operation will enhance LRC's capacity to respond to future disasters. LRC's strong engagement on community-based disaster preparedness programming and utilization of the developed VCA manual will enhance the improved results.

Similarly, lessons will be drawn from the flood response operations in Viet Nam Red Cross and incorporated into stronger and better coordinated response capacities.

<b>Programme component 5: National society programming</b>
<p><b>Outcome: Lao Red Cross is developed to more effectively support vulnerable communities in building resilience to disaster risk.</b></p> <ul style="list-style-type: none"> <li>• Multi-hazard contingency plans and standard operating procedures (SOPs) at national and local levels.</li> <li>• Disaster management policies, plans, MoU and SOPs are in place, including development of disaster response preparedness curricula and work plan</li> <li>• Capacity building at all levels including training, field visits, study visits.</li> <li>• Tailored disaster risk reduction training package is developed including enhanced use of VCA as guiding tool.</li> <li>• Volunteer establishment and training</li> <li>• Warehouse renovation and management</li> </ul>

The regional disaster management programme will continue to support national societies in their various relationships with donors and organizations such as ECHO, DiPECHO, IASC, UN OCHA, and ISDR. This will ensure that the region and national societies have strong links with other actors in disaster risk reduction and response.

<b>Programme component 6: Coordination and cooperation</b>
<p><b>Outcome 1: Cooperation and the establishment of best practices through knowledge sharing and exchange within Southeast Asian national societies on their disaster management programme are promoted.</b></p> <ul style="list-style-type: none"> <li>• Regularly update the disaster management booklet and best practices from all national societies</li> <li>• On-the-job training (exchange programme) from national society to national society and national society to RDMU</li> <li>• Identify key data related to the regional disaster management mapping to be updated by all national societies on a regular basis as part of the regional monitoring and evaluation</li> <li>• RDMC annual and sub-committee meetings held in 2010 and 2011</li> <li>• National society and RDMU staff attend and organize global and regional workshops, meetings and conferences.</li> <li>• Encourage strong collaboration, coordination and exchange between programmatic areas for more effective and efficient use of resources</li> </ul>
<p><b>Outcome 2: The Southeast Asia national societies and their collective disaster management programmes are supported through the effective coordination and cooperation with internal and external groups.</b></p> <ul style="list-style-type: none"> <li>• Continue to strengthen relationships and support national societies in their dialogue with donors and organizations (i.e. ECHO, DiPECHO, IASC, UN OCHA and ISDR).</li> </ul>

### **Potential risks and challenges**

- Major disasters such as the Cyclone Nargis in Myanmar may come to shift focus of available resources at any time
- National society disaster management staff turnover
- Inadequate funding to fulfil the expected outcomes
- National society capacity

## Health and care

### The purpose and components of the programme

<b>Programme purpose</b>
Reduce the number of deaths, illnesses and impact from disease and public health emergencies

The regional health programme works within the regional context and takes account of IFRC's Strategy 2020 and Global Health and Care Strategy as reference points for national societies and partners in Southeast Asia.

The regional health and care programme budget for 2011 is CHF 553,800.

<b>Programme component 1: Community-based health and first aid (CBHFA), and emergency health</b>
<b>Outcome: Increased capacity of communities and volunteers which are prepared and able to respond to health and injury priorities in the communities, and improved access to health services in emergency in target area</b>
<b>Key activities:</b> <ul style="list-style-type: none"><li>• Undertake technical support visits to national societies</li><li>• Support national societies in the implementation of CBHFA in action approach</li><li>• Conduct regional CBHFA in action lessons learnt/refresher/facilitators' workshops</li><li>• Support national societies in World First Aid Day celebrations</li><li>• In collaboration with partners, support national societies' participation in immunization campaigns</li><li>• Strengthen national society capacities to respond to health needs in emergencies in collaboration with the disaster management programme</li><li>• Monitor emerging and re-emerging diseases, and support national societies in responding to outbreaks</li><li>• Support pandemic preparedness, mitigation and responses in the region</li><li>• Raise awareness of and support prevention and risk reduction programmes aimed at reducing the incidence of diseases related to climate change</li></ul>

The programme will prioritize support to national societies' community-based health and first aid in action programmes. The community-based integrated approach in first aid and health involve engaging communities and their volunteers to use simple tools adapted to local context to promote behavioural change in health, first aid and safety practices. First aid training is an investment to help individuals and communities to become more resilient to the effects of disaster and health crises.

Monitoring emerging and re-emerging infectious diseases such as dengue fever and diseases with pandemic potential will remain a focus as well as working with national societies to strengthen their capacities to play a crucial role in complementing the ministries of health in responding to the epidemics/pandemics. The programme will advocate for and prioritize the support to health activities directly contributing to the Millennium Development Goals.

The programme will continue support to national society development of partnerships to strengthen their capacities to respond to needs through sharing of experiences and lessons learnt. A public health approach is applied when responding to health aspects of crisis and epidemics. This involves addressing the immediate needs among the most affected and vulnerable by filling temporary gaps or overload in the health care system caused by the disaster, complementary to the government and other agencies' capacity. The programme will facilitate and support national society health staff to participate in training and workshops with the aim to increase the capacities of the national societies to respond to health needs in emergencies.

<b>Programme component 2: HIV and AIDS</b>
<b>Outcome: Vulnerability to HIV and its impact reduced through preventing further infection, expanding care, treatment, and support, and reducing stigma and discrimination.</b>
<b>Key activities</b> <ul style="list-style-type: none"><li>▪ Undertake technical support visits to national societies</li><li>▪ Support implementation of the Global Alliance on HIV in Southeast Asia and conduct regional Global Alliance workshops and meetings</li></ul>

- Provide technical support to strengthen the ART Network
- Contribute to the interagency standing committee (IASC) working group on HIV in emergencies
- Share and introduce new HIV guidelines as well as emerging trends in HIV prevention, treatment, care and support to national and partner societies
- Work in partnership on regional and national level with networks for people living with HIV including conduct campaigns against stigma and discrimination on Red Cross Day and World AIDS Day
- Develop partnerships with key regional and country level HIV and donor organizations

The programme will support IFRC's effort in scaling up HIV programmes to reduce vulnerability to HIV and its impact through three programmatic outputs: preventing further infection; expanding care, treatment, and support; reducing stigma and discrimination; bolstered by a fourth enabling output: strengthening Red Cross Red Crescent national and regional capacities to deliver and sustain scaled-up programmes. This will be done through the Red Cross Red Crescent Global Alliance on HIV working in support of country-based operational alliances.

Priority will be given to support the five national societies of Cambodia, Indonesia, Lao PDR, Myanmar, and the Philippines who have developed HIV programmes in line with the Global Alliance on HIV. The programme will also prioritize support to the Timor-Leste and Viet Nam Red Cross societies to develop and implement longer-term HIV programme plans using the Global Alliance framework.

### **Programme component 3: Voluntary non-remunerated blood donation (VNRBD)**

**Outcome: Increased number of voluntary non-remunerated blood donors recruited**

**Key activities**

- Undertake technical support visits to national societies
- Organize annual regional meetings/workshops on voluntary blood donor recruitment
- Support national societies in World Blood Donor Day celebrations
- Assist national societies with training of voluntary blood donor recruiters and in the development of youth donor clubs in the region
- Facilitate cooperation and collaboration with the Global Advisory Panel on corporate governance and risk management in Red Cross Red Crescent blood services (GAP)
- Support the regional health unit (RHU) and national society staff to attend international events on blood donor motivation and recruitment

National society blood donor programme for the education, recruitment and retention of low-risk blood donors, including community-based voluntary blood donor organizations and youth programmes is a core health and care area prioritized by many national societies in the Southeast Asia region. A system of voluntary, regular non-remunerated blood donation is widely recognized as a critical factor in quality blood service delivery.

The overarching goal of the regional VNRBD programme is to support national societies in achieving a 100 per cent voluntary donor system. The regional health unit will continue to assist national societies to strengthen their donor education, motivation, recruitment and retention strategies, campaigns, training, and monitoring and evaluation of blood donor programmes.

### **Programme component 4: Lao Red Cross community-based health and first aid in action programme (CBHFA)**

**Outcome: Increased capacity of Lao Red Cross (LRC) volunteers and communities which are prepared and able to respond to health and injury priorities in target communities**

**Key activities**

- Undertake technical support visits
- Support coordination, integration and programme management at national headquarters and branch levels
- Support development and implementation of monitoring and evaluation for CBHFA/first aid (FA) programmes including conducting reviews as required
- Support in conducting CBHFA/FA facilitator and volunteer workshops
- Provide technical support to strengthen LRC capacity to implement programme at community level in collaboration with other sectors and partners
- Support LRC in resource mobilization for the CBHFA/FA programmes

The Lao People's Democratic Republic (Lao PDR) is one of the least developed countries in the world. National health indicators have been improving steadily over the past three decades, but despite the efforts of the national authorities, they remain below international standards especially for vulnerable groups, being some of the lowest in the region. The programme will support the Lao Red Cross CBHFA/FA programme in close collaboration with other stakeholders to increase the capacity of branches and national headquarters to implement the programme effectively. Maternal and child health is likely to be one of the priorities as the infant and maternal mortality rates were 56 per 1,000 live births and 405 deaths per 100,000 live births respectively (2005). Currently 89 per cent of rural women deliver without a trained attendant, and most live a long distance from any services.

### **Programme component 5: Coordination and cooperation**

**Outcome: Strengthened and improved cooperation, coordination and support mechanisms within national societies and IFRC.**

#### **Key activities**

- Conduct annual regional health team meetings
- Global, zone and regional information sharing
- National societies and the regional programme team participate in global and regional networks, capacity building opportunities and other events
- Follow up collaboration/partnership agreements between IFRC and other organization such as WHO, UNICEF, UNAIDS
- Support the establishment of new operating models and partnerships at national and regional levels
- Share and introduce new health and care policies, strategies and guidelines to national and partner societies
- Provide technical support to national societies related to strategy development, programme formulation, planning and appeal process, monitoring and evaluation
- Strengthen inter-sectoral collaboration between programme areas at all levels

This will encompass support to national society health programmes focusing on 1) technical and management capacity development, 2) coordination including support to networks and partnerships, 3) advocacy for the most vulnerable, and 4) promotion of an integrated approach to health.

#### **Potential risks and challenges**

- National society capacities to manage and implement health programmes
- The limited capacity of some national societies to tap into available funding available from outside IFRC
- National society capacities to scale up programmes as a response to increased funding
- Some national societies are struggling to maintain existing programmes due to competing demands
- Many national societies are consciously moving towards a programme approach in health, but are repeatedly being caught up in 'project support' from partners for various reasons
- Inconsistent coordination and integration between stakeholders in programme implementation
- Maintaining adequate number and consistency of regional staff to implement the plan
- The need to secure necessary resources to carry out planned activities

## **Organizational development/capacity building**

### **The purpose and components of the programme**

#### **Programme purpose**

Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability

The organizational development/capacity building programme budget for 2011 is CHF 396,606.

Enabling action 1 of the Strategy 2020 forms the purpose of the regional organizational development programme with a focus to build strong national societies in Southeast Asia that are adaptable and relevant to the local needs in addressing the most urgent situations of vulnerability. The other reference points are the:

- Decision of the Southeast Asian Leaders meeting which annually provides a moment for reflection on the direction of the regional organizational development plan and an opportunity to request new initiatives.

- Southeast Asia regional disaster management and health action plans to address jointly agreed organizational development and capacity building strategies within the core programme areas.
- Joint organizational development and capacity building work planned with ICRC cooperation delegates at regional and country level, and with some selected partners national society who support organizational development work, to achieve a harmonized Movement's sharing of approaches and resources at regional and country levels.

The regional organizational development unit based in Bangkok presently consists of a finance development delegate and one regional organizational development officer. The regional finance development delegate is supported by Swedish Red Cross which also partially fund the programme cost. A partial programme cost is also funded by Japanese Red Cross Society. The regional communications delegate, the regional programme coordinator and the regional human resource officer have been integrated in the organizational development team.

The Southeast Asia organizational development programme works within the framework of the Asia Pacific zone organizational development and volunteering programme and in close coordination with country offices, ICRC cooperation representatives and the zone organizational development and volunteering team.

Organizational development (OD) challenges and the needs across Southeast Asia are enormous and one solution to all national societies will not fit all. The regional organizational development programme therefore consists of organizational development and capacity building initiatives tailored to the specific needs of the individual national societies. This, in a way, involves looking deeper in understanding the organizational dynamics that enables the national society leadership to recognize and deal with the key issues and setting forth its priorities.

The OD maintains a long-term relationship with national societies while recruiting support from wider zone OD and volunteering team or external consultancies where appropriate. As the pace of OD processes in each country can be unpredictable, the regional OD unit is able to develop flexible arrangements with consultants working with more than one national society on some specific issues.

<b>Programme component 1: Tailor-made organizational development (OD) and capacity building initiatives</b>
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<b>Outcome: OD issues have been addressed in individual national societies through tailor-made OD initiatives.</b>
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<b>Key activities</b>
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| <ul style="list-style-type: none"> <li>• Developing an understanding of the dynamics of organizational life in national societies to support the development of a customized OD plan to contribute to self-owned change processes within selected national societies: Cambodia, Lao PDR, Myanmar and Timor-Leste,</li> <li>• Support to national society governance in statute revision in Lao PDR, Malaysia and Viet Nam; strategic planning process in Cambodia, Lao PDR and Philippines in conjunction with respective ICRC cooperation delegates at regional and country level.</li> <li>• Finance development assistance in Myanmar, Philippines, Timor-Leste and Viet Nam.</li> <li>• Human resource development support in Myanmar and Timor-Leste</li> <li>• Support to volunteering and youth Red Cross in Cambodia, Lao PDR, Philippines and Thailand.</li> <li>• Work with the regional information delegate to strengthen the communications function in Cambodia, Myanmar and Timor-Leste.</li> <li>• Support to national societies on other priority issues like branch development and fundraising upon request from national societies.</li> </ul> |
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The regional organizational development unit works to integrate organizational development and capacity building work with health and disaster management programmes.

The OD unit will also continue to actively engage in regional health and disaster management forums and provide perspectives and service that promote improved capacity to deliver services.

**Programme component 2: Integration with health, disaster management and humanitarian values**

**Outcome: Increased integration of organizational development and capacity building aspects within health and disaster management programmes**

**Key activities**

- Development of approaches to organizational development in emergencies and volunteering standards in disaster management in partnership with regional disaster management committee
- Provision of organizational development support to scale up health services in Southeast Asia national societies particularly in Lao PDR, Timor-Leste, and Viet Nam through targeted country-level integrated plans.
- Case studies focusing in unique volunteer management issues in different health and disaster management programmes and regular participation in regional Southeast Asian disaster management and health forums and associated follow up

**Programme component 3: Information sharing and knowledge management**

**Outcome: Sharing lessons learnt, best practices and skilled national society practitioners providing peer support in organizational development and capacity building across all Movement components in Asia Pacific**

**Key activities**

- Promotion and updating of Asia Pacific organizational development CD-ROM with latest national society generated tools, policies and guidelines that have measurably improved OD and capacity building work and left improved sustainable local level programmes that reach vulnerable people
- Video and written case studies on organizational development and capacity building work in Myanmar and Timor-Leste
- Directory of OD practitioners connecting national society staff working on organizational development and capacity building linked to the Asia Pacific zone peer practitioners' network and system for enhancing peer mentoring and support mechanisms between national societies across the wider zone.
- Shared document library of organizational development and capacity building resources linked to the wider Asia Pacific zone use of FedNet Asia Pacific OD page where materials can be up- and downloaded by OD and CB practitioners in all Movement components across the wider zone.
- Promoting the use of branch development game in Lao PDR, Thailand and other national societies across the region.
- Peer support missions between national societies linked to budget support from the Asia Pacific zone OD and volunteering budget.
- One meeting of the Southeast Asian national societies' finance directors to share the progress of finance development in the national societies as well as to plans for finance development for the next years. This will also help continuous development of the finance development practitioners.
- Quarterly meetings of regional youth leaders and one annual meeting of regional youth directors to support for the follow-up to the Asia Pacific Youth Summit of October 2010 in relation to any regional youth requests to support country level activities.

The Southeast Asian OD unit is an active player in the zone approach to information sharing and knowledge management. Initiatives generally fall into two categories: 'information products' and 'promoting cross-regional relationships'. The information products are prioritized according to national society requests as well as offers.

The branch development game is a popular tool for raising discussion of branch development issues and is being promoted. Other innovative training tools will be designed and trial-run.

The regional OD forum has moved away from group presentations from OD focal points to small working groups focusing and deliberating on strategic issues. Methodologies are employed to promote maximum dialogue and engagement. The outputs of these meetings are to be measured by specific changes at country level in national societies that measurably enhance, strengthen or improve existing work as a result of participation in the working groups at multi-country level.

The finance directors meeting in 2009 expanded to include participants from outside Southeast Asia with a view to raise the horizon across the region and give a holistic and similar approach to finance development in South and Southeast Asia. For 2011, it is looking at a global IFRC finance development practitioners meeting with the

Southeast Asian national societies' participation and deliberation on the financial development in the context of changes in accounting across the Globe. The recommendations from the "Finance Development Review in South and Southeast Asia" will be implemented in finance development approaches in selected countries and as general principles across the wider group of national societies across the region.

The youth directors' forum will continue to focus on practical initiatives as well as information sharing and networking. Supporting key country-level follow-up to improve youth focussed and youth-led work will be given priority linked to the outputs of the October 2010 Asia Pacific and Middle East Youth Summit held in Amman, Jordan.

A directory of OD practitioners and a system for exchanging expertise will be further developed and utilized. It is hoped that a range of new national-society-to-national-society connections will develop, and these regional peer practitioners will be linked to the wider Asia Pacific wide group of peer practitioners during early 2011 undertaken by the Asia Pacific zone OD and volunteering unit.

The Southeast Asia organizational development unit will participate actively in wider zone organizational development.

### **Potential risks and challenges**

A key ongoing challenge is the development of trusting relationships with national society leadership. This forms the bedrock on which the organizational development unit can carry out quality work. It involves a significant time commitment to understand cultural and organizational dynamics. Without this, it is very difficult to get an accurate 'read' on how the progress can be made. This will need a consistency of staff in the unit and if this is not maintained, the progress will slow down.

Any organizational change process results in resistance. In embarking on an organizational development process, the national society counterparts involved must be able to read the political context within their national society.

Organizational development practitioners also face challenges to be innovative in their interventions. Big regional meetings are often not the best solutions to address the national society issues and yet, are the first intervention suggested.

Relationships with other regional and cross-zone colleagues are also vital to the prospect of integrating organizational development dimensions into health and disaster management programmes.

Organizational development activities are supported mainly through two committed partners: Swedish Red Cross which supports the finance development delegate cost as well as partially the programme activity cost and Japanese Red Cross Society which contributes partially the programme cost. The present level of funding is not sufficient to carry out the planned activities; without a third significant partner, the programme is at financial risk.

## **Principles and values**

<b>Programme purpose: To promote social inclusion and a culture of non-violence and peace</b>
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Overall goal: To enhance and improve the profile and visibility of the Red Cross and Red Crescent through expanded support to national societies, close contact with the international media and engagement in zone-wide and global communication and advocacy initiatives
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The principles and values programme budget for 2011 is CHF 240,594.

### **The purpose and components of the programme**

With the increased focus on advocacy and humanitarian diplomacy under Strategy 2020, the programme will continue to support global initiatives and promote humanitarian values regionally.

The programme is part of the Asia Pacific-wide approach that enjoys closer contact with Reuters, Alertnet and major media outlets in Bangkok and elsewhere. It presents an excellent opportunity to promote Red Cross Red Crescent values and actions through mass media as well as include these subjects in all relevant workshops and training.

Humanitarian diplomacy, advocacy and other promotion of humanitarian values have been and will continue to be integrated parts of most communication activities and outputs.

The 2011 global campaign about volunteers and voluntary service provides a great platform to promote values and launch diplomacy activities. Other humanitarian values initiatives from the IFRC Secretariat in Geneva will be supported. One particular piece of work is an advocacy report on HIV/AIDS with a focus on Asia Pacific.

The programme will build on the new momentum created in the region and Asia Pacific zone, where communication is now a core function with a zone-wide strategy that comprises agreed, defined and dynamic communication activities.

Full support will be given to implementing this strategy and these activities, and to increase the cooperation in the zone with other regional offices, communication delegates and communication officers in national societies.

A detailed communication capacity building programme has been launched with special support to three national societies (Cambodia, Myanmar and Timor-Leste) in the region but with training and knowledge-sharing programmes involving the whole zone as part of a new communication capacity building approach for Asia Pacific.

The coordination by the Asia Pacific zone communications manager opens doors for more efficient use of capacities with regional offices taking on zone-wide projects (i.e. capacity building, video productions, publications and beneficiary communications).

Asia Pacific zone communicators also intend to contribute significantly to global campaigns, strategies and humanitarian diplomacy initiatives and have encourage the Movement to focus and define a yearly theme where campaigning, diplomacy and fundraising can be combined, launched every year on 8 May.

With Bangkok being a centre for international media, the communication unit will maintain and expand relations in order to promote regional, zone and global initiatives, activities and diplomacy issues.

#### **Programme component 1: Continued support to the Cyclone Nargis operation**

**Outcome: National societies and media are updated on achievements and challenges during the recovery process.** (This programme will end in the first half of 2011.)

**Key activities**

- Articles, photos, video clips to web, national societies and media on recovery and risk reduction
- Service and support to office as well as to media and visiting national societies
- “Destinies of a Disaster” – photo book with analytic content, illustrating long-term recovery and presence, beneficiary involvement and challenges.
- Continued support to and close cooperation with MRCS communication department (see “communication capacity building programme”)

#### **Programme component 2: Communication capacity building programme**

**Outcome: National societies and communication staff are more efficient in promoting Red Cross Red Crescent principles, values and activities, and IFRC will learn lessons valuable for new programmes on communication capacity building.**

**Key activities**

- Support to three selected national societies that have expressed a keen interest to be included in a regional communication capacity building programme – (Cambodia Red Cross, Myanmar Red Cross Society and Cruz Vermelha de Timor-Leste). The close cooperation with MRCS communication department since Cyclone Nargis has already led to implementation of a communication workshop and training.
- Zone-wide training for selected communication staff, regional and zone exchange programmes with knowledge sharing and skills transfer as well medium-term placement of communication colleagues from partner national societies in selected national societies
- A system to draw lessons learned and line up recommendations for future communication capacity building programmes.

**Programme component 3: Communication support to health, organizational development and disaster management, country offices, and partner national societies' offices.**

**Outcome: Other departments and both IFRC and partner national societies offices continue to receive advice and technical support for communication initiatives.**

**Key activities**

- A number of communication activities have been planned by different departments and offices. These include videos, compilations, publications/newsletters/posters, exhibitions and advocacy issues.

**Programme component 4: Support to global and zone campaigns and strategies**

**Outcome: Most national societies in the region participate in global and zone initiatives promoting specific activities and issues**

**Key activities**

- Support the planning and implementation of the activities in connection with the "International Year of the Volunteers"
- Push for a five-year global campaign plan coordinating information and advocacy for the Movement

**Programme component 5: Close cooperation with the zone office and other regional offices on communication issues**

**Outcome: Better utilization of capacity, larger impact when working with national societies and media, more strategic approach to communication.**

**Key activities**

- Continue to build on the momentum created with close cooperation between zone and regional offices on communication initiatives and zonal strategy/key activities
- Regional offices taking on "zone-wide" coordination roles
- Contribution to zone platforms and systems such as Every Time Disaster Response list, contact list and communication training material
- Contribution to zone/cross border communication plans and implementation such as "five-year tsunami communication" plan.
- Coordination or contribution to joint video, publication and other productions for the zone when feasible and appropriate.

**Programme component 6: Promoting activities, values, principles and advocacy issues through traditional media and new channels**

**Outcome: Greater visibility for the Red Cross Red Crescent in the region and globally and thereby greater support for activities and issues.**

**Key activities**

- Efficient and effective system to respond to media in case of emergencies
- Continue and expand contact to international media on advocacy issues and activities
- Target new media/social media such as iReport, YouTube, Twitter and Flickr
- Encourage and enhance national societies in using new media (i.e. youth groups editing videos for YouTube and iReport)

**Risks and challenges**

- The interest in the Cyclone Nargis operation will diminish and it will be a challenge to promote long-term recovery programmes. Visa rules and restrictions could complicate the close cooperation with MRCS and the planned activities
- Communications delegates have limited knowledge about organizational development (and vice versa). Long-term development demands commitment and continuity from all parties, and capacity programmes will easily suffer during emergencies.

- Communication personnel in the zone have very diverse job descriptions and funding sources making cooperation and long-term planning risky and fragile. Attempts to have a zone-wide approach with regional specifics and coordination roles should be supported.

## Role of the secretariat

The coordination budget for 2011 is CHF 345,060.

### Technical programme support

The Southeast Asian secretaries-general and leadership meeting was hosted by Indonesian Red Cross in 2010. Along with previous forums, it provides a 'roadmap' of how the national societies themselves will work together as well as the support needed from the Southeast Asian secretariat team (i.e. Bangkok regional office and country office teams).

The regional office will maintain its technical support to country offices and national societies based on this plan, which includes the following:

- Support of national society development, via country offices working as internal change agents and the regional team as an external facilitator. This in-tandem approach will provide support based on agreed priorities (identified through regional planning and management meetings and regional management visits for dialogue with leadership).
- Host national society ownership of activities. The health and organizational development networks have been reviewed, strengthened and consolidated along the lines of the regional disaster management committee (RDMC) which has proved to be an effective platform for national society policy making and planning.
- More clarity over an increased role for IFRC in partnership relations with members. Integration agreements for services and coordination for the work of some partner national societies is being expanded at country level. The regional office aims to do more in terms of business development: vulnerability and opportunity assessments at the country and regional level in relation to the Red Cross Red Crescent mandate.
- Knowledge management (i.e. its collection, collation and use). Previous efforts in this field have yielded mixed results and there is a need to develop more innovative methodologies to better capture and disseminate best practices in all fields for general use as well as to better inform the regional office's own planning. One such initiative is the knowledge information management project at the regional office.
- Support to heads of country offices and IFRC representatives to increase links with governments, UN organizations, the corporate world and others to increase visibility and promotion of Red Cross Red Crescent work to earn better recognition. This will create a good base for resource mobilization and advocacy.
- Leadership in terms of implementing S2020 to scale up progress against the three strategic aims.
- Support to emerging partner national societies in Southeast Asia. Engaging with those Southeast Asian national societies wishing to increasingly support their sister national societies in times of need, to encourage 'good donorship'.

### Partnership development and coordination

Three partner national societies (**American, Danish, and French Red Cross**) are integrated with the Bangkok regional office. These relationships are managed by integration agreements through which support services are provided. The **Global Road Safety Partnership** continues to be hosted in Bangkok and there have been encouraging shifts towards a more inclusive way of working with national societies in this area. Relations with the regional office of **ICRC**, which covers Cambodia, Lao PDR, Thailand and Viet Nam, remain good.

The most critical partnership is to support the region's national societies in their own development in relationship management. Targeted support to respective national societies is provided on the one hand as well as – when appropriate – 'stepping back' to enable host national societies to rightfully assume their leading role within their borders.

The regional office's push in 2009 and 2010 to strengthen communication within the Movement paid off. Quarterly Movement coordination meetings were welcomed as have monthly regional updates sent from Bangkok. How to move on from this good rhythm of information sharing to more consistent cooperation is the current challenge.

### Representation and advocacy

The relationship with the ICRC regional office in Bangkok has continued to strengthen particularly during the May 2010 political crisis in Thailand. The regional team continues to foster partnerships outside of the Movement. The

major and unique role of the Red Cross and Red Crescent, as a leading humanitarian player, is promoted to the diplomatic community, the UN and other relevant organizations including major funding/grant agencies. Strategic courtesy/advocacy visits to targeted diplomatic missions and other relevant agencies commenced in 2009 and will be stepped up in 2011. They will also be more targeted.

In the past, the Southeast Asian regional team faced many demands on its time: UN meetings (IASC/OCHA, UNDP, and ESCAP) government and regional organization meetings, Geneva-sponsored meetings, regional national society meetings, etc. and handling large numbers of visitors. A more strategic and less ad hoc approach to representation is appropriate. The priority in 2011 will be to support Southeast Asian national societies in their relations with ASEAN in the realm of disaster management.

Humanitarian diplomacy (HD) is a growing priority for the regional office and IFRC in general. It has been defined as persuading decision-makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles. Humanitarian diplomacy is a tool to enhance and further develop the work of national societies and IFRC. The IFRC *Humanitarian Diplomacy Policy*, which was adopted in May 2009 by IFRC's Governing Board, is an overarching policy which recognizes that Federation diplomacy involves all aspects of IFRC work and is exercised in different ways as required by the objective: advocacy, negotiation, communication, formal agreements, fundraising and other measures.

## Promoting gender equity and diversity

Gender is one of the cross-cutting themes in all IFRC-supported programmes. These programmes will continue to emphasize gender equality when recruiting staff, organizing training courses, delivering relief support and mobilizing volunteers. In community mobilization processes, attention will be given to ensure participation of women and youth. Both health and disaster management programmes, assisted by organizational development and planning, monitoring, evaluation and reporting (PMER), will expand the promotion and protection of rights of children, women and the elderly. The importance of this area is highlighted by the recent evidence of lack of progress around the MDGs for maternal and child health.

## Quality, accountability and learning

It has become increasingly clear that the most effective way to provide effective support to national societies is to respectfully understand their 'realities' and be willing and able to work with and through these. The platform of reality approach pioneered in support of Myanmar Red Cross Society is one piece of work that the regional office will seek to take and apply elsewhere so that support is more appropriate.

In addition, the regional office will maintain its commitment to have clearer individual and team accountability to realistic and defined goals. Such an approach – for example, clear progress in terms of finance development in Lao Red Cross and Malaysian Red Crescent; a reinvigorated ART network; a regional disaster management committee forum that sets and follows through on appropriate agendas in disaster management in Southeast Asia – provides the building blocks for progress at a more strategic level, i.e. within S2020. This more accountable and tangible approach to supporting national societies at the country level (as well as enabling the support of partners) will remain the modus operandi of the regional team in terms of contributing to longer term impact.

One innovative approach implemented, led by the regional disaster management unit, is for a stronger engagement with the academic community to strengthen Red Cross Red Crescent analysis of key vulnerability issues within Southeast Asia. Good and timely analysis is a foundation for better impact assessment. A new 'industry standard' planning training module based on the PPP approach and a monitoring and evaluation training has been rolled out in Myanmar and Timor-Leste, and momentum in this regard will be maintained.

How we work	
<p>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.</p>	<p>IFRC's work is guided by <a href="#">Strategy 2020</a> which puts forward three strategic aims:</p> <ol style="list-style-type: none"> <li>1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.</li> <li>2. Enable healthy and safe living.</li> <li>3. Promote social inclusion and a culture of non-violence and peace.</li> </ol>

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[<budget and map below; click here to return to title page>](#)

## MAA51001 - Southeast Asia

### Budget 2011

#### Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies						
Land, vehicles & equipment	40,000		27,000	2,500		69,500
Transport & Storage						
Personnel	344,000	291,000	185,000	154,000		974,000
Workshops & Training	292,000	116,000	106,500	17,550	34,000	566,050
General Expenditure	201,800	113,000	53,900	51,860	290,000	710,560
Depreciation						
Contributions & Transfers						
Programme Support	57,057	33,800	24,206	14,684	21,060	150,807
Services						
Contingency						
<b>Total Budget 2011</b>	<b>934,857</b>	<b>553,800</b>	<b>396,606</b>	<b>240,594</b>	<b>345,060</b>	<b>2,470,917</b>



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

# South East Asia



The maps used do not imply the expression of any opinion on the part of the International Federation of Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.

Map data sources: ESRI, Federation