

Programme Update



International Federation
of Red Cross and Red Crescent Societies

Timor-Leste

Appeal No. MAATP001

21 August 2008

This report covers the period 1 January to 30 June 2008.



First aid training for volunteers in Lospalos district

In brief

Programme purpose: All three components of the Timor-Leste programme for 2008-2009 are based on the Global Agenda Goals as follow:

Disaster Management: Goal 1: Reduce the number of deaths, injuries and impact from disasters

Health and Care: Goal 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

Organizational Development / Capacity Building: Goal 3: Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of the vulnerability.

Programme summary

Disaster Management:

The major highlights of this reporting period are:

- Development of the vulnerability and capacity assessment (VCA) practitioner team
- Use of vulnerability and capacity assessment tools for programme planning
- Provision of shelter and piped water to disaster-affected communities
- Preparedness and risk reduction through basic preparedness training and simulation exercises

- Training on repair and maintenance of shelters
- Evacuation planning
- Development of market gardening skills and disaster response operating procedures
- Renovation of central storage space

Generally, progress on disaster response capacity building remained limited because of funding limitations, security problems in the country and the involvement of the national society in responding to emergencies.

Health and Care:

Considerable progress has been made in the Cruz Vermelha de Timor-Leste (CVTL) health and care programme during this reporting period. This is especially obvious in expanding community-based first aid (CBFA) activities and in improving the technical knowledge and management of both national headquarters and branch staff. The health department has undertaken a greater role in coordination among donors with the support from the International Federation. There has also been a shift from training volunteers to improving service delivery. This will need to continue with particular emphasis on door-to-door education.

Organizational Development/Capacity Building

Focus has been laid on the continued development of capacity at national headquarters and district levels through regular joint meetings among senior management, and using the increased capacity of programme managers to plan and facilitate meetings and workshops at both headquarters and branch levels. Development of facilities for human resource management has been another area of priority, with the development of a salary scale, standard per diem and accommodation rate. Improved integrated planning and reporting templates and systems have resulted in a greater focus on results in planning branch activities.

Financial situation: The total 2008 budget is CHF 2,637,216 (USD 2.5 million or EUR 1.6 million) for all three programmes, of which 48 per cent has been covered. Overall expenditure in this reporting period was 22 per cent.

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

No. of people we help:

During the first five months of 2008, a total of 3,800 persons directly benefited from the disaster management programme, 15,300 from the health and care programme, and 1,100 from the organizational development/capacity building programme.

Our partners:

Multilateral partners who have loyally supported CVTL thus far in programming include: Norwegian Red Cross/government, Australian Red Cross, Japanese Red Cross, German Red Cross, New Zealand Red Cross and Danish Red Cross. Bilateral partners for CVTL are Austrian, Japanese, and Spanish Red Cross while close cooperation continues with UNICEF, the Aloia Foundation, the ministry of health, and the ministry of education.

Context

The unsuccessful assassination attempt in February 2008 on the President and the Prime Minister of Timor-Leste was followed by two months of tight security and curfew in the capital city, Dili and other major cities. This limited access to several areas of the country, curbing the mobility of national headquarters staff to districts and causing delays in programme implementation and the monitoring of activities.

The rise of fuel and food prices on a global scale has also directly impacted the activities of the national society. Early in the year, Cruz Vermelha de Timor-Leste's (CVTL) bulk fuel supplier ran short of stock, requiring adjustments in the centralized fuel management system. While a more complete picture of the fuel price impact is yet to be determined, this is likely to increase the overall cost of most programmes. Rising food prices, particularly staples such as rice, add to the challenge of retaining staff in CVTL; many leave for better-paying jobs in the international non-governmental organization (INGO) sector.

Staff retention remains a key area of concern at present as this trend also affects the International Federation's country office in Timor-Leste.

Progress towards outcomes

Disaster Management

Programme purpose: Reduced number of deaths, injuries and impact from disasters.

Programme summary: The disaster management programme made some progress in delivering disaster response, risk recovery (livelihood support), community preparedness and risk reduction activities during this period. However, progress on disaster response capacity building remained limited because of funding constraints, unstable security in the country and the long involvement of the national society in emergency response. Attempts are being made for developing a multi-hazard disaster contingency plan.

The major highlights of this reporting period are: development of a vulnerability and capacity assessment (VCA) practitioner team and the use of VCA tools for programme planning; provision of shelter and piped water to disaster-affected communities; community preparedness/risk reduction through basic preparedness training and simulation exercises; training on repair and maintenance of shelters; and training on first aid, water and sanitation, evacuation planning, etc. Similarly, developments were also made in capacity building in market gardening skills, disaster response operating procedures, renovation of central storage space and other skills.

This programme faced interesting challenges during this period including limited funding, extended security challenges in the country, a prolonged wet season from the effects of La Niña, training and orientation of new staff, and new management procedures. Due to the lack of technical skills, renovation of branch office during this period was not possible.

Outcomes/Expected Results

Expected result 1: Emergency response: The impact of disasters in communities is assessed and well-coordinated with external agencies for life-saving assistance.

In July 2007, Timor-Leste experienced severe downpours leading to flooding and landslides across the country. With support from the International Federation's disaster relief emergency fund (DREF) on 25 July 2007, 947 people were provided with the rehabilitation of shelters in the Tilomar, Zulo, and Caicasa and Lawala communities. The beneficiaries received basic construction materials including iron sheets, timber, nails, anchoring bars and construction tools such as hammers and hand saws. The local community organized itself into groups and using additional local building materials, constructed more shelters.

In Lawala, the community was forced to carry water from a distant source for everyday use; as such, CVTL supported the community in protecting a spring water source and installing a piped water scheme in the community.

Originally, this operation was planned for five months from July through November 2007. However, because of recurring security problems in the country, the prolonged wet season (from the effects of La Niña) and logistics challenges, it was not possible to complete the operation on time. Therefore, it was extended until March 2008. [<Details available in the MD RTP002 report.>](#)

Expected result 2: Disaster response recovery: People in communities affected by natural disasters have recovered food sources, economic sustainability and shelter after disasters.

The CVTL-Aileu branch conducted a livelihood analysis in Casmantuto village and developed a community action plan (CAP) for improved livelihood and economic security for 36 families (about 178 people). The community farmers then organized themselves into five groups of 15 members each of which 20 per cent are women. Each group developed a work schedule and established management structures with clear roles and responsibilities of the group members. The groups are also responsible for the implementation of livelihood activities and monitoring progress.

The community groups started vegetable gardens with support from CVTL in seeds and agricultural tools. The field staff helped enhance the agricultural skills of the groups through training. The groups then primed planting terraces and planted vegetable seedlings. The groups were also trained in simple book-keeping to enable them to manage their income received from the sale of vegetables and related expenditure.

CVTL worked with Plan International in the same community to provide piped water, sanitary toilets and health and hygiene education. A kindergarten has also been established through initiatives from Plan International. The community contributed labour and local resources as well as cash towards improving their sanitary facilities. Thus, the community has established access and enhanced its livelihood skills, agricultural tools, sanitary toilets, piped drinking water scheme and schooling facilities for children.

A member of the farming community in the Hatu-Builico sub-district where CVTL carried out a livelihood programme in 2006/2007 was given the opportunity to share his experiences at the National Disaster Risk Reduction workshop in the capital city of Dili.

The next reporting period will focus on the following activities:

- Exploring the possibility of expanding the project to a new area
- Conducting vulnerability and capacity assessment (VCA) and developing a community action plan (CAP) in a new area
- Implementing mitigation activities including livelihood development
- Following up group activities in Casmantuto and Hatu-Builico where group members have increased from four to 21
- Designing and producing information, education and communication (IEC) materials related to disaster response and mitigation
- Conducting a study tour in disaster response and recovery

Expected result 3: Disaster response capacity building: The strategic and operational capacity of CVTL to respond to disasters is developed.

Due to limited funding available for the programme, an uncertain security situation in the country and the implementation of support needed in response to flooding and landslides, the rescheduling of disaster response capacity building activities is necessary and will be covered in the next reporting period. During this reporting period, however, two CVTL staff attended the regional disaster response team (RDRT) training in Singapore, and two other staff attended a disaster assessment and needs analysis training in the Philippines.

The New Zealand Red Cross provided four satellite telephone sets to CVTL for emergency use. The maintenance cost of the telephones will be supported by New Zealand Red Cross for one year. From 2009 onwards, the costs will be absorbed into different programmes according to needs.

CVTL submitted a funding proposal to the government for the stocking of relief materials and strengthening the emergency response team. Other opportunities are also being explored for long-term partnership in disaster response capacity building.

The next reporting period will include capacity building activities such as:

- A refresher course for the national disaster response team at end July
- Providing gear for emergency response to district branches
- Organizing branch disaster response team training

Expected result 4: Community-based disaster prevention and preparedness: People in vulnerable communities know and practice measures to mitigate the impact of disasters.

CVTL recruited four field staff in the Viqueque, Maliana, Manufahi and Covalima district branches for the programme. These staff attended a three-day orientation course to establish and enhance understanding of the community-based disaster management programme, the Red Cross Red Crescent Movement, and the management and administrative procedures of CVTL.

A training course on repair and maintenance of shelters in coordination with the Don Bosco Vocational school was organized in Maliubu village with involvement of 27 participants identified by the village council representing three sub-villages. The village council has planned to mobilize these volunteers in case the community needs support for repair and maintenance of shelters after disasters, such as strong winds which happen every year. After training, CVTL provided tools to the village council for the repair and maintenance of shelters. Follow-up activities, e.g. simulation exercises, are planned for the coming months.

The CVTL Covalima branch organized a three-day course on disaster preparedness in the Maubessi sub-village for four community groups, namely in first aid, evacuation/shelter, environment protection, and water and

sanitation. The chief of the sub-village coordinates all these groups whose activities are part of the community action plan.

In the same community, the evacuation and first aid groups respectively mobilized community members to become involved in a simulation exercise that was facilitated by the Covalima branch with support from the national headquarters.

Activities for the next reporting period include:

- Conducting a basic disaster management course for community groups in Maliubu
- Conducting vulnerability and capacity assessment (VCA) in Manufahi and Viqueque, and developing community action plan (CAP)
- Reforestation in the Maubessi community
- Stocking basic emergency gear in the Maubessi community

Expected result 5: Disaster and emergency contingency planning: Contingency plans in response to conflict and tsunami are developed.

A standard operating procedure for emergency response has been drafted. However, the implementation of this procedure into community practice is yet to take place. Discussions are underway with the regional office about funding possibilities for developing a contingency plan.

Expected result 6: Risk reduction: The vulnerability of sixteen communities in disaster-prone areas is reduced from the impact of disaster through timely information, capacity building and livelihood resilience to disaster risk reduction

Several training sessions and assessments were carried out in this respect. A one-day orientation session was organized for staff to update their knowledge on disaster risk reduction strategies and the community-based risk reduction action plan for 2008. Three disaster management staff members attended a two-day national seminar on community-based disaster risk reduction seminar organized in Dili. Similarly, the CVTL disaster management programme coordinator, the community-based risk reduction (CBRR) programme manager and the International Federation disaster management officer visited the Philippine National Red Cross to observe their risk reduction programme. Learning from the visit is being adapted into the programme.

A seven-day pilot vulnerability and capacity assessment (VCA) course was organized with the participation of 25 disaster management, health and organizational development staff members from national headquarters and the district branches. The sub-village head from the Dair community (where VCA was piloted) also participated in the training. The training course not only transferred knowledge and skills of VCA to the participants, but helped in developing a community action plan (CAP) for CBRR programme implementation in the same community. Similarly, vulnerability and capacity assessment was completed in two communities in the Baucau and Ainaro districts as well. The Oecusse district branch has been adapting recommendations of VCA carried out in 2005 by CVTL.

After VCA, the CVTL health department supported the Dair community (through separate funding) in the installation of 30 sanitary toilets and the repair and maintenance of a water reservoir tank; they also organized community-based first aid training for four days. After training, the community cleaned the surrounding areas, and volunteers have been creating awareness on health and good hygiene habits through home visits.

A half-day meeting was organized with the community to discuss the follow-up plan. The community is interested in volunteering for flood protection and other risk mitigation activities. They are preparing for reforestation in order to protect their community from potential landslides.

The *Suco* council (village council) is the basic government structure for disaster management activities in the community. The risk reduction programme works with the village council to facilitate disaster risk reduction activities so that the village council will be able to take over the programme activities in the longer term. In Liquica, Baucau and in the enclave of the Oecusse districts, meetings were organized with village councils to discuss the programme strategies and define the role of village councils in the implementation of the programme. In line with these discussions, village councils are organizing their disaster preparedness and response plans for seven months.

CVTL has collected proposals from all branches for the renovation of branch office buildings. A project committee has been set up at national headquarters level to manage the renovation and construction work. The construction work itself, however, is yet to start.

The disaster management coordinator participated in the Southeast Asia regional disaster management committee meeting hosted by the Malaysian Red Crescent Society. Various issues were discussed; among others, about drafting disaster contingency plans, volunteer management, integration of climate change, VCA guidelines, integration between health and disaster management programmes, and development of a specialized regional disaster response team. As many as 600 posters have been printed to create awareness on environment protection.

Activities planned for the next reporting period include:

- Branch office rehabilitation
- Vulnerability and capacity assessments
- Capacity development of the village council in the implementation of structural and non-structural risk mitigation activities
- Capacity building of staff
- Implementation of modular training in the community: first aid, water and sanitation, early warning, evacuation planning, community-based first aid, etc.

Constraints and challenges

Despite the expectation of peace and political stability in the country after the presidential and parliamentary elections, the country continued to face civil unrest. Gang fights, arson on private and public buildings including homes; intimidation and attacks on cars were common and widespread. This was followed by the state of emergency in the country for about two months which negatively affected the progress anticipated by the project.

The funding situation of the project is not sufficient at present. As such, limited funding has compelled the project to proceed with selected activities only. For the contingency planning process, additional funding and external support is essential. Therefore, the project team has been exploring relevant possibilities. Technical capacity for the renovation of branch office buildings does not exist with the current project team. There is, therefore, a need to recruit an external technical expert to start the renovation.

Community-based disaster preparedness and risk reduction activities are new to CVTL. Similarly, the use of VCA tools, and the facilitation of the village council for disaster preparedness, risk reduction and capacity building of the community through structural and non-structural risk mitigation activities are new experiences for the national society. As such, these may be considered technical challenges to the programme.

Implementation and coordination

The International Federation country office continued to support the national society in different ways. The country office team worked with the national society disaster management team to develop further understanding of the disaster management programme through training opportunities (such as VCA, disaster needs assessment, regional disaster management team meetings, etc.) and interactive discussion sessions. Similarly, seamless technical support is provided for implementation and monitoring activities. The country office and the national team carried out a joint consultative workshop with branches to draft the 2009-2010 Plan.

Health and Care

There has been considerable progress in the CVTL health and care programme, especially in community-based first aid (CBFA) and in improving the technical knowledge and management of both national headquarters and branch staff. The health department has undertaken a greater role in coordination among donors with the support of the International Federation. This year there has been a shift from training volunteers to improving service delivery but this will need to continue with particular emphasis of door-to-door education.

Outcomes/Expected results

Expected result 1: HIV: Increased knowledge of HIV/sexually-transmitted infections (STI) prevention and reduction in discrimination and stigma among the target population (youth and general public)

A number of knowledge-enhancing and information-sharing activities were carried out in order to raise the awareness and knowledge of HIV and sexually-transmitted infections (STI), and preventive measures. Running

throughout these activities was the thread of non-discrimination and reduction of stigma among youth and the general public for people living with HIV. These sessions/activities include:

- A three-day peer education training in three districts for 75 youth who will each, in turn, reach between five-ten of their peers.
- Information on HIV/STI prevention and on stigma and discrimination was given to a total of 4,120 community members and students.
- An eight-day living skills training-of-trainers elementary session was held for 19 participants in 12 districts. This was conducted by UNICEF using their own curriculum adapted to the Timor-Leste context.
- Two youth centres are now established in Aileu and Oecusse. These centres gathered together at least 100 youth who have received information on HIV/AIDS, peer education and the Red Cross Red Crescent Movement.
- Voluntary counselling and testing (VCT) pamphlets were distributed to 98 community members in the Ainaro district.
- A framework for HIV monitoring and evaluation was established.

Expected result 2: Community-based first aid (CBFA): Improved knowledge and practice of health promoting behaviours provided through CBFA services.

The second monthly branch health coordinator meeting in Dili was held in order to provide technical and managerial support to the 13 branch health staff. This was also an opportunity for the national headquarters to provide information on new policies and procedures, as well as provide basic information on specific diseases and health problems.

In March 2008, the CBFA pilot project commenced in five hamlets in Cribas village, Manatuto. This project includes VCA and analysis of data collected. While the VCA has been carried out with the community along with the baseline survey, analysis of data gathered is still being completed. Up to 75 village volunteers received CBFA training for four days, and subsequently, conducted door-to-door education on the Red Cross Red Crescent Movement and Fundamental Principles in May. These volunteers are supported by branches through two village leaders (a woman and a man) and through monthly meetings where matters of concern are discussed with village volunteers and key messages emphasized.

The village chief has also mobilized volunteers aided by two CBFA facilitators to conduct door-to-door visits. Volunteers have also been encouraged in activities such as cleaning the environmental surroundings, and building a fence around the village council office, church and health clinic.

In other areas, CBFA activities have also been carried out as follow:

- A village has been selected where CVTL previously conducted CBFA training with the aim of revitalizing the CBFA village volunteer network. A baseline survey has been conducted in 60 households in Liquidoe, Aileu and Betano, Manufahi. A four-day refresher CBFA training course has been conducted for 25 volunteers in Aielu and Manufahi. Door-to-door education on dengue, tuberculosis and malaria has also been carried out at 36 households in Babulo village, Manufahi.
- Health and hygiene information was disseminated to at least 1,409 people (44 per cent women) in their communities, and to 600 primary and secondary students by volunteers based at branches.
- Heads of households and secondary students received 550 brochures on dengue.
- Draft tools and templates were developed for CBFA, door-to-door monitoring, and selection criteria for village vulnerability, village volunteers, volunteer leaders and mothers' groups, and others, including the translation of key messages.
- CVTL have developed a baseline survey and draft spreadsheet jointly with support from the International Federation and Austrian Red Cross.
- CVTL worked together with the District Health Service (DHS) in immunization campaigns for children in Aileu, whereby the national society provided related information to mothers while the DHS carried out the immunization.
- The health delegate and the CVTL coordinator attended the annual regional health delegation forum in Bangkok that included a three-day session on the new "CBFA in Action" model.

Expected result 3: First aid: Improved first aid knowledge and practice through first aid training and service in target populations.

The International Federation and Japanese Red Cross jointly supported the Timor-Leste national society in developing the “*Standard Operational Procedures (SOP) for First Aid Kit Restocking and Checking*,” and subsequent use of the SOP by branch health staff. First aid items were also purchased to replenish depleted stocks.

A number of training sessions were also carried out including a three-day basic first aid training course of 100 teachers in the districts of Baucau, Manufahi, Covalima and Bobonaro. Production of 54 first aid certificates for first aid trainers was also carried out, co-funded by the Japanese Red Cross.

Branch volunteers carried out information dissemination on the treatment of common injuries using first aid to 2,961 community members and students.

The CVTL has also taken an active role in World Red Cross Day celebrations with the presentation of certificates to first aid trainers, parades in the district and blood donation by more than 40 health staff and volunteers to the national hospital in Dili. The national society is also active, providing first aid services at national events such as Independence Day celebrations in Dili and other districts, and at music concerts and sporting events in the capital city.

First aid is also proving a form of income generation for the national society. CVTL has provided a three-day commercial first aid training session to 25 NGO staff and 46 internally displaced persons (IDP) funded by the NGO. The CVTL is also developing a draft commercial first aid advertising leaflet to further its efforts in income generation.

The first aid manual in Tetum has been translated into English for the technical review of information.

A joint emergency response proposal including disaster management and health has been submitted to the International Federation regional office with a request for funding for four first aid posts in Timor-Leste.

Expected result 4: Water and sanitation: Access to safe water and sanitation services improved in the target area.

The Gari-Uai project in Baucau commenced in April 2008. Following consultations with the community, the CAP is complete, pending a report submission. A group maintenance fund (GMF) has been established and a technical team dispatched to the field. The community is now cleaning and recounting the existing pipes to be re-used for the new water system. Work on the spring catchment has also begun.

The national society played a major role together with the ministry of health and UNICEF at the launching of the Year of Sanitation in Timor-Leste with great success. For the occasion, speeches were made by government officials and performances, by local artistes and entertainers. The construction of a traditional lavatory by CVTL was also displayed. At least 80 Red Cross volunteers also participated in the celebrations.

The inventory of water and sanitation emergency equipment is now complete. Additionally, the CVTL and the water and sanitation delegate have become members of the sanitation working group that plays a part in the process of developing the future government sanitation strategy.

Organizational Development/Capacity Building

The main purpose of organizational development (OD) is to support the Timor-Leste national society in achieving the goals outlined in its strategic plan. CVTL identifies its organizational development focus as ‘strengthening of the branch structure, improving CVTL’s financial functions and resource mobilization, and the continuous development of functions related to administration, communication and volunteer management’.

Two secondary purposes have been identified: organizational development will work hand-in-hand with the health and disaster management technical programmes to support their service delivery into the community as well as to strengthen CVTL’s governance structures.

Outcomes/Expected Results

Expected Result 1: Strengthened institutional capacity of the national society to deliver on its mission

Several indicators to show that an increase in CVTL’s institutional capacity, include:

- Better attendance at branch presidents' meetings as a result of the reduced frequency of meetings.
- The sharing of experiences and stories, approaches and tools learned from other organizational development practitioners by the CVTL OD coordinator and the OD delegate at the regional OD forum in February 2008.
- Regular branch coordinator salary support helps branch coordinators take on a stronger leadership role in growing branch structure, including pushing for community-based programming and expanding branch fund-raising activities.
- Strengthened coordination in planning and implementation across the organization through regular joint meetings among senior management, and increased capacity of programme managers to plan and facilitate meetings and workshops at national headquarters and branch level.
- The 2009-2010 operational planning process that began in May, and constitutes a key achievement in the capacity of the national society. This was planned and facilitated by the national headquarters senior management with the support of delegates. Significant results reported by participants/facilitators include more robust operational plans; strengthened headquarters-branch relationships; improved skills in workshop planning and facilitation, including new tools.
- Integrated planning and reporting templates for branch use drafted through a series of inter-programme senior management meetings (including organizational development, disaster management, health, tracing, dissemination and the Red Cross Youth)
- Greater efficiency in resource use (e.g. budget-sharing, cutting out duplications) achieved by holding inter-programme management meetings to identify areas of cross-over and possible cooperation.
- Improved accountability through these meetings stemming from greater transparency and cross-checking of information, mutual support and learning among programme coordinators.
- Improvement in spoken and written English of senior management through ongoing mentoring by delegates. This is particularly evident in planning and reporting activities, and the increased awareness and use of external resources such as training models and opportunities from other organizations, and the International Federation's FedNet.

Expected result 2: Strengthened structural and procedural capacity of the national society to deliver on its mission

A standardization of per diem, accommodation rates, and other related rates for CVTL staff and volunteers has proven an improvement on the previous year when different programmes paid different rates. The organizational development team helped bring all programmes to an agreement through discussion, documentation and the dissemination of information.

The collation and review of previous mission reports dating from 2002 on the fleet system was carried out with the CVTL logistics coordinator; while the updating of records on the existing fleet was done, based on a review carried out by a water and sanitation delegate who worked with the country office for six months. The identification and documentation of key issues that were seen to hinder action on previous recommendations was also done.

The CVTL finance structure also received support through a review of the financial systems and improvements made with the help of organizational development. This review was carried out by a finance advisor supported by the Australian Red Cross, and results show a reduction in difficulties making payments as well as greater clarity and timeliness in financial reporting to management and partners.

The organigramme was updated and circulated in early 2008, but with the recruitment of new staff and organizational restructuring, this is being updated again.

Expected result 3: Branch and local structures are strengthened to adequately meet the needs of the communities they serve.

Branch and local structures underwent some progress in enhancing their administrative and operational structures through integration, enhancement of skills and knowledge and constant dialogue through meetings.

The integration of planning and reporting templates and systems have resulted in greater outcome focusing on the planning of branch activities. This has helped identify strengths and weaknesses in the planning and implementation of branch activities. This also facilitates providing more concrete information to national headquarters management than before, and highlights areas that need management attention as well.

Bringing together new disaster management and health staff and programmes effectively within the existing branch level system is also an outcome of regular management meetings integrating these programme areas.

The enhancement of skills and awareness to strengthen volunteer-based programming is evident in active participation by branch staff in suggesting operational improvements, including more use of community-based volunteers, and requests for additional training in volunteer management.

Regular monthly meetings of all branch coordinators in Dili continue, while two combined meetings involving branch coordinators and health and disaster management staff were held to model and provide training in integrated planning, implementation and reporting.

Expected result 4: CVTL develops a diversified resource base and efficiently manages these resources in the interests of sustaining its mission.

The CVTL continues to work on improving the effectiveness of its finance system through ongoing improvements in response to branch staff and management feedback. Attention to monitoring and reporting on branch fundraising activities has highlighted areas in which attention to strengthening systems and enhancing skills is needed in the second half of 2008.

All CVTL branches have formed sub-committees and have provided input into the branch rehabilitation project by way of proposed budgets and plans. Together with issues raised in national management planning meetings, these highlighted greater challenges than originally anticipated in the implementation of this project and have precipitated a revision of the new approach and a longer timeframe for CVTL to realize its objective.

Expected result 5: A functioning communications unit with the ability to promote the strategic priorities of the national society

A draft communications policy has been developed through cooperation between the organizational development and dissemination departments, focusing on key areas of relevance to national society operations to date.

Staff participation in regional workshops has also raised greater awareness of the value of CVTL experience. This has motivated identification in combined management meetings of three potential case studies to be prepared by the organizational development, disaster management and health teams respectively. These case studies will be used as external communications tools and contribute to International Federation resource material.

Reviews have also been carried out on the role of the CVTL communications officer who left at the end of July, and alternatives for addressing other communications needs were identified. The review of website hosting arrangements has also begun with the exploration of alternatives in tandem with the information technology system review and an improvement plan being pursued by bilateral supporters of the CVTL.

Constraints and Challenges

The national society faced several constraints and challenges during the reporting period including insufficient funding, increasing food and fuel prices, unstable national security, insufficient staff skills and an overstretching of human resources.

Funding received through the appeal during the first five months of 2008 proved insufficient to cover all planned activities. As such some key activities could not be undertaken at this time. The postponement of these activities will mean the subsequent delay of programming planned for later in the year.

There is inadequate technical capacity for the renovation of branch office buildings, as well as a dearth in skill development among branch health staff. Many branch health staff have less than a year's experience working with the national society and most have no prior professional health background. To address this situation, bi-monthly branch health staff meetings have been held and provide a valuable forum to exchange essential technical knowledge. The shortage however, needs to be addressed to a greater degree in order to cover the shortfall.

The CVTL health department has also seen an increase in the number of bilateral donors and an up-scaling of donor-funded projects in 2008. While this is a positive trend, CVTL health staff resources have been stretched, particularly in community-based first aid (CBFA). The national society with the support of the International

Federation health delegate, have worked at improving coordination and collaboration through weekly health meetings among different partners, and the development of the CVTL annual health plan with scheduled training sessions and key activities.

Escalating food and fuel prices have been major challenges, as the cost of transport continues to rise in all programmes. With this increasing economic pressure on CVTL employees, more experienced staff have been compelled to accept better paying jobs with international non-government bodies and other organizations.

The unpredictable work environment in Timor-Leste continues with civil unrest, gang fights, arson on private and public buildings including homes, intimidation and attacks on motor vehicles. Coupled with these common and widespread threats to security, natural calamities such as heavy rain, flooding and landslides during the customary rainy season in the first half of the year also pose a threat to the people of Timor-Leste.

Working in partnership

There has been an increase in integration of activities for the CVTL health, organizational development and disaster management in different districts.

An understanding was developed with Plan International to implement an integrated livelihood support programme in the Kasmantutu area. CVTL provided training on livelihood skills as well as vegetable seeds and agricultural tools. Plan International provided support for health and hygiene promotion, piped drinking water and the installation of sanitary toilets. This understanding was very helpful in order to address diverse needs of the community.

The CVTL health department provided drinking water, sanitary facilities and first aid training in the Dair community after vulnerability and capacity assessment (VCA) was completed jointly by the health, organizational development and disaster management departments. Integrated activities were in line with the findings following the VCA. Similarly, in Bacau district, disaster management and health activities are implemented together.

CVTL co-hosted a national workshop on disaster risk reduction with other partners, including the national disaster management office, Oxfam, Care and Concern Worldwide. This event helped to increase the profile of the disaster management programme.

There has been extensive collaboration between CVTL, the International Federation and bilateral Red Cross partners in the development of information, education and communication (IEC) materials, first aid procedures and programming, and the development of a baseline survey format.

Working closely with bilateral contributions has proven effective in augmenting the scope and impact of the organizational development and capacity building function. Two good examples are the cooperative working relationships with a financial advisor supported by the Australian Red Cross to contribute to CVTL capacity building; and a volunteer brought in by CVTL and supported by Australian Volunteers International (AVI) to focus on human resources capacity development.

Collaboration with the ministry of health at national level has dramatically increased this year with CVTL being a member of many working groups. These include health promotion, nutrition, maternal and child health, community health volunteer and outreach service, water and sanitation. These groups are involved in behaviour change communication strategies, IEC material and the development of guidelines and procedures. Participation is an important step for CVTL to contribute to the national health direction, networking with other agencies and also to identify potential areas in which the national society can collaborate with the government. The CVTL community-based first aid manager attends fortnightly health coordinators' meetings, which provide an overview of the disease surveillance in Timor-Leste.

CVTL has also developed a valuable partnership with UNICEF in the first step of training "19 Life Skills" training of trainers (ToT). A funding proposal has been submitted to UNICEF to continue with the 19 four-day trial training sessions that will be run in 13 districts with participants from CVTL youth volunteers.

Contributing to longer-term impact

This programme contributed directly to Goal 1 of the International Federation's Global Agenda: to reduce the numbers of deaths, injuries and impacts from disasters. This includes the provision of shelter to 947 people and

livelihood support to 136 people. Training on the repair and maintenance of shelter for the community and field-level simulation exercises on evacuation, first aid, and water and sanitation also helped the community in mitigation activities in view of impending disasters. During the implementation of the above activities, women and men were given opportunities to participate in the programme with a minimum 20 per cent of women as participants.

The above activities help contribute to the country in the attainment of the UN Millennium Development Goals as well. For example, the livelihood support and disaster risk reduction activities in the programme directly link to the objectives of the Millennium Development Goals.

The capacity of the health department and health branch staff has also greatly increased this year. This was facilitated by two joint planning and reporting workshops involving disaster management, health and organizational development. All district staff were present, and the establishment of common planning and reporting templates in the first quarter of 2008 was made. Implementation of activities has improved with technical input from branch health staff meetings.

Branch planning workshops contributed feedback that, in addition to informing operational planning, will feed into strategic planning activities later in the year, and in 2009, into the 2010-2014 Strategic Plan. Similarly, national and branch staff capacity development in planning and facilitating meetings, workshops, etc. developed in incremental steps, is expected to provide the capacity needed for CVTL to carry out several major planning activities on the agenda for 2009-2010 in a robust way.

The development of the baseline survey in 2008 will allow CVTL to effectively evaluate the impact of its interventions, while identification of three case studies to write-up in the latter half of the year will be a starting point for stronger CVTL participation in and contribution to documented International Federation learning.

Looking ahead

The lessons learned during this period will be considered in the next reporting period as well. For example, in disaster management, the lessons learned from VCA exercises, the community-based approach and simulation exercises will be integrated into future reporting. These lessons learned will provide a platform for strengthening an integrated approach within the programme.

The remainder of the year's priorities in health will continue to focus on developing the technical and managerial ability of branch health staff; maintaining ongoing revitalization of the community-based first aid (CBFA) village volunteer network through village volunteer retraining in the remaining four districts; and, establishing stronger supervisory and support links between the branch and community such as the standardization CBFA door-to-door education through development and socialization of guidelines to health staff and partners.

The pilot CBFA study will continue with focus on establishing the mothers' groups and determine how CVTL can best fit in and collaborate with the ministry of health in two new initiatives: *Promotor de Saude de Familia* (PSF) or family health volunteers and the *Servisu Inegrado Sude Communita (Sisca)* scheme, an outreach programme with a major focus on maternal and child health. These are planned for rollout to all 13 districts by the end of 2008.

Other priorities are the recruitment of a consultant to conduct the external evaluation of the health programme, impact and progress. This will feed into the strategic planning process in 2009. Additionally, the review of the first aid manual and HIV manual will be undertaken with support from the regional office in the second half of the year.

The second half of the year will also see refresher peer educator meetings commence, and World AIDS Day on 1 December will be commemorated. HIV information, education and communication (IEC) flipcharts from the ministry of health will also be printed.

Three-day first aid training sessions for teachers at district and sub-district levels will continue and contribute to the strengthening of the first aid services in the country.

The 'network' model linking external capacity building expertise for specific tasks will likely continue to be used in the future to take advantage of specialist expertise in a way that contributes to a holistic approach to CVTL capacity building. This will be coordinated to avoid overload and overlap. Areas most likely to benefit from this in

the near future are: fleet and warehouse management, resource mobilization, communications systems and media-related communications.

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

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