

# Plan 2009-2010



## Southeast Asia

### Executive summary

The overall purpose of this 2009-2010 Plan is to coordinate and support International Federation efforts at country and regional level to assist host national societies to scale up their work in line with the Global Agenda. The Southeast Asia regional team based in Bangkok will continue to evolve its role as a part of the new secretariat zonal structure and operating model. This model has been designed in order to create a more unified approach to Federation support to national societies across the whole of Asia Pacific. In line with the zonal strategy, the work of the regional office in 2009-2010 will take the following directions:

- Strategic guidance and management of the country-level Federation offices in the Southeast Asia region - Cambodia, Philippines, Timor-Leste and Vietnam.
- Provision of technical support to Southeast Asian national societies, in particular those with no secretariat country presence or that have no in-country technical delegates.
- Developing institutional memory, promoting regional networking and ensuring sharing of lessons learnt.
- Developing a more pro-active approach to Movement coordination, including specific relationship management responsibility with partner national societies.



**Many hands make light work: the International Federation's regional office in Bangkok works closely with 11 national societies in Southeast Asia to enhance technical skills, facilitate planning and coordination, and improve service delivery.**

This 2009-2010 plan incorporates the Federation's programme plan and budget to support Lao Red Cross which was previously presented separately.

Continuing dialogue with the leadership of the Southeast Asian national societies is needed on their aspirations and needs, as well as on their responsibilities as members of the International Federation, so that more appropriate support at country level can be provided. Regional network capacities and partnership relations, both within and outside the Movement, need to be consolidated to this end. The regional team will remain ready to provide support and coordination in the event of future disasters such as the May 2008 Cyclone Nargis in Myanmar.

The International Federation Southeast Asia regional 2009-2010 plan budget is CHF 3,786,251 (USD 3,460,924 or EUR 2,411,625) for 2009, and CHF 3,770,990 (USD 3,446,975 or EUR 2,401,905) for 2010.

[<Click here for the budget summary.>](#)

## Regional context

Southeast Asia, comprising 11 countries, remains a region of opportunity and progress although significant challenges to reduce vulnerability remain. The region's national societies continue to increase their reach and impact in many instances. More capacity in some areas, however, is still needed: this two-year national society programme support plan, along with other forms of partner support, seeks to help the national societies build on existing success, fill gaps and overall, increase the impact of such efforts on the lives of vulnerable people.

Disasters continue to be a regular feature; some of the major ones in the past year have seen widespread death and destruction, such as cyclone Nargis in Myanmar and typhoon Fengshen in Philippines. There is ongoing political instability and tension in Timor-Leste and Myanmar, and to a lesser extent in Philippines and Thailand. The potential for an avian/human influenza pandemic remains and the effects of climate change are increasing challenges.

The Southeast Asia secretariat team will focus on country-level support to national societies through country offices (where these are present). This approach will draw on clear achievements in 2008 that saw progress, strengthening:

- Volunteer programming in the **Philippines**,
- Health strategic planning in **Cambodia**,
- Programmatic approach to disaster management in **Cambodia**,
- Disaster management in **Lao PDR**,
- Health and water and sanitation programmes in **Lao PDR**,
- Planning processes in **Thailand**,
- National preparedness planning in **Timor-Leste**,
- National society avian influenza preparedness planning in several countries including **Lao PDR**, **Cambodia**, **Timor-Leste**, and **Vietnam**,
- Psychosocial support in **Indonesia**, **Philippines**, **Vietnam**, and **Thailand**.
- Response to the massive Cyclone Nargis in **Myanmar**.

Continued effective mapping, coordination and deployment of national society resources are needed to underpin this approach. One example of this was the success of Southeast Asian national society personnel trained in regional disaster response teams (RDRT), deployed in the Cyclone Nargis and other operations.

## Regional priorities and current work with partners

Five partner national societies present in Thailand – American, Danish, Finnish, French, and German – will continue to attend biweekly information/coordination meetings as well as management meetings involving heads of country and regional offices. Formal integration agreements are in place for these partners. These agreements are expanding towards promoting more effective strategic coordination 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 will continue to engage extensively in international representation activities involving the UN (OCHA, e.g. coordination for Cyclone Nargis, UN Reform, UNDP, ESCAP) governments and regional organizations, Geneva-sponsored forums (such as Global Alliance on HIV/AIDS), and regional national society discussions, and others.

The opportunities are clear and a track record of appropriate support to national societies is emerging. Challenges remain in terms of: clarifying some of the working modalities within the new zonal structure; encouraging partner national societies to contribute to the coordination and core budget; adjusting International Federation systems, rules and working procedures to the new realities of this region, including the increased growth in capacity of some national societies.

# Secretariat-supported programmes in 2009-2010

Logical frameworks are available on FedNet<sup>1</sup> or [upon request](#).

## Disaster Management

### a) The purpose and components of the programme

<b>Programme purpose:</b> Reduced deaths, injuries and impact from disasters.
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 1,181,727 for 2009, and CHF1,125,578 for 2010.

<b>Programme component 1: Disaster management planning</b>
<b>Outcome:</b> Existing institutional mechanisms for efficient delivery of disaster management assistance are strengthened in all Southeast Asia national societies.
<b>Key activities</b> <ul style="list-style-type: none"><li>• Support national societies to develop disaster management-related policies, strategic plans and multi-hazard contingency plans.</li><li>• Put in place a regional disaster management committee (RDMC) regional response plan/contingency plan</li><li>• Introduce and support national societies with programmatic approaches</li><li>• Support for the defining of national societies' role in disaster management as auxiliary to their government</li><li>• Provide in-country and long distance technical support to national societies related to strategy development, programme formulation, planning and appeal process, monitoring and evaluation</li></ul>

The regional disaster management unit will facilitate the ongoing process to align the national societies' approach to disaster management in the region. This will support a more coherent foundation for national society auxiliary status and, as such, relationships with their 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, rather than a project-based, planning approach.

<b>Programme component 2: Organizational preparedness</b>
<b>Outcome 1:</b> Southeast Asian national society emergency response capacity is improved through strengthened national and regional disaster response mechanisms.
<b>Key activities</b> <ul style="list-style-type: none"><li>• National disaster response team/Local response team capacity is enhanced through training and provision of equipment.</li><li>• Pre-positioning warehouses and logistics are in place country-wide</li><li>• Specialized courses for regional disaster response team (RDRT) in the areas of restoring family links (RFL), relief and recovery, logistics, and water/sanitation.</li></ul>
<b>Outcome 2:</b> National society staff and volunteer disaster management skills and knowledge are strengthened through specialized capacity development
<b>Key activities</b> <ul style="list-style-type: none"><li>• Assessment and community development skills among Red Cross Red Crescent staff and volunteers are enhanced through regional and national training and workshops.</li><li>• Further promotion and dissemination of SPHERE standards to national societies.</li><li>• National societies are supported to update disaster related information on the Federation disaster management information system (DMIS) website in a regular and timely manner.</li><li>• Further development and encouragement of national societies in using volunteer management policies and tools in their programming.</li></ul>

<sup>1</sup> FedNet is an intranet and available to Movement members only

**Outcome 3:** National society staff and volunteer disaster management skills and knowledge are strengthened through specialized capacity development.

**Key activities:**

- More tailored training, including disaster management induction course; emergency assessment; DMIS refresher; vulnerability and capacity assessment (VCA); logistics, SPHERE, reporting, recovery, volunteer management, international disaster response laws, rules and principles (IDRL), and shelter and pandemic preparedness for national society staff and volunteers

**Outcome 4:** Regional mechanisms for efficient support to national society disaster management programming are strengthened

- Putting in place a regional response plan/contingency plan which integrates Red Cross Red Crescent Movement and International Federation policies, procedures and standards as well as aspects of IDRL.

The second component aims to strengthen the national societies' organizational preparedness to respond to disasters. It focuses on both physical infrastructure in the form of warehouse pre-positioning and stock keeping and to enhance the abilities of staff and volunteers. To do the latter, disaster response teams (national DRT and local DRT) will be trained and equipped, and more specialized training courses provided for national staff and volunteers as well as RDRT members in various areas. This will broaden the overall capacities of the national societies as well as equip them with well-prepared response personnel with expertise in a variety of special fields.

Despite the progress in capacity building within the region, needs remain: one is to develop specialized skills (i.e. logistics, water and sanitation, relief and recovery) of national and regional disaster response teams; another is to refresh approaches to relief and recovery. This includes considering new methods such as provision of cash assistance and agreements with local suppliers and businesses to provide culturally and gender-appropriate relief items. In the same vein, national societies will be encouraged to develop their tracing capacity through joint activities with the International Committee of Red Cross (ICRC) under the restoring family links (RFL) programme.

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

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

**Key activities**

- Further promotion of vulnerability and capacity assessment (VCA) as a major planning tool for community-based activities.
- Dissemination of the disaster risk reduction (DRR) framework to national societies for better programming and integration, including training methodology, school curriculum, and materials and tools promoting an integrated approach to risk reduction.
- Continuation of support to national societies in advocacy, awareness and dissemination to other stakeholders and vulnerable communities on a DRR approach towards resilient communities.
- Organization of an inter-agency workshop/meeting for sharing of lessons learned and good practices regarding DRR programmes in Southeast Asia (and may include South Asia).
- Development of guidelines, procedures and tools to assist national societies working with communities in areas on the promotion and development of community-based early warning systems founded on national society and external partner experience.
- Continuation in providing technical and financial support for national societies to integrate the notion of climate change and adaptation actions into their existing programmes.

Within the region, national societies have been effectively building the resilience of communities vulnerable to disaster through community-based disaster preparedness programmes. In many countries, a considerable number of these initiatives 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 towards: consolidating existing risk reduction activities; incorporating lessons learnt; and facilitating exchange between programmes nationally and regionally. The proposed disaster risk reduction framework will be guided by International Federation commitments made at the global platform for disaster risk reduction, the global disaster risk reduction alliance and the Hyogo Framework for Action.

To facilitate the process of a coherent disaster risk reduction approach, regionally adapted guidance materials and tools will be developed. This will support project implementation on the ground and enhance the national societies' capacity to identify and analyze the needs of communities. Furthermore the national societies' preparedness for climate change programmes will come to a close when national projects are made resilient towards climate change with technical and financial support from the regional disaster management unit (RDMU).

**Programme component 4: Disaster response**

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

**Key activities**

- Provision of technical support to national societies when disaster occurs, where needed.
- Support to national societies in delivering better services to affected communities in the restoration of their livelihoods through recovery and rehabilitation activities.

Apart from ongoing technical assistance and experiences drawn from different operations e.g. recent responses to typhoons in the Philippines and Vietnam, storms in Timor-Leste and the more recent cyclone in Myanmar, attention will also be paid to how Southeast Asian national societies can support and be supported within the International Federation'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 and as such, this experience will be built upon to consolidate technical options and enhance the implementation of effective shelter options during emergency operations as needed.

**Programme component 5: National society programming**

**Outcome:** Lao Red Cross capacity is developed to effectively support vulnerable communities in building resilience to disaster risk.

**Key activities**

- Multi-hazard contingency plans and standard operating procedures (SOPs) at national, regional and local levels are in place
- Disaster management policies, plans and memorandum of understanding (MoU) are in place
- Capacity building at all levels including training, field visits, and study visits.
- Volunteer recruitment, management and training
- Warehouse renovation and management
- Mitigation measures

The Lao Red Cross (LRC) community-based disaster preparedness programme forms a part of the collaboration between the International Federation and LRC. It 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. Lao Red Cross has considered disaster management as a priority since 2000 when it was later incorporated into its Strategy 2006-2010.

The main focus of the programme is to raise public awareness on issues pertinent to disaster management. Furthermore, it aims to develop organizational capacity within the Lao Red Cross to effectively implement disaster management programmes. The overall development objective is to reduce the impact of disasters on the most vulnerable people affected in Lao PDR 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.

**Programme component 6: Coordination and cooperation**

**Outcome 1:** The sharing of best practices among Southeast Asian national societies on disaster management programming is promoted.

**Key activities**

- Regularly update the disaster management booklet and best practices from all national societies
- Facilitate on-the-job training (through exchange programmes) from national society to national society, and national society to regional disaster management unit (RDMU).
- 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 (M&E)
- Hold annual regional disaster management committee (RDMC) and sub-committee meetings in 2009

and 2010

- Facilitate attendance of staff from national society and RDMU at global and regional workshops and meetings.

**Outcome 2:** Southeast Asian national societies and their collective disaster management programmes are supported through effective coordination and cooperation with internal and external groups.

**Key activities**

- Continue to strengthen relationships and support national societies in their dialogue with donors and organizations such as ECHO, DiPECHO, IASC, UN OCHA, and ISDR.

In addition to the ongoing support of regional exchange and cooperation through the regional disaster management committee, the regional disaster management programme will continue to support national societies in their various relationships with donors and organizations such as the ECHO, DiPECHO, Interagency Standing Committee (IASC), UN Office for the Coordination of Humanitarian Aid (OCHA), and International Strategy for Disaster Reduction (ISDR). This will ensure that the regional office and national societies have strong links with other actors in disaster risk reduction and response.

**b) Profile of target beneficiaries**

The direct beneficiaries of the disaster management (DM) programme are principally disaster management staff members and volunteers in the national societies and country offices in the region. An estimated 5,000 staff and volunteers from 11 national societies, partner national societies and International Federation staff in Southeast Asia will improve their operational and implementation capacity, while approximately 340 people will benefit from lessons learned and best practices workshops.

**c) Potential risks and challenges**

- Big disasters such as cyclone Nargis in Myanmar may shift focus any time
- National society disaster management staff turns over and/or moves from one to another
- Insufficient funding
- Varying degrees of national society capacity

## Health and Care

**a) The purpose and components of the programme**

**Programme purpose:** Reduce the number of deaths, illnesses and impact from disease and public health emergencies

The regional health unit (RHU) works within the regional context, Federation of the Future and the Federation Health and Care Strategy 2006-2010 serving as a reference point for national societies and partners in the region.

The health and care programme budget for 2009-2010 is CHF 1,249,198 for 2009, and CHF1,253,702 for 2010.

**Programme component 1: Coordination and cooperation**

**Outcome:** Strengthened and improved cooperation, coordination and support mechanisms within national societies and the International Federation.

**Key activities**

- Annual regional health team meetings
- Zonal and regional information-sharing
- National society and RHU participate in the global and regional networks, training and events
- International Federation–WHO Agreement on collaboration followed through
- Support establishment of new Operational Alliances at country and regional level
- Share and introduce new health and care policies, strategies, guidelines etc. with national societies
- In-country and long distance technical support to national societies related to strategy development, programme formulation, planning and appeal process, monitoring and evaluation

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/operational alliances, and, 3) advocacy for the most vulnerable and promotion of an integrated approach to health.

### Programme component 2: HIV

**Outcome:** Vulnerability to HIV and its impact reduced through preventing further infection, expanding care, treatment, and support, and reducing stigma and discrimination.

#### Key activities

- Undertake support visits to national societies
- Support implementation of the Global Alliance on HIV in Southeast Asia and conduct regional Global Alliance workshops and meetings
- Contribute to the interagency standing committee (IASC) working group on HIV in Emergencies
- Support the ART Network
- Share and introduce new HIV policies and guidelines as well as emerging trends in HIV
- Conduct regional/national campaigns against stigma and discrimination in partnership with people living with HIV (PLHIV) on World Red Cross Day and World HIV/AIDS Day

The RHU will support the International Federation'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.

The RHU will prioritize support to the five national societies of Cambodia, Indonesia, Lao PDR, Myanmar, and the Philippines, who have joined the Southeast Asia Global Alliance, and facilitate the participation of the remaining national societies conducting HIV programmes in the Global Alliance on HIV.

### Programme component 3: Water and sanitation

**Outcome:** Improved access to safe water and sanitation in target areas.

#### Key activities

- Undertake and support visits to national societies.
- Annual regional water and sanitation meeting.
- Provide technical support and strengthen national societies' water and sanitation capacities, strategies and activity plans in development and emergency water and sanitation,
- Disseminate International Federation water and sanitation policies and strategy, and the global water initiative
- Support national society adaptation and use of participatory hygiene and sanitation transformation (PHAST) and organize training for national society on 'participatory water and sanitation needs assessment'
- Support development and implementation of monitoring and evaluation for water and sanitation, including review and evaluation of water and sanitation programmes as requested
- Support national society celebration of the World Water Day
- Facilitate exchange visits between national society and support national society participation in relevant global and regional networks and events

Ongoing technical support will be provided to International Federation-supported water and sanitation projects in Cambodia, Indonesia (non-tsunami), Timor-Leste, Myanmar and Lao PDR, with support extended to other water and sanitation projects active in eight of the 11 Southeast Asian countries.

The provision of technical support through extensive training in emerging water and sanitation technologies will strengthen and enhance national society water and sanitation capacities.

A priority will be the facilitation and development of water and sanitation emergency preparedness through providing appropriate technical training to national society staff.

#### **Programme component 4: Community-based health and first aid, and emergency health**

**Outcome:** Improved community health/community-based first aid (CBFA) services including first aid and health in emergencies, delivered to vulnerable communities

##### **Key activities**

- Undertake and support visits to national societies
- Conduct regional workshop for national societies on 'CBFA *in Action*'
- Support national society celebrations of World First Aid Day
- Support in-country "health in emergencies" training and provide technical assistance to strengthen the "health in emergencies" component (health, psychosocial support programme, water and sanitation) of national society national disaster response systems
- Organize (together with three other regional offices) a zone level advanced training workshop on "health in emergencies" for national society staff who have attended regional disaster response team (RDRT) training
- Collaborate with the WHO Southeast Asia regional office and the International Federation office in Delhi
- Support national society participation in relevant global and regional networks and events
- Monitoring emerging and re-emerging epidemics and support national society responses
- Support avian and human influenza pandemic preparedness, mitigation and responses in the region
- Raise awareness of, and support prevention programmes aimed at reducing the incidence of dengue fever

The regional health unit (RHU) will continue to support national society ongoing community-based health and first aid programmes including the implementation of the revitalized 'CBFA *in Action*', which has been piloted by the Indonesian Red Cross.

In response to the need of the International Federation to improve standards of primary health care in emergencies, the RHU will continue to facilitate and support health staff from national societies in receiving training and attending regional workshops.

Monitoring emerging and re-emerging epidemics such as dengue fever in the region will remain a focus as well as working with national societies to strengthen their capacity to play a crucial role in complementing ministries of health in responding to these epidemics.

In response to the need for avian and human influenza pandemic preparedness, mitigation and response, the RHU will continue to support national society preparedness, develop partnerships such as those with Asian Development Bank-funded 'AHI-NGO-RCRC Asia Partnership<sup>2</sup>', and support and inform the 'Humanitarian Pandemic Preparedness' (H2P) Initiative, which supports the piloting of community-based pandemic preparedness projects in selected countries in the region. The unit will also continue to work with the global avian and human influenza programme which currently funds avian influenza preparedness projects in Cambodia, Indonesia, Timor-Leste and Vietnam.

#### **Programme component 5: Voluntary non-remunerated blood donation (VNRBD)**

**Outcome 1:** Increased voluntary non-remunerated blood donor recruitment

##### **Key activities**

- Undertake and support visits to national societies
- Organize a regional annual meeting for national society blood donor recruitment managers
- Support RHU staff and two national society staff to attend the bi-annual Colloquium on Blood in January 2010
- Support communication dissemination of the four voluntary blood donation recruitment (VBDR) strategic directions to national societies
- Support national societies in World Blood Donor Day celebrations and regional events
- Provide technical support and build capacity of national society VBDR services, including national "training of trainers" sessions.
- Assist in developing Club 25<sup>3</sup> in the region where requested
- Facilitate cooperation and collaboration with the Global Advisory Panel for blood; attend annual planning meeting

<sup>2</sup> Avian Human Influenza-Non-Governmental Organization-Red Cross Red Crescent Asia Partnership

<sup>3</sup> Club 25 promotes the value of saving lives by giving blood. Through Club 25 young people are encouraged to attend a blood centre, learn about healthy lifestyles and to give blood regularly, aiming for about 20 blood donations by age of 25 years.

National society blood donor programmes for the education, recruitment and retention of low-risk blood donors, including community-based voluntary blood donor organizations and youth programmes are 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 in strengthening their donor education, motivation, recruitment and retention strategies, campaigns, training, and monitoring and evaluation of blood donor programmes.

#### **Programme component 6: Lao Red Cross and water and sanitation programme**

**Outcome 1:** Selected communities in Sekong and Saravanh districts have increased access to safe water and sanitary facilities, and have adopted improved health behaviours related to prevention of common diseases

**Outcome 2:** Lao Red Cross has increased capacity to manage and implement community-based health programmes

##### **Key activities**

- Construction of wells and/or gravity-fed systems and household latrines
- Establishment of community-based volunteer network
- Training of community-based volunteers in hygiene and common disease prevention
- Reproduction of information, education and communication (IEC) materials
- Distribution of mosquito nets
- Programme management support at branch and national headquarters levels

The RHU is committed to supporting these projects through the water and sanitation delegate as a priority to ensure that the activities planned and budgets remain in line with Lao Red Cross and International Federation policies and strategies.

#### **b) Profile of target beneficiaries**

- National societies in Southeast Asia
- Partner national society health, water and sanitation, and HIV delegates in Southeast Asia
- In addition, the HIV and water and sanitation delegates provide support to other regional delegations in Asia-Pacific as required
- Communities in selected districts in Lao PDR

#### **c) Potential risks and challenges**

- National societies' capacity to manage and implement health programmes as well as increased funding
- Lao Red Cross has developed and is implementing community-based first aid (CBFA) and water and sanitation projects in southern Lao PDR. However, ongoing factors including human resource issues and logistics due to the remote nature of the communities, a fragile road and infrastructure network compounded by severe climatic conditions (such as a four-month wet season) have hindered the progress of these projects.
- Some national societies are struggling to maintain existing programmes due to competing demands
- The limited capacity of some national societies to tap into available funding available from outside the International Federation
- 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

## **Organizational Development/Capacity Building**

### **a) 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 is CHF 594,513 for 2009, and CHF 568,011 for 2010.

Global Agenda Goal 3 forms the purpose of the regional organizational development programme with a focus on the development of Red Cross Red Crescent capacity. Other important reference points are the:

- Singapore Declaration 2006
- decisions of the Southeast Asian Leaders' meeting in Cambodia in 2007 which annually provides a moment for reflection on the direction of the regional organizational development programme 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 all core programme areas.

The regional organizational development unit based in Bangkok consists of an organizational development delegate, a finance development delegate and an organizational development officer. The tsunami organizational development officer, the human resources manager in Bangkok and the planning, monitoring, evaluation and reporting (PMER) delegate are also integrated into the regional organizational development team.

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

The budget for 2009 and 2010 has been considerably reduced from previous years to more accurately reflect realistic levels of funding. It also takes into account the fact that there will no longer be an organizational development delegate based in Lao PDR as a part of the regional organizational development programme.

<b>Programme component 1: Tailor-made organizational development and capacity building initiatives</b>
<p><b>Outcome:</b> Organizational issues have been addressed in individual national societies through tailor-made organizational development and capacity building initiatives</p> <p><b>Key activities</b></p> <ul style="list-style-type: none"> <li>• Support to national society governance in Myanmar, Vietnam, Lao PDR in statute revision, Red Cross law drafting and strategic planning</li> <li>• Finance development assistance in Myanmar, Malaysia, Lao PDR, Timor-Leste and Vietnam</li> <li>• Human resource development support in Cambodia and Myanmar</li> <li>• Support to Volunteering and Youth Red Cross in the Philippines, Lao PDR and Thailand</li> <li>• Support to emerging donor national societies in Southeast Asia to assist their transition to "good donorship"</li> <li>• Other priority issues (such as branch development and fundraising) highlighted by national societies</li> </ul>

One size does not fit all in Southeast Asia and organizational development challenges vary enormously across the region.

The heart of the regional organizational development (OD) programme therefore, consists of organizational development and capacity building initiatives tailored to the specific needs of individual national societies. National society leadership use the organizational development unit to help them address key issues being faced by their organization. The OD unit maintains a long-term relationship with national societies while recruiting support from the wider zonal OD team or external consultancies where appropriate. As the pace of organizational development processes in each country can be unpredictable, the regional unit is able to develop flexible arrangements with consultants working with more than one national society on certain issues.

<b>Programme component 2: Integration with health, disaster management and humanitarian values</b>
<p><b>Outcome:</b> Increased integration of organizational development and capacity building aspects within health and disaster management programmes</p> <p><b>Key activities</b></p> <ul style="list-style-type: none"> <li>• 'Organizational development in emergencies' work in Myanmar as part of the Cyclone Nargis operation as well as other major emergencies that occur</li> <li>• Partnership with regional disaster management committee to develop and implement the volunteering standards in disaster management</li> </ul>

- Provide organizational development support to scale up services in the HIV Global Alliance in Southeast Asia which has been launched in Indonesia, Cambodia, Lao PDR, Philippines and Myanmar
- Case studies focusing on the unique volunteer management issues in different health programmes
- Regular participation in regional Southeast Asian disaster management (including international disaster response law - IDRL) and health forums, and associated follow up
- Review and contribute to the disaster management legislative advocacy manual initiated by the IDRL programme particularly concerning national society auxiliary status

The regional organizational development unit works to integrate organizational development and capacity building work with health and disaster management programmes. The last year and a half has seen increasing cooperation between the regional programmes.

In 2009 and 2010, the approach to 'OD in emergencies' will be further refined alongside the approach to 'volunteering in emergencies'. The OD unit will provide technical support to the HIV global alliance initiative in national societies. A series of case studies on volunteer management challenges in different health programmes will be produced. The OD unit will also continue to engage fully in regional health and disaster management forums.

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

**Outcome:** Sharing of lessons learned, 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 the Asia-Pacific organizational development CD-ROM
- Case studies on organizational development and capacity building work
- Yellow Pages connecting national society people working on organizational development and capacity building
- Shared document library of organizational development and capacity building resources
- Promoting the use of the branch development game
- Peer support missions between national societies
- Regional organizational development working groups and reference points (formerly the organizational development forum) in priority technical areas
- Regional finance directors meeting
- Regional youth directors meeting and regional youth challenge

The Southeast Asia OD unit is an active player in the zonal approach to information sharing and knowledge management. Initiatives broadly 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, created in Myanmar, is proving a popular tool for raising discussion of branch development issues and will be heavily promoted. Other innovative training tools will be designed and trial-run.

The regional organizational development forum will change its shape to focus on smaller working groups providing each other with practical support. The regional finance directors meeting and the youth directors meeting will focus on practical initiatives as well as information sharing and networking.

The Southeast Asia organizational development unit will participate actively in wider zonal organizational development initiatives which are under development. Of particular interest will be a strategic approach across the zone to supporting resource mobilization capacity within national societies.

#### **b) Profile of target beneficiaries**

The Southeast Asia organizational development unit focuses its work on national societies in Myanmar, Lao PDR, Cambodia, Vietnam, Timor-Leste and Malaysia. Brunei, Indonesia, Philippines and Singapore also participate in regional networking and information sharing. Coaching and mentoring support will be given to the country-based organizational development delegates and staff in Timor-Leste, Myanmar and Cambodia.

#### **c) 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

'reading' on how progress can be made. If consistency of staffing in the unit is not maintained, this will slow down progress.

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 solution to address today's national society issues and yet are often the first intervention suggested. Thinking 'out of the box' remains an ongoing challenge for the organizational development unit.

Relationships with regional colleagues are also vital to the prospect of integrating organizational development dimensions into health and disaster management programmes. 2008 saw the departure of strong health and disaster management counterparts at the regional level. Establishing a similar cooperative approach in 2009 and 2010 will be important.

The zonal organizational development team, including all the regional organizational development delegates, is addressing the challenge of working coherently across the Asia Pacific zone. The working modalities of the wider team are developing to ensure the best use of resources throughout the zone.

The regional organizational development programme has personnel fully funded by the New Zealand Red Cross and the Swedish Red Cross. Organizational development activities are supported mainly through two committed partners: the Swedish Red Cross and the Japanese Red Cross. Even with these two donors, the unit is not currently able to carry out all of its planned activities. Without a third significant donor, the organizational development programme is at financial risk.

Financial support for smaller initiatives has been received from Singapore Red Cross, Danish Red Cross, German Red Cross and ICRC.

## Principles and Values

### a) The purpose and components of the programme

<b>Programme purpose:</b> Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity
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The principles and values programme budget is CHF 183,701 for 2009, and CHF 246,588 for 2010.

Principles and values are considered a cross-cutting area included in all programmes. A new communications delegate will be recruited late 2008 to strengthen this aspect of work (particularly in support of anti-stigma work in other programmes). However, the regional team – among many – have struggled to delineate this aspect of the International Federation's work from the implicit cross-cutting element that it provides to the more tangible work in disaster management and health. This will remain on the agenda for 2009-2010 with the intention of strengthening confidence, thinking and action in this realm.

Dissemination about the Red Cross Red Crescent, the seven Fundamental Principles and what they mean, will be encouraged as an important subject in all national society and International Federation office training of staff and volunteers. Encouragement will be given to staff and volunteers to include these subjects when working with communities in programmes, with the purpose to influence behavioural change within society, inspire tolerance and respect for diversity.

Increased attention will be given in the region to undertaking initiatives below that feed into the emerging Asia Pacific zone strategy on strengthening work on principles and values. These contributions will follow the three programme guidance areas of the global principles and values priorities: (1) to document and promote best practices in dissemination and advocacy work on humanitarian values; (2) integrated approaches to International Federation principles and values in existing health and disaster management programmes; and (3) the identification of specific programmes targeted at improving the respect, dignity, and services provided to vulnerable groups who do not always fall under the health and disaster management programmes.

**Programme component 1: Promotion of humanitarian values and Fundamental Principles**

**Outcome 1:** Enhancing understanding and sharing of best practices

- Share good practices of national society building culture of tolerance (i.e. Cambodia Red Cross HIV workplace policy) and feed into the zone for dissemination
- Mapping best practices in projects and components on principles and values currently undertaken by Southeast Asia national societies; sharing of such information and its utilization in developing the future direction of principles and values programming in the region
- Promote new policy and guideline developments to national society leadership
- Disseminate to all Movement counterparts the global principles and values, and gender materials

**Outcome 2: Capacity-building in principles and values/gender of national society staff and volunteers**

- Distribute global modules to improve existing dissemination and training of staff, volunteers, youth, and governance
- Ensure that the International Federation and national societies integrate humanitarian values into all their programmes and services

**Programme component 2: Integration of humanitarian values and gender into operational disaster management and health programming**

**Outcome 1:** Further development of tools and mechanisms to enhance principles and values-based programming

- Integrate principles and values and gender considerations into disaster management programmes to strengthen equity and non-discrimination by enhanced participation of the vulnerable, efficient beneficiary selection, culturally sensitive operations, and beneficiary accountability
- Coordinate with zone health and in particular HIV/AIDS global alliance programmes to disseminate best practices in non-discrimination and principles and values work

**Outcome 2:** Further development of gender into programming

- Development of gender considerations into programming guidelines (2009)
- Contribute to, and draw from, the zone pool of trainers to coach other national societies seeking to enhance capacity.

**Programme component 3: Anti-discrimination and violence prevention/reduction programmes**

**Outcome: Mapping of national society programmes which target discrimination, marginalisation or exclusion of communities who fall outside the traditional health and DM programme areas**

- Promote more effective programmes aimed at prevention/ response to discrimination / violence, uplifting and empowerment of vulnerable groups
- Exchange of information and identification of good practices between national societies and at zone level

**b) Profile of target audience and final beneficiaries**

The key target audiences will be leaders and programme managers of national societies, International Federation core programme delegates and managers, and communications personnel. The key recipients of the dissemination materials and shared best practices will also include volunteers, members, and staff of the national societies of the zone.

The final beneficiaries of all principles and values programmes are the most vulnerable suffering from discrimination, exclusion or violence, as well as the community at large when engaging in behavioural change.

**c) Potential risks and challenges**

The biggest challenge is the difficulty to secure appropriate and continuous funding for the principles and values activities. It is hoped to expand a donor base and to tap into other programmes (disaster management/health/organizational development) for funding and integrated approaches.

## Role of the secretariat

The coordination and representation programme budget is CHF 577,112 for 2009, and CHF 577,112 for 2010.

This section outlines how the secretariat will support the national societies of the region in implementing the programmes described in the previous sections.

The Southeast Asia regional office is an operational interface of the Asia Pacific zone office and operates as an integral part of that office in service delivery and support to Southeast Asian national societies.

### **a) Technical programme support**

The secretariat's Southeast Asia regional office will continue to provide strong management support and coordination to the region's 11 national societies and their partners in delivery against Strategy 2010/Global Agenda. This management function includes strengthened approaches in planning, monitoring, evaluation and reporting (PMER) around Federation of the Future planning, implementation and reporting mechanisms, i.e. Framework for Action, to enable national societies to assess, plan and implement better services for vulnerable people.

The management team of the regional office will continue to foster relations with each of these 11 national societies including regular country visits. Technical support to country offices, and more particularly to those countries with no International Federation country offices, will continue to be delivered through the regional technical teams in Bangkok. These areas include organizational development, health and care, disaster management, humanitarian values and communications. Such country-level support will be the main focus of regional office programming for 2009-2010 as detailed above under the specific Global Agenda sections.

The planning, monitoring, evaluation and reporting function – now firmly established in the regional team – will have a key role to play in this process; ensuring that the 'Red Cross Red Crescent's humanitarian story in Southeast Asia', is captured: i.e. how host national societies, with partner support, are working more effectively with their communities in need.

In summary, the regional office and its country teams in 2009-2010 will build on past progress and seek to add value to the region's host and partner national societies through strengthened:

- 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 interdependent, incremental support – without overlap – based on agreed priorities (identified through regional planning and management meetings, regional management visits for dialogue with leadership, etc).
- Host national society ownership of activities. In particular, health and organizational development networks need to be 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.
- Definition and articulation of an increased role for the International Federation in partnership relations with members. Integration agreements for services and coordination for the pioneering work of some partner national societies is a beginning and 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.
- Support to heads of country offices and International Federation 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 Federation of the Future to scale up progress against the four goal areas of the Global Agenda.
- 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'.

### **b) Partnership development and coordination**

The International Federation's regional team's primary partners are the 11 Southeast Asian national societies. The programme will also continue to engage with several others within and outside the Movement, such as various UN bodies and agencies, NGOs, Asian Development Bank and other institutes. It is hoped that the strong and loyal support of the programme's multilateral supporters continues. These partners include Australian Red Cross/Australian government, Danish Red Cross, Finnish Red Cross, German Red Cross, Hong Kong branch of Red Cross Society of China, Japanese Red Cross, New Zealand Red Cross, Norwegian Red Cross/government,

Singapore Red Cross, Swedish Red Cross/government, British Government's Department for International Development (DFID), Capacity Building Fund (CBF) and European Union.

Several partner national societies have become integrated with the International Federation at regional level. This has resulted in integration agreements with four societies whose regional representatives are now accommodated in the International Federation's Bangkok office, with one more based in Phuket, focusing on the tsunami recovery programme. The scale of operation of these partners, along with the Global Road Safety hosted programme, increased dramatically throughout 2007 and 2008 bringing the number of individuals currently hosted in the Bangkok office to 46. This host staffing level is expected to be maintained or increased throughout 2009 and 2010. In order to provide the increased level of high quality services required by these partners, the regional office has scaled up its support services capacity. This approach is very much in line with the essence of the Federation of the Future.

**c) Representation and Advocacy**

The relationship with the ICRC regional delegation in Bangkok has been enhanced during the latter part of 2007 and early 2008 with regular formal and informal meetings and collaborations now commonplace. The regional team will also continue to foster partnerships outside of the Movement. The major and unique role of the Red Cross and Red Crescent, as a leading humanitarian player, will be promoted to the diplomatic community, the UN and other relevant organizations including major funding/grant agencies. Opportunities are taken as they arise to represent the International Federation's interests and strategies in the many international forums and conferences which take place regularly in Bangkok, a major Asian hub for such events.

In this regard the Southeast Asian regional team faces 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. In 2009-2010, these demands will continue but the regional team will remain focused on contributing to the business growth of both the membership and secretariat of the International Federation.

## Promoting gender equity and diversity

Gender is one of the cross-cutting themes in all International Federation-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 PMER, will expand the promotion and protection of rights of children, women and the elderly.

## Quality, accountability and learning

A culture of learning has been developed in Southeast Asia. In 2006, an independent review was commissioned and opened the door to many challenges as well as opportunities for the region's national societies. Around the same time, a major health mapping exercise substantially strengthened the mapping of country level vulnerability. In 2008, an early review of the response to Myanmar's Cyclone Nargis similarly charted lessons learnt for the future. Notable in the Nargis review was how experience from the tsunami (including how a national society is put at high risk from a sudden major influx and subsequent cessation of resources during an emergency) helped develop the "organizational development in emergencies" framework that provides a strategic guide to the Nargis response.

### 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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