

12th Annual South-East Asia Red Cross Red Crescent Leadership Meeting 2015

Regional National Society Development Technical Working Group

NSD Report / **Cambodia** / 25-27 February 2015

Introduction

IFRC's approach to organisational development and capacity building is shifting. The two concepts are no longer regarded as isolated and stand-alone approaches but increasingly viewed as critical to an integrated approach to support more effective domestic society programmes. National Society Development (NSD) therefore aims to achieve and maintain an organisation that consistently delivers country wide services to vulnerable people, through volunteers and staff, sustained for as long as needed and that contributes to the strength of IFRC and the Movement. National Society Development remains primarily a responsibility of each sovereign National Society. Coordinated and integrated support is provided through Regional and Country Delegations where present.

The National Society Development Framework¹ approved during the General Assembly in Sydney in 2013 and also endorsed by ICRC at the Council of Delegate puts a strong emphasis on NS Leaders role in decision making that shapes the future of their organizations. Several tools have been introduced to develop a strong National Society such as Federation wide Databank and Reporting System (FDRS): Organizational Capacity Assessment and Certification (OCAC), Red Cross and Red Crescent Learning Platform, Bridging the Digital Divide (DDI) etc. It is encouraging to witness that the National Society Development Framework is being utilized by an increasing number of SEA NS as a lens to review their existing Strategic Plans, set new goals and targets.

South-East Asia Regional Delegation (SEARD) in coordination with Asia-Pacific Zone and its Country Offices renders continuous support to NS in their efforts to strengthen the coherence and consistency of organizational development and capacity building approaches. In addition, IFRC support effective platforms and networks to discuss, debate and provide tailored guidance to NS OD Practitioners

Key Developments and achievements

Implementation of National Society Development tools

Organizational Capacity Assessment and Certification (OCAC)

The implementation of the **National Society Development Framework** initiatives has been progressing well in the region as below.

¹ National Society Development Framework

Myanmar RC revisited the previous OCAC results internally with the Senior Management and Managers also organized a workshop with in-country partners and held Institutional Gaps Mapping Exercise to plan harmonised support of the Partners for capacity building and OD efforts.

CVTL carried out self-assessment was in 2014 and the key findings/deficit areas were considered in its new strategic plan (2015-2019). The new strategic plan was adopted in January 2015.

Vietnam Red Cross also carried out self-assessment in 2014. Report has been translated into local language. VNRC is considering to develop the plan to address the findings/deficit areas. The report received from the facilitators has been translated into the local language.

In Lao PDR, a one day OCAC orientation was conducted. Laos Red Cross is planning to do OCAC self-assessment exercise in 2015.

In Cambodia, the Branch Organizational Capacity Assessment Tool (BOCA) ToT was conducted BOCA Exercise was also held in two branches. The trained facilitators did BOCA in additional three Branches in 2014. There is a plan to continue this in all other Branches too. Cambodian Red Cross plans to carry out OCAC exercise only after BOCA is completed in all the Branches. Likewise, current branch capacity assessment of CRC has been enhanced by integrating the BOCA process. In addition, OCAC Orientation has been conducted for CRC Heads of Offices at HQ and some branches.

Use of Learning Platform

SEA National Societies are continuously using the **Learning Platform** and here below is the situation of current users.

| No | NS | No of LP Users |
|--------------|-------------|----------------|
| 1 | Brunei | 12 |
| 2 | Cambodia | 57 |
| 3 | Indonesia | 305 |
| 4 | Lao | 35 |
| 5 | Malaysia | 150 |
| 6 | Myanmar | 114 |
| 7 | Philippines | 1292 |
| 8 | Singapore | 115 |
| 9 | Thailand | 104 |
| 10 | Timor-Leste | 16 |
| 11 | Vietnam | 114 |
| Total | | 2,314 |

Use of Federation wide Databank and Reporting System (FDRS) SEA NS has increased their upload of data in 2014. Out of 11 SEA NS, Seven NSs such as Timor-Leste (CVTL), Indonesia, Lao, Myanmar and Singapore have shown their interests and widely used FDRS for providing data on 7 key indicators thus contributing to greater accountability and transparency. Especially Lao RC has provided data to all key indicators 100% while the others completed 67% according to IFRC Zone data.

Dividing Digital Divide (DDI)

DDI process has been in a good progress despite funding constraints in some NSs. CVTL has completed the DDI process and has a system to provide data manually when there is no internet access. Following assessment in the past, procurement of IT equipment has been completed in CVTL. There is a plan to carry out all the planned activities in 2015 with technical support from the Zone office. Malaysian RC has also completed Plan of Action to implement DDI and will start its implementation from 2015. SEARD with the support of the IT Unit in the Asia Pacific Zone will continue to explore possibilities to further promote this initiative.

Other strategic developments

Induction for the newly elected Executive Board of BDRCS was held together with the ICRC. Leaders from Lao Red Cross and CVTL also participated in the Movement Induction Course (MIC) organised jointly by the IFRC and ICRC in Malaysia.

Statutes

Cambodian Red Cross revised its **statutes** and the same has been endorsed by the General Assembly last year. CVTL has also revised its statutes and on the process of endorsing. BDRCS is also on the process of revising its statutes.

Strategic Plan

Cambodian RC, Myanmar RC and Lao RC are on the process of reviewing and developing their new **strategic plan**. CVTL had adopted its new Strategic Plan in February 2015.

Human Resources

Under **HR**, a concept note and simple questionnaire were developed and discussed in Cambodia. Coordination with APZO is continuing to promote HR system development in the NSs. In Laos, a brief discussion was held with further coordination with AVID volunteer who is also supporting the Lao RC on HR development. Effort will be continued in 2015. HR support is being provided in Vietnam and Myanmar.

Finance Development

In regards to **finance development**, In **Myanmar**, Navision refresher training was conducted by Agile consultants in Nay Pyi Taw. The correct accounting of the reserve and surplus of 2012-13 has been aggregated in Reserve & surplus. The accounting of project funds is also being re aligned. The accounting issues connected with the Myanmar RC audit of financial statements for 2013 were discussed with the Myanmar RC finance team and resolved. The independent audit of Myanmar RC financial statements for 2014 is in progress. In **Brunei**, the current financial management systems has been reviewed and assessed. It was urgent for Brunei RC to prepare financial statement and submit to the Finance Commission before the Governing Board meeting in the near future. Finance development work continues in CVTL and Vietnam and SEARD is provided technical support. There is a plan to support NSs to trickle down finance development work in the Branches also. APZO and SEARD are discussing to provide coordinated support to the NSs for finance development including risk management. In addition, Vietnam RC has been engaged in developing indirect cost recovery policy and strengthening Audit Management. In CVTL Finance Development is being trickled down to the Branch level. Efforts have been put in place to linking OCAC FD attributes with processes in a more effective manner.

FD and risk management being identified as a priority by SEA Leaders, current job description of the FD Advisor is being reviewed to broaden the FD approach linking and integrating to better address the issues of risk management such as strengthening control mechanisms, promoting culture of risk awareness and risk mitigation, promoting culture of fraud awareness and prevention, fraud and corruption control policies and mechanisms, promoting transparency and accountability etc. Strategic approach is being undertaken to better respond to the needs expressed by the NS Leaders.

Planning Monitoring Evaluation and Reporting

PMER Capacity Building /training was conducted in Myanmar, Thailand and Viet Nam. Myanmar RC Branches at Region/State level was supported thru the Swedish RC PMER specialist in the country.

Partnerships

Myanmar Red Cross is engaged in CAS-2 development process. The CAS Working Group held a meeting during June in Myanmar to review its TOR, the draft Memorandum of Intent and CAS Plan of Action, which are to be sent to Partners by RC for their agreement and support. A consultant has now been hired to support the Myanmar Red Cross in its CAS 2 development process. Strong Organizational Development support is

also provided in the region through the AVID volunteer programme (Cambodia, CVTL, Lao, Philippines). Different frameworks and mechanisms exist in the National Societies to have Movement Coordination in emergency and normal situations and also for partnerships strengthening. IFRC Regional as well as country offices are supporting the National Societies in strengthening coordination.

Resource Mobilisation

IFRC together with the Australian Red Cross and the ICRC organized the “Communication and **Fundraising** Workshop for Lao RC” for all the Branches. The aim was to strengthen Lao RC and its branches the communication and fundraising capacities and also support Lao RC to develop the fundraising plan and policy. All the Branches have developed their fund raising plan.

Asia Pacific Fund Raisers Network (APFN)

The network currently consists of 25 National Societies and five National Societies (Lao, Myanmar, Philippines, Singapore and Thailand) are from the South East Asia region. More National Societies are encouraged to join the network. Mr. Kim Bawi, Deputy Director from Myanmar Red Cross has been elected in the steering group for 2014-2015. National Societies are benefitting from the knowledge, skills and other resources available in the network to strengthen resource mobilization work.

Legal Base Review Forum

Following discussions and recommendations from the 2014 Leadership meeting, the Legal basis regional proposal was discussed with Asia Pacific Zone Office and it was decided to plan an APZ workshop by second quarter of 2015. [Link to concept note](#)

Reputational Risk Workshop

Myanmar Red Cross with the support of the IFRC hosted their first-ever reputational risk workshop the 9-11 December 2014 which was facilitated by the facilitators from the Australian Red Cross and the IFRC. Results from the workshop will feed into the National Society’s development plan and strategy for 2016-2020 with a strong focus on risk management and enhancing the acceptance of MRCS and the RCRC Movement in Myanmar. It is also a method to prepare for the political elections that will take place the end of 2015. Reputational risk in particular is an increasingly relevant issue in the region, which also affects the wider RCRC Movement globally. Addressing it with the expertise of internal partners is of real value to the Movement, as demonstrated by this workshop.

Global Volunteering Forum

The Global volunteering Forum was organized in Bangkok from 1-4 December 2014 and was co-hosted by the Thai Red Cross. More than 150 participants participated from nearly 80 countries. SEARD was heavily involved in overall coordination as well as support and facilitation of the participation from SEA National Societies. A total of 10 NSs participated from SEA. Participants prepared the Plan of Action to translate their commitments into reality.

Support to the National Societies on the above areas is provided through integrated approach and coordination, regional forums or programmes. Regular communication and coordination are maintained with the AP zone, Country Delegations, other Units within SEARD and National Societies to provide specific support based on their needs and demands. Some of the specific support provided from the IFRC/ NSDU include:

Support to Brunei Darussalam Red Crescent Society on their strategic issues such as Organizational Development, Capacity Strengthening, statutes, strategic planning, induction to the Executive Board; representation in the global and regional forums, financial management issues and other statutory obligation matters. Discussions are ongoing with ICRC to provide possible joint support to BDRCS;

Support to Myanmar on institutional matters such as OD priorities, strategies, RC Law, strategic planning and CAS 2 process, auxiliary role review etc. In addition, facilitation of a workshop with partners to do institutional gaps mapping exercise and developed a harmonized plan for OD and capacity building efforts;

Support to Thai Red Cross on youth development, volunteer management, insurance, Branch Development issues;

Strategic support to Lao red Cross on organizational issues such as strategic priorities, coordination with the partners, participation in the Movement Induction course, facilitation of the fund raising workshop, providing strategic guidance on several organizational matters etc.;

Support to CVTL in the partnership meeting, strategic planning, Finance Development, Gender and Diversity, DDI, OD and other statutory matters including statutes,

Strategic discussions with Malaysian Red Crescent for possible NSD support. Discussions held with the ICRC as well for possible support to Malaysian RC based on the needs and demands.

Support to Cambodian RC on NSD issues (planned strategic plan review), YABC promotion and other integrated programming issues.

Inputs on the Philippines Haiyan Operation Recovery Plan on OD and Volunteer Management issues, long-term capacity strengthening approach, logistics development, PMER, Finance Development etc.;

Coordination to have appropriate/significant participation from SEA National Societies during the Global Volunteering Forum in December 2014.

Strategic guidance to the Delegations and the National Societies on National Society Development issues are regularly provided based on the requests/needs.

Decisions/Directions

National Society development is not a goal in itself but a continuous process: the primary impact of National Society development can be measured through the services that it offers. Main direction is to maintain a stronger and sustainable NS through increasing capacity building and mainstreaming it within RC programmes.

Leaders' support is required in the following areas:

- 1) Continuous support for the integrated approach to promote National Society Development efforts. This needs to be ensured through appropriate strategies, structures, resources and defined mechanisms.
- 2) Support for the allocation of resources in the annual budget to promote OD and CB works. This is to be ensure through establishing a mechanism to allocate resources in the annual budget plan.
- 3) Support OD practitioners to roll out the National Society Development Framework. NSD tools are very useful and support in developing a Strong National Society. IFRC is ready to extend support and Leaders' support is expected to maximise this.
- 4) Support for the Peer-to-peer exchange and learning.

Contact information

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