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Timor-Leste Annual Report 2014



International Federation
of Red Cross and Red Crescent Societies

MAATP001

30 April 2015

**This report covers the
period 1 January 2014 to
31 December 2014**

The Timor-Leste former Minister of Health together with the Minister of Social Solidarity, inaugurating the new headquarters building, looked on by Red Cross Movement partners
(Photo: Joao Galamba/IFRC)



Overview

Cruz Vermelha de Timor-Leste (CVTL) achieved a number of significant milestones in 2014 that further reinforces their development towards becoming a stronger and more financially sustainable National Society. CVTL conducted a national assembly in August, including national governing board (NGB) elections which resulted in a new President being elected for the first time in 10 years as well as a revised statute being approved following a comprehensive consultation process with its members. CVTL also inaugurated a new headquarters building based in Dili in August, their first ever purpose-built office building, in addition to a new branch office in Baucau district. A new five-year strategic plan 2015-2019 was also drafted and will be launched in early January 2015 to coincide with a partnership meeting. The plan was developed following an inclusive process that included an internal review of the previous strategic plan, a nationwide vulnerability and capacity assessment (VCA) and organizational capacity assessment and certification (OCAC) workshop. The new plan includes focus on new areas including nutrition, maternal and child health, blood donor mobilization, violence prevention, healthy lifestyle promotion, migrant support, safe shelter as well as care for the elderly. The OCAC workshop also highlighted a number of priority National Society development areas linked to safety and security, financial development and planning, monitoring, evaluation and reporting (PMER) that will be strengthened in 2015.

CVTL continues to pursue financial sustainability with their fundraising unit and manager established in 2014, to implement its resource mobilization (RM) plan. Commercial first aid (CFA) continues to develop, exceeding expected targets for income raised in 2014. 2014 was also the first year that CVTL was successful in receiving an annual contribution to their core costs from the Government of Timor-Leste, through the Ministry of Social Solidarity, although they are still pursuing a permanent subsidy through the office of the Prime Minister.

The integrated community based risk reduction (ICBRR) programme continued to be CVTL's flagship programme in the rural area with good results achieved in 2014. A water and sanitation (WatSan) look-back study completed at the end of 2014 with support from Australian Red Cross confirmed that 86 percent of households still uses their latrines, which demonstrates strong support to the sustainable impact of CVTL's ICBRR programme. Norwegian Red Cross ended their eight-year multilateral partnership with CVTL in 2014, however both British Red Cross and the Republic of Korea National Red Cross confirmed their new multilateral partnerships with CVTL in 2015 to support ICBRR. A number of new partners will need to be still

sourced to enable CVTL in meeting their objective of implementing a national ICRR programme in all districts by 2015.

Working in partnership

The operational partners of the International Federation of Red Cross and Red Crescent Societies (IFRC) Timor-Leste country office and the relevant agreements are listed below:

Operational Partners	Agreement
Australian Red Cross	Seconded delegate and ear-marked cash pledge
Australian Red Cross – Australian Volunteers for International Development (AVID)	Integration agreement
Finnish Red Cross	Seconded delegate
Japanese Red Cross Society	Seconded delegate and un-earmarked cash pledge
New Zealand Red Cross	Un-earmarked cash pledge
Norwegian Red Cross	Earmarked cash pledge
UK Department for International Development (DFID)	Global memorandum of understanding

Progress towards outcomes

Business line 2: “To grow Red Cross Red Crescent services for vulnerable people”

Outcome 1: CVTL has the ability to predict and plan for disasters and public health emergencies and is well-prepared to respond in all 13 districts as an auxiliary of the government.

Measurement			
Output/Indicators	Baseline (where available)	LTPF annual target	Year to date actual
Output 1.1: CVTL has an established (set of) contingency plan(s) that covers all relevant disasters and health emergencies and reflects its auxiliary role to the government.			
<i>By 2015, CVTL has contingency plans that guide them in all their emergency responses and that link with and are known by the government and other country stakeholders</i>	0	2	0
Output 1.2: CVTL has capable emergency response staff and volunteers in all branches, at national headquarters, and with representatives at Southeast Asia regional level, who are well trained, practised and equipped to provide timely emergency response			
<i>By 2015, CVTL has trained, well-equipped BDRTs¹ in all 13 districts and a NDRT², supported by appropriate pre-positioned logistics and relief stocks and responds effectively to local disasters</i>	4	13	13
<i>By 2015, CVTL has representatives trained and available for deployment in RDRTs³</i>	5	5	4
Output 1.3: CVTL has developed and approved standard operating procedures (SOPs) to guide efficient response to disasters			
<i>By 2014, CVTL has developed, approved and disseminated a Standard Operating Procedure</i>	0	1	1
Output 1.4: CVTL has adequate warehousing facilities for emergency stock at national headquarters			
<i>By 2014, CVTL is appropriately storing relief stock in its renovated warehouse</i>	0	1	0

¹ Branch disaster response teams

² National disaster response teams

³ Regional disaster response teams

Comments on progress towards outcomes

CVTL's emergency response capacity continues to improve. In early January, CVTL responded to a dengue fever outbreak in Dili in support of the Ministry of Health and with support from the Federation's disaster relief emergency fund (DREF). Through their trained volunteers in the Dili branch, CVTL was able to reach approximately 45,000 people with information on dengue fever prevention, more than double their target of 17,000.

CVTL also responded to two other larger disaster events in 2014, one flash flood in Liquica district and one tidal wave in Dili. CVTL continues to be a key partner for the government, responding quickly and appropriately to these events with some lessons learnt feeding back into improvements in disaster preparedness. In 2014, CVTL also received approximately 5,200 family kits and safety personal equipment, through Timor-Leste and Australian Government funding to supplement their emergency stock. The family kits have already been pre-positioned in CVTL's district warehouses. CVTL was also able to pre-position 240 safe shelter tool kits and 400 women and baby kits, that will be piloted in 2015.

CVTL also received emergency WatSan kits through support from the Asia Pacific zone office in Kuala Lumpur. The equipment replaces a number of outdated stock that is no longer able to be utilized. A specialized emergency response training for WatSan and shelter was held in December.

CVTL continue to ensure their own organizational preparedness through regular trainings and simulations for both branch and national level disaster response teams. CVTL completed four branch-level and one national-level trainings in 2014, with support from two facilitators from Indonesia Red Cross Society.

In September, CVTL supported the Ministry of Social Solidarity with their regional tsunami simulation exercise, further strengthening coordination with the national disaster management directorate. CVTL also supported the Ministry of Health with Ebola preparedness activities as well as preparedness for the annual increase in dengue fever cases in Dili over the wet season.

CVTL has yet to document their contingency plans and SOPs, as the finalization of the Government contingency plans initially scheduled in 2014 has not been carried out. This is expected to occur in early 2015, following which CVTL will also finalize their own contingency plans. As the CVTL headquarters did not relocate to the new headquarters in 2014, the national warehouse was not able to be renovated. This is expected to occur in 2015, depending on funding availability.

Outcome 2: Vulnerable communities can anticipate future risks including climate change and are well prepared to respond to disasters and public health emergencies.

Comments on progress towards outcomes

Note: Outcome 2 (community-based) activities are reported under the integrated community-based risk reduction (ICBRR) programme (Business Line 3, Outcome 1).

Business Line 3: "To strengthen the specific Red Cross Red Crescent contribution to development"

Outcome 1: Vulnerable people and communities in Timor-Leste are safer and more resilient

Measurement			
Output/Indicators	Baseline (where available)	LTPF annual target	Year to date actual
Output 1.1: CVTL has an established integrated community-based risk reduction (ICBRR) programme with multiple partners			
<i>By 2015, CVTL has a sustainable ICBRR programme in all 13 districts, that strengthens the safety and resilience of the most vulnerable communities and households in Timor-Leste.</i>	7	9	11
Output 1.2: CVTL has implemented start-up ICBRR activities in target communities			
<i>By 2013, CVTL's ICBRR programme is initiated in at least three target districts</i>	0	N/A	N/A

Comments on progress towards outcomes

Integrated community-based risk reduction (ICBRR) programming continued as the 'flagship' programme of CVTL. In 2014, ICBRR was implemented in remote communities in 11 districts with the support from Norwegian Red Cross through IFRC and bilaterally through Australian Red Cross, New Zealand Red Cross, Japan Embassy and the Government of Timor-Leste. ICBRR logical framework was revised in 2014 to be consistent across all supporting partners, and modification of existing ICBRR tools and development of training curriculum assisted the further standardization of approaches within ICBRR. Programme continued to support ongoing coordination between CVTL national headquarters (NHQs) and district branches.

All the target communities have identified and prioritized their needs through a participatory VCA, and community volunteer structure has been established in all target locations. ICBRR have progressed according to the work plans with all programme areas – DRR, livelihoods, health, hygiene promotion and WatSan – active in each community. Safe shelter pilot commenced in 2013 continued to be implemented throughout 2014 with the roll-out and testing of developed safe shelter tool kits and manuals, focusing on high winds. Positive feedback from branches and communities on safe shelter activities has encouraged CVTL to look for possibilities to expand the scope of the safe shelter manuals also to other hazards and situations relevant to Timorese communities. Following the community based health and first aid (CBHFA) review in April 2014, nutrition activities were better incorporated into the health component. Nutrition education and cooking demonstrations were conducted in schools and communities in six districts across Timor-Leste.

Outcome 2: Vulnerable communities in Manufahi and Manatuto districts have strengthened ability to prevent and manage injuries and common health problems.

Measurement			
Output/Indicators	Baseline (where available)	LTPF annual target	Year to date actual
Output 2.1: CBHFA pilot project activity plans undertaken in three remaining target communities.			
<i>By 2012, CBHFA pilot project completed in four communities in two districts</i>	2	N/A	N/A
Output 2.2: Project evaluation completed and lessons learned incorporated into integrated community-based risk reduction programme			
<i>By 2014, CVTL CBHFA pilot project has been evaluated and lessons learned incorporated into ICBRR programme</i>	0	1	1

Comments on progress towards outcomes

The CBHFA pilot programme implemented in Manufahi and Manatuto districts with the support from Finnish Red Cross was completed in December 2013 and reviewed in April 2014. End review found that CBHFA programme had been well in line with the beneficiaries' expressed and immediate needs, and the end-line data showed some encouraging trends in relation to hygiene and sanitation. The review highlighted a need for more targeted focus on nutrition and local food models and suggested some improvements in monitoring and evaluation.

CVTL continues to utilise the CBHFA approach for health education and hygiene promotion under the ICBRR programme, and key recommendations from CBHFA review has been incorporated into the ICBRR programme's health component.

Outcome 3: Increased number of people trained, registered and able to provide first aid in an emergency and CVTL's first aid programme contributes to domestic fund-raising

Measurement			
Output/Indicators	Baseline (where available)	LTPF annual target	Year to date actual
Output 3.1: CVTL has an improved, standardized first aid training programme for government, non-government, communities and CVTL volunteers			

<i>By 2015, more than 1,200 people have received basic first aid training or refresher training by CVTL</i>	0	500	427
Output 3.2: CVTL's first aid training and curricula are approved by government and CVTL is recognized as the preferred provider of first aid training and service			
<i>By 2013, CVTL is recognised by the government as their preferred provider of first aid training services</i>	0	N/A	N/A
Output 3.3: CVTL has a commercial first aid programme with an appropriate business plan and structure which contributes to its domestic fundraising			
<i>By 2013, CVTL has a well-established, profitable income stream from commercial first aid services</i>	0	N/A	N/A

Comments on progress towards outcomes

2014 was the first year of full 12-month operation for the CVTL's CFA programme. The CFA unit has had an promising start since its establishment in early 2013. In 2014, over 400 people were trained in first aid and over 450 first aid kits were sold by the CVTL's CFA programme. Even though the profit of USD 4,000 is still quite minimal, there is potential for CFA to raise CVTL's income in the future once the programme is better established. The first aid training offers two different courses - a basic training and a refresher training course. To date non-governmental organizations have been the biggest clients, however efforts are being made with the Government to increase first aid training for Government staff.

Efforts to build the capacity of the CFA unit continued and new steps towards national accreditation were taken. CVTL was granted a registered training organization status in December 2013, and in 2014, three CFA unit staff members were accredited as national trainers, which is a precondition for CVTL to comply with the Timor-Leste national standard and get approval for their first aid trainings and curricula.

Outcome 4: At-risk populations and communities are well-informed and able to protect themselves from HIV and sexually-transmitted infections (STIs)

Measurement			
Outcome/Output/Indicators	Baseline (where available)	LTPF annual target	Year to date actual
Output 4.1: CVTL has a targeted intervention aimed at preventing HIV among at-risk youth in Timor-Leste and reducing the stigma around HIV/AIDS			
<i>By 2012, CVTL has evaluated its HIV youth peer education (YPE) project and has an effective programme of HIV prevention and stigma reduction for young people in Timor-Leste</i>	N/A	N/A	N/A

Comments on progress towards outcomes

The YPE programme contributed to the increased knowledge and practice of youth on HIV and STIs by reaching over 1,000 youths in Dili. Trained youth peer educators from CVTL Dili branch shared knowledge on HIV/AIDS and STIs and distributed condoms to their peers across Dili. CVTL together with other civil society organizations working in HIV, marking the World AIDS Day in Dili and 10 other districts under the theme 'Stop transmission of HIV now'.

YPE programme will be reviewed in early 2015 to ensure its continuous relevance and efficiency of the methods applied.

Outcome 5: CVTL is a strong National Society with effective leadership; capability to maintain its core services; a well-functioning branch structure; and a national network of well-managed volunteers meeting the needs of vulnerable people and communities.

Measurement			
Output/Indicators	Baseline (where available)	LTPF annual target	Year to date actual
Output 5.1: CVTL's annual plans and budgets are based on its Strategic Plan and are achievable, realistic and address the priority needs of vulnerable communities.			
<i>By 2012, all branches are actively engaged in the annual planning process and CVTL's plans clearly reflect branch activities</i>	13	N/A	N/A
<i>By 2014, all branches are included in the development of the new Strategic Plan</i>	0	13	13
<i>By 2015, CVTL has reviewed progress against Strategic Plan 2010-2014 and developed new Plan which is aligned with priority needs of vulnerable communities and populations</i>	0	1	1
Output 5.2: CVTL's decentralized branch structure is resourced to enable fully-functioning branches, including staff, procedures and training of personnel.			
<i>By 2015, all branches have basic set of appropriate resources to function effectively</i>	4	12	12
<i>By 2015, all branches have infrastructure, personnel, systems and training to fully support ICBRR</i>	7	9	11
Output 5.3: CVTL has a diversified and sustainable national resource mobilization plan to fund its work, with clear roles for national and branch staff.			
<i>By 2013, a national resource mobilization plan is in place</i>	0	N/A	N/A
<i>By 2015, at least 10 percent of CVTL's total annual funding needs are provided by the government</i>	0	N/A	N/A
Output 5.4: CVTL has volunteer management policies and procedures in place and has been supported to establish a national network of volunteers who conduct programmes and activities that contribute to CVTL's mission and goals.			
<i>By 2012, CVTL's volunteer policies and procedures are being implemented including establishment of a Volunteer/Member database</i>	4	N/A	N/A
<i>By 2015, CVTL has a self-sustaining network of volunteers (and/or members) in the communities with whom they have worked, who actively contribute to CVTL's work</i>	N/A	N/A	N/A
Output 5.5: CVTL's national and branch boards are provided with training and support to carry out their roles effectively and sustainably.			
<i>By 2013, all national and branch boards have received leadership training</i>	14	N/A	N/A
<i>By 2014, CVTL will have completed a self-assessment and have results reflected in action plans for further development in the national office and all 13 districts</i>	0	1	1
Output 5.6: CVTL's programme support services (human resources, finance, logistics, IT and communications) are strengthened and able to support CVTL's programmes sustainably.			
<i>By 2014, CVTL has commenced implementing the IT digital divide plan</i>	0	N/A	N/A
<i>By 2015, CVTL's support services provide effective support to all their programmes</i>	N/A	N/A	N/A
Output 5.7: CVTL leadership and management have resources and capacity to be self-sustaining and able to adapt to changes in its environment, through well-managed capacity enhancement and organizational development.			

Measurement			
Output/Indicators	Baseline (where available)	LTPF annual target	Year to date actual
<i>By 2015, CVTL has completed the OCAC process</i>	0	1	1
<i>CVTL leadership and management is guiding the National Society effectively to deliver, through a network of volunteers, relevant services to vulnerable people</i>	N/A	N/A	N/A

Comments on progress towards outcomes

A new strategic plan 2015-2019 was developed and approved by the CVTL NGB following a review of the previous strategic plan 2010-2014, which was led by the NGB with participation of boards, staff and volunteers from NHQs and branches as well as incorporating areas identified in the -OCAC workshop in addition to recommendations from a nation-wide VCA. Annual plan 2015 was developed in line with the new strategy with significant inputs made by staff, boards and volunteers from all level of the organization.

With decentralization to the district branches, capacity building activities are focusing more on the branch level such as monthly branch coordinator meetings, briefings on good governance and training on management skills to ensure a stronger branch structure.

Although some branches are beginning to raise some funds themselves, all branches still need financial contribution to run their offices and purchase essential office equipment. Provision of subsidy continued to support branch office running cost as well as mobile phone cost, internet access, motor bike fuel and maintenance of the branch coordinators which enable them to establish efficient and effective communication with NHQs and partners and to conduct regular monitoring visit to effectively manage projects.

CVTL's income is still heavily dependent on international funds. Following the board approval of the RM plan in 2013, targets were established in 2014 to increase domestic sources of income. A fundraising manager and tent rental officer, who were recruited in 2014, continued to manage CVTL's tent rental service, collection boxes and online donation schemes.

The government of Timor-Leste provided significant financial contribution to support CVTL's core function in 2014. Efforts shall be made to advocate to the government for establishing an annual subsidy in order to ensure sustainable growth of the organization.

CVTL provided volunteers with various training opportunities in languages and computer software, regularly organized information sharing opportunity with branch staff which help to motivate volunteers and keep them engaged with branches to undertake programme activities. CVTL invited volunteers to celebrate International Volunteer Day, took the opportunity to express gratitude for their hard work and tireless dedication, long service certificate was awarded for those who are entitled. Volunteer management is still being pursued through the resource mapping system (RMS). However, irregular and expensive internet access in the districts mean that CVTL have yet been able to fully utilize the RMS to its full capacity.

Following a decision from the NGB, a revision of CVTL's statutes has commenced from 2013. The draft statutes was submitted to the IFRC and International Committee of the Red Cross joint statutes committee (JSC). National assembly approved the draft statutes, entrusted NGB to study the JSC comments. The final draft statutes, in which JSC recommendations are incorporated, will be approved in February 2015.

The branch board plays a crucial role to promote CVTL's decentralization process. Branch boards were provided with small subsidy to organize regular board meetings and communication cost for the presidents.

Branch assemblies (BA) were held at all branches from February to March, studied and provided inputs to the draft statutes revision. Newly elected branch boards received induction trainings regarding Red Cross Red Crescent Movement, governance role, leadership and branch management.

CVTL National Assembly was organized in July and elected a new president and NGB. With support from the Asia Pacific zone office, the president received induction training at the National Society Leaders Orientation in Kuala Lumpur to enhance his knowledge in Red Cross Red Crescent Movement, humanitarian diplomacy as well as National Society Development. Induction and leadership training for the NGB members is scheduled in May 2015.

Comments on progress towards outcomes

With the implementation of the digital divide initiative, by which a number of information and communications technology (ICT) equipment were purchased, CVTL's support service will be strengthened and able to support its programmes effectively, where branches will have digitalized working environments with stable power supply, improved communication and coordination within the organization as well as partners and communities. However, staff capacity development in ICT remained as a gap to ensure proper use of ICT equipment.

CVTL conducted the OCAC phase 1 in April. The workshop addressed CVTL's strengths and weaknesses, identified critical capacity gaps – their relevance and urgency, and what CVTL sees as conditions for growth. The OCAC findings report has been shared with Movement partners. Following the OCAC, further specific assessment in finance management was conducted with support from IFRC South-East Asia regional delegation. The assessment included finance management in headquarters and branches as well as three specific areas addressed by the OCAC. Based on the OCAC findings, CVTL developed specific development plans in safety and security, financial management, RM and PMER, which were ranked as high priority. The plans will be implemented in 2015.

Construction was completed on the long-awaited new NHQs building in Dili, with financial support primarily from the government of Timor-Leste supplemented by contributions from a number of partners, Red Cross societies and IFRC. Inauguration ceremony was held on 2 August with attendance of the government ministers, CVTL staff and volunteers as well as Movement and in-country external partners. The building will be fully utilized in 2015 after information technology set-up and stable power supply are furnished.

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

Outcome 1: CVTL is active in humanitarian diplomacy in Timor-Leste

Measurement			
Outcome/Output/Indicators	Baseline (Where available)	LTPF annual target	Year to date actual
Output 1.1: CVTL acts to influence and support decision-makers to always act in the interests of vulnerable people and communities and with respect for the Fundamental Principles			
<i>By 2015, CVTL engages in a more strategic way with government, civil society actors and others in a way that influences them to strengthen and prioritise assistance to vulnerable people</i>	N/A	N/A	N/A

Comments on progress towards outcomes

CVTL and IFRC continue to meet with various agencies and donors to promote the work of CVTL and to explore partnership opportunities. The inauguration of CVTL's new headquarters building by the Minister of Health and Minister of Social Solidarity in August 2014 was a key opportunity for CVTL to liaise with partners and promote their work through a photo exhibition. The development of their new strategic plan 2015-2019 at the end of 2014 and its expected launch in early 2015 will be another opportunity to explore cooperation with new and existing partners. New partnerships commenced for CVTL in 2014, including with the Korean International Cooperation Agency (KOICA), Catholic Relief Service (CRS), the Republic of Korea National Red Cross and British Red Cross.

The largest partner in 2014 was the Government of Timor-Leste, who contributed a large amount from the Ministry of Social Solidarity annual 2014 budget for the first time. This contribution is expected to continue in 2015, although a permanent subsidy from the Government of Timor-Leste has yet to be achieved.

Work on external communications including the website and through traditional and social media was identified as a priority from the OCAC workshop outcomes and will be prioritised in 2015.

Outcome 2: The Government of Timor-Leste has international disaster response laws.

Measurement			
Output/Indicators	Baseline (where available)	LTPF annual target	Year to date actual
Output 2.1: Cooperation between IFRC, UNDP and CVTL on providing support to the government of Timor-Leste to develop international disaster response laws, rules and principles (IDRL).			
<i>By 2015, CVTL, with IFRC support, has engaged with government on development of international disaster response laws, rules and principles</i>	N/A	N/A	N/A

Comments on progress towards outcomes
The Government of Timor-Leste revised their disaster management policy in late 2014, with support from UNDP, and which IFRC and CVTL were able to provide input. As a result, a new paragraph in the policy has been included specifically with regards to CVTL and their unique role in disaster response. A new disaster law was planned for development in 2014, however has been delayed to 2015 due to the delay in approving the disaster management policy by the Council of Ministers. This is expected to occur in 2015, and CVTL with support from IFRC's regional disaster law advisor will provide input into this process, particularly with regards to international disaster response law.

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

Outcome 1: Partner support to CVTL is well-coordinated, founded on CVTL's priority needs, Strategic Plan and multi-year operational plans and carried out in the spirit of good partnership

Measurement			
Output/Indicators	Baseline (Where available)	LTPF annual target	Year to date actual
Output 1.1: Movement cooperation mechanisms are in place and effective in coordinating all partners with reference to the Code of Good Partnership (CoCG) and CVTL's partnership principles (PP).			
<i>By 2015, CVTL play more of a leading role in Movement Cooperation and all partners providing long-term support to CVTL's strategic priorities and in alignment with partnership principles</i>	N/A	N/A	N/A
Output 1.2: Partner support to CVTL is well aligned with its strategic and operational plans and priority needs and includes a commitment to organizational development.			
<i>By 2015, CVTL has reliable, long-term support from partners including government, to assist them to carry out their work addressing the priority needs of vulnerable communities and populations.</i>	N/A	N/A	N/A

Comments on progress towards outcomes
The international partner support for CVTL continues to be harmonious, cooperative and well-coordinated with regular Movement cooperation meetings. CVTL took a lead in the development of their new strategic plan 2015-2019 and will launch the plan in early 2015, in conjunction with a partnership meeting, including both Movement and non-Movement partners. All partners continue to prioritize long-term and align support to CVTL.
There continue to be a small number of Movement partners supporting CVTL, either multilaterally through IFRC, or bilaterally. Aside from the long-term bilateral partnerships with Australian Red Cross and the Japanese Red Cross Society, new bilateral partnerships commenced with New Zealand Red Cross and new multilateral partnerships commenced with British Red Cross and the Republic of Korea National Red Cross. A partnership with Italian Red Cross is expected to be signed in early 2015, following lengthy discussions on a new bilateral partnership.

CVTL feels well supported and continuous efforts are made by all partners to align supported activities to the CVTL annual plan, avoiding duplication of funding support and contributing to CVTL's core cost recovery to ensure the partnerships continue to positively support CVTL's development and sustainability.

CVTL commenced new bilateral partnerships in 2014 following RM efforts. These include partnerships with the CRS.

Stakeholder participation and feedback

IFRC and Partner National Societies support CVTL's participatory planning approach in its community-based programmes. Selection of communities for intensive interventions and initial orientation and engagement with selected communities are given significant attention and time to ensure communities most at-risk are identified, expectations are realistic, and the roles and responsibilities are well understood. In the ICBRR midterm review, conducted with support from the Australian Red Cross in 2014, it was found that due to strong participatory need assessment processes, CVTL's ICBRR programme is responsive to the needs of communities. CVTL has also developed good relationships with community leaders and is effectively utilizing the existing governance and leadership structures in communities. Health and disaster management departments spent some time integrating community tools and improving community planning processes. CVTL's annual review on all programmes also helped them to identify and prioritize some internal processes such as the need to improve coordination between NHQs and the branches and with support services.

CVTL's approach of open dialogue and honest reflection supports a culture of responsive partner relations. The IFRC's close working relationship with CVTL allows constant communication on priority needs and some areas of planned support were changed in the year. Some flexibility is important in ensuring that support remains relevant and appropriate. Partner participation in CVTL's strategic and annual planning processes also assisted in achieving good coordination and cooperation between partners.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
CVTL loses partners and is unable to sustain its ICBRR programme country-wide.	H	Continue with humanitarian diplomacy efforts and sourcing new partnership opportunities as well as collaborating with Movement partners to support CVTL under one ICBRR programme.
CVTL has capacity to expand the scope of its activities in the integrated community-based risk reduction programme where particular needs such as safe shelter and nutrition are prioritized by communities.	M	Introduce new components with CVTL in a measured and coherent way.
Sustainability of the behaviour change, infrastructure and activities generated through ICBRR is a challenge for CVTL.	M	To sustain long-term, low cost relationship with communities and consider how communities can take ownership of the various elements of ICBRR.
Maintaining the momentum for CVTL to continue to position themselves to receive an annual contribution from the Government of Timor-Leste	M	IFRC will continue to provide input to this process as required.

Lessons learned and looking ahead

CVTL confirmed their continued development and strength in governance demonstrated by a smooth transition from outgoing President and board to a new President and governing board elected in late 2014. CVTL continues to strengthen their organizational structure and appropriate office environment with the inauguration of their new NHQ building in August 2014 and with a new branch building under construction in Viqueque district, expected to be inaugurated in early 2015. Based on the findings of the OCAC workshop, CVTL developed specific development plans in key areas such as safety and security, financial management,

RM and PMER which were ranked as high priority. The plans will continue to be implemented with support from partners in 2015.

As CVTL's partners continue to change, CVTL is placing much greater emphasis on RM and developing their own fundraising activities to reduce dependency as well as actively approaching new donors to support ICBRR across all districts. A long-term partnership with the Government of Timor-Leste and permanent subsidy are also critical to ensure sustainability, which efforts still need to be invested in 2015. A new, clear and appropriate strategic plan 2015-2019 will help CVTL to engage with new partners.

The integrated approach that CVTL is applying in its community-based programming requires significant resources which needs to be used in the most effective manner. CVTL will need to be able to source funding which recognizes the need for community-driven, flexible and long-term strategies. There is also a need to prepare and manage programme activity timelines carefully taking into consideration environmental conditions and changing weather patterns.

Financial situation

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

How we work

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

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



IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

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

Find out more on www.ifrc.org

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