

# Appeal 2002-2003



International Federation  
of Red Cross and Red Crescent Societies

## SOUTH EAST ASIA (Appeal 01.30/2002)

*Click on programme title or figures to go to the text or budget*

	2002 <i>In CHF</i>	2003 <sup>1</sup> <i>In CHF</i>
1. Disaster Preparedness	983,383	899,113
2. Health and Care	1,455,073	1,455,073
3. Humanitarian Values	438,185	438,185
4. Organizational Development	441,812	441,812
5. Regional Co-operation	363,225	363,225
6. Co-ordination & Management	1,227,510	1,227,510
<b>Total</b>	<b>4,909,189</b>	<b>4,824,919</b>

### Introduction

#### National Context

The economies of Southeast Asia crashed in 1997, throwing millions who had newly gained prosperity back into poverty. The region is gradually recovering, but the slump has only further highlighted the great disparities in wealth and development between affluent countries such as Singapore and Brunei and those where a major proportion of the population lives in poverty such as Lao PDR and Cambodia.



There were signs of an economic slowdown in the sub region, especially in the second half of 2000, after the crisp recovery of the previous two years. Nevertheless, GDP expanded by an average of nearly 6 % for the year, compared with 3.4 % in 1999, with Malaysia and Singapore growing by 8 to 10 %. Another bright note was the significant decline in inflation, despite rising oil prices and currency depreciation and hence higher cost pressures in several countries.

Inflation rates fell in many countries in the region. Indonesia continued to recover economically with inflation falling from 20.3% to 3.7%. Vietnam actually showed negative inflation.

<sup>1</sup> These are preliminary figures for 2003. and are subject to revision in the course of 2002.

Based on an international poverty line of \$1 a day per capita at 1993 prices, around 15% of Southeast Asia's population fall below the poverty line, as compared with 40% in South Asia. This figure has decreased significantly over the past two decades, highlighting the success of economic development in Southeast Asia.

While the economies may be recovering, poverty, low human development indices, poor human rights records, high morbidity and exposure to disaster will continue to dominate the lives of most people in the region in the foreseeable future. In addition, there are real concerns that the potential recession of the Japanese economy following the 11 September suicide bombings in the USA will have a knock-on effect across the region.

Violence and political and ethnic tension have not subsided in the region. Indonesia continues to struggle to balance economic and political unity against ethnic and regional autonomy. Violence continues unabated in Aceh. Decades of simmering ethnic and religious tension in West Kalimantan and the Moluccan islands have continued to erupt into violence, fueled by economic decline and increased competition for livelihoods between indigenous groups and *transmigrasi* newcomers. Hundreds have been killed, many thousands are displaced and, in the case of Madurese leaving West Kalimantan, may never return. In the Philippines a largely peaceful demonstration of mass discontent at the Estrada government led to its downfall and the installation of Gloria Arroyo as president. Sporadic violence continues in the southern, largely Islamic provinces where separatist groups have recently signed a range of cease-fires. Myanmar continues to be politically and economically ostracized by the West.

On a more positive note, Vietnam and Cambodia are forging ahead with economic liberalization and political reform and in Thailand a complex but democratic election process peacefully returned a new government in 2001.

Environmental degradation continues to be of concern across the region. Logging in Thailand, Cambodia, Vietnam and Indonesia has led to a significant increase in flash floods and landslides in hilly regions. Coastal erosion - often associated with the removal of mangrove swamps to make way for shrimp farms - is magnifying the effect of storm surges associated with tropical typhoons.

River basin flooding, particularly along the Mekong (Lao, Thailand, Cambodia and Vietnam) will pose an increased threat as global warming forces produces heavier rainfall and sea levels rise.

Earthquakes and volcanic eruptions remain a significant hazard particularly in the Philippines and Indonesia.

### Key Regional Indicators

Country	HDI Rank	Gender HDI Rank	Life Expectancy at Birth		Adult Literacy Rate		Estimated Earned Income (PPP US\$)	
			Female	Male	Female	Male	Female	Male
Singapore	26	26	79.6	75.2	88.0	96.2	13,693	27,739
Brunei	32	30	78.3	73.6	87.3	94.3	10,865	24,163
Malaysia	56	55	74.8	69.9	82.8	91.1	5,153	11,183
Thailand	66	58	72.9	67.0	93.5	97.0	4,634	7,660
Philippines	70	62	71.1	67.0	94.9	95.3	2,684	4,910
VietNam	101	89	70.2	65.5	91.0	95.4	1,552	2,170
Indonesia	102	92	67.7	63.9	81.3	91.5	1,929	3,780
Myanmar	118	107	58.4	53.6	80.1	88.8	746	1,311
Cambodia	121	109	58.6	54.4	57.7	80.1	1,190	1,541
Laos	131	119	54.4	51.9	31.7	63.0	1,169	1,774
East Timor	<i>Data not available</i>							

Data from Human Development Index (HDI), Human Development Report, UNDP 2001.

Country	Population with access to	HIV/AIDS Prevalence
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	Adequate sanitation %	Improved water sources %	Essential drugs %	Adult Rate (age 15-49) %	Women (age 15-49)	Children (age 0-14)
<b>Singapore</b>	100	100	100	0.19	790	<100
<b>Brunei</b>	...	...	99	0.20	...	...
<b>Malaysia</b>	98	95	70	0.42	4,800	550
<b>Thailand</b>	96	80	95	2.15	305,000	13,900
<b>Philippines</b>	83	87	66	0.07	11,000	1,300
<b>VietNam</b>	73	56	85	0.24	20,000	2,500
<b>Indonesia</b>	66	76	80	0.05	13,000	680
<b>Myanmar</b>	46	68	60	1.99	180,000	14,000
<b>Cambodia</b>	18	30	30	4.04	71,000	5,400
<b>Laos</b>	46	90	66	0.05	650	<100
<b>East Timor</b>	<i>Data not available</i>					

*Data from Human Development Index (HDI), Human Development Report, UNDP 2001.*

It is against this background and in support of the efforts of the region's national societies in challenging these statistics that the regional delegation seeks to provide leadership and service in the field of assistance co-ordination and management.

#### **national societies in Southeast Asia**

national society	Membership/ volunteers	Staff	Estimated annual expenditure (CHF millions)
<b>Brunei</b>	3'000	0	na
<b>Cambodia</b>	20'678	412	8.71
<b>East Timor</b>	15	0	na
<b>Indonesia</b>	585'444	3'459	0.28
<b>Lao PDR</b>	5'500	100	2.5
<b>Malaysia</b>	258'717	159	1.16
<b>Myanmar</b>	300'000	106	2
<b>Philippines</b>	200'000	692	10
<b>Singapore</b>	6'863	89	2.6
<b>Thailand</b>	36'170	8'504	45.4
<b>Vietnam</b>	4'500'000	1'428	26.5
<b>Totals</b>	<b>15</b>	<b>1'558</b>	<b>99.15</b>

#### **Federation delegations in Southeast Asia**

delegation	Staff (International and Regional)	Staff (National)	Budgets for 2001 (CHF millions)
<b>Regional delegation Bangkok and Kuala Lumpur</b>	14	17	3.38
<b>Cambodia</b>	10	43	4.3
<b>East Timor</b>	1	1	0.48
<b>Indonesia</b>	3	3	1.9
<b>Laos</b>	1	1	0.88
<b>Myanmar</b>	2	5	0.94
<b>Vietnam</b>	5	12	3.3
<b>Totals</b>	<b>36</b>	<b>82</b>	<b>15.18</b>

The year 2002 will see the regional delegation implementing major changes in the way it works, as it seeks to pioneer new approaches. The regional finance unit will remain in Kuala Lumpur but will broaden its coverage to provide financial management advice and assistance to all the delegations in Asia/Pacific by the end of 2003. As of September 2001 the regional organizational development unit moved out of Kuala Lumpur to join the regional office in Bangkok.

Four key changes to the way the regional team works will become apparent in 2002.

1. As of September 2001, the country delegations in the region started reporting to the regional delegation in Bangkok, instead of directly to Geneva. This will enable greater team coherence, more effective sharing of resources and will provide an enhanced service to the membership in the region.
2. The regional team will increasingly emphasize its role as coordinators and facilitators, rather than 'doers'. The team's principal task is to empower the national societies in Southeast Asia to work in a way that has the greatest impact on vulnerability. In many ways the secretariat team - the delegations - should become less visible, working behind the scenes.
3. A major effort to promote regional co-operation between the societies of Southeast Asia will be made. This is already taking place in the fields of health and social welfare; new co-operation initiatives in disaster management and communications, which started in 2001, will grow appreciably in 2002-2003.
4. There will be a significant increase in humanitarian advocacy in the region focusing on promoting the Federation with major donors, promoting the work of the national societies, particularly in disaster management and HIV/AIDS programming, and promoting the international profile of the Federation.

## National society priorities

Each national society in the region sets its own priorities, but they have defined their priorities collectively in the Hanoi Declaration and are continuing to develop them through the regional networks and groups mentioned above. These priorities are:

- disaster response and preparedness;
- new and re-emerging diseases;
- relationships with governments; governance and management; human and financial resources;
- public relations.

A process for agreeing on issues to be addressed in a sub-regional context is ongoing, with regional delegations playing a facilitating role. Water and sanitation was introduced as a new priority, and the regional work done so far on HIV/AIDS by the Asian Regional Task Force (ART) received strong support.

## Priority programmes for Federation assistance

All areas of regional delegation activity are founded on priorities defined in the Federation's Strategy 2010 and the Hanoi Declaration. Three overall aims in Southeast Asia have been identified, capturing the regional, national and internal dimensions of the Federation's assistance role. The regional delegation seeks to achieve:

- *Regionally*: national and international recognition of humanitarian needs and of the Red Cross and Red Crescent's role in addressing them, at the same time acquiring adequate resources for action.
- *Nationally*: national societies with the organizational characteristics and technical capacity to identify and address existing and new vulnerability.
- *At delegation level*: a capacity to provide an initial response during emergencies and to supply long-term technical support in the areas of health, institutional development, disaster management and information, including the ability to advise national societies and the Secretariat on new humanitarian concerns in the region.

Within the context of Action Research, particular emphasis is being placed on building up an effective disaster preparedness and management team across the region, developing a shared communications strategy between the national societies of the region and building a more structured organizational development programme which can offer national societies specialist advice in governance, management and resource mobilization fields.

For countries where there is no country delegation, country focal point persons will be appointed from within the wider regional team, thus ensuring that each national society has a one-stop entry point into the Secretariat system.

Again as part of Action Research, the planning and reporting unit will build upon the pioneering work it did in 2001, to better equip the delegations with the skills and systems they need for effective planning, reporting and fund raising.

The regional delegation will continue to implement the following six regional programmes:

- Disaster Preparedness
- Health and Care
- Humanitarian Values
- Organisational Development and Resource Development
- Regional Co-operation
- Co-ordination and management.

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# 1. Disaster preparedness

## Background and achievements/lessons to date

The Southeast Asia region consists of 11 countries (including East Timor) and is characterised by large diversity in socio-economic and human development levels, political systems, cultural, religious and ethnic patterns, population sizes, geographic features, as well as proneness to and type of disasters.

Currently, 6 out of the region's 11 national societies seek Federation assistance with regard to their disaster preparedness (DP) programmes, and as of September 2001 there were DP delegates based in 3 countries, Vietnam, Cambodia and Indonesia, plus one regional DP delegate and one staff on loan based at the regional delegation in Bangkok.

The year 2001 represented a transitional period for the regional disaster management (DM) work in Southeast Asia. Before the arrival of the new DP delegate for Southeast Asia in late November 2000 the regional DP post had been vacant for nearly two years, and there was basically no programme or any ongoing activities. Given this starting-from-scratch-situation, and under the influence of the Secretariat's Action Research process, it was recognised that initiating a process for the development of a comprehensive regional disaster management programme had to become the first priority for the new DP delegate and the newly established regional disaster management unit (RDMU). This process has characterised the work of the unit during 2001 and will be an important element of its work in 2002.

The new regional DM programme represents a new approach to the Secretariat's DM work in Southeast Asia and reflects a first significant step to having a comprehensive regional programme strategy elaborated through a participatory process. At present, its technical content basically builds on tasks and activities in existing plans, strategies and declarations that have been identified and structured through the mapping exercise carried out in 2001, and on conclusions drawn from the ongoing Action Research (AR) process. Concerning the new work approaches, these primarily build on discussions held with national societies, delegates and several others, and on the main conclusions of the AR. The programme therefore represents the 'collective ambition' of a number of plans, discussions and recommendations. The prime responsibility of the RDMU is simply to ensure the execution of this ambition, provided the required resources in terms of funds and staff are at hand. A more comprehensive, participatory strategic planning process - leading to a strategic programme framework - will be carried out in 2002. That process, however, is expected to take several months to complete and its outcome will eventually be fed into the appeal for 2003-04.

For the initial 12-18 months, regional DM activities will have a fairly strong focus on the development/improvement of various types of Federation response systems and on the introduction of various tools and work mechanisms, often requiring qualified and specialised staff. After that, 'maintenance and further improvements' will play a much larger role, and regional work to a larger extent will focus on, reflect and support the specific DP needs of individual national societies of the region.

The new ways of working strongly support the direction of Strategy 2010 of "*working together effectively as a federation*" and the recommendations of the Hanoi Declaration of 1998. The strategy primarily builds on discussions held with national societies, delegates and several others during 2001, and on the main conclusions of the action research. Some of the main characteristics that will strategically guide future work are:

- Promotion of stronger national society ownership and a sense of shared responsibility towards the DM issues of the region
- Building on national society interaction ('matching various strengths and weaknesses') and on partnerships with disaster management institutes in the sub-region
- A more holistic, cohesive and development-oriented regional programme approach, with the staff of the regional DM unit often having different specialist competencies and with the head of the unit being more of a programme manager, co-ordinator and facilitator, than the traditional "DP-delegate-doer"

- Making more effective use of the secretariat/delegation resources through: strengthened programme co-operation/co-ordination/integration with the other regional core programmes; improved and better co-ordinated planning; regional teamwork approaches (for instance, as of September 2001 three DP delegate meetings had been held and a regional DM team formed).
- Development of an institutionalised, sustainable organisation framework for regional DM activities, through the establishment of a “regional co-operation body” comprising representatives of all national societies at disaster manager level and delegates of the DM team of the region (note: the first Regional DM co-operation meeting, organised by the regional DM unit, was conducted in Melaka, Malaysia 9-12 August 2001, with participation of the DM managers of nearly all societies in the region).

On the basis of the mapping exercise carried out in early 2001, and the discussions on how to work, the programme has been structured into five different components, with numerous inter-linkages between them, each component representing one of the five main functions of the regional DM unit.

Component 1:	National Society DP Support
Component 2:	Disaster Response and Response Preparedness
Component 3:	Disaster Management Information and Knowledge Sharing
Component 4:	Regional Institution and Capacity Building
Component 5:	Programme Management, Co-ordination and Co-operation.

**Goal** National societies that, on the basis of their recognised roles and responsibilities, are well prepared for disasters and respond to them in a timely, efficient and co-ordinated manner, and make good use of the Federation response system. Wherever appropriate, national societies should play a significant role in improving the ability of communities at risk to cope with disaster situations.

## National society disaster preparedness support

### Background and achievements/lessons to date

In line with the new ‘regional’ and team-oriented way of working, to a large extent inspired by the Action Research process, this programme area primarily deals with DP support to individual national societies, on the basis of their needs and plans. Its main function is to facilitate and ensure an effective mobilisation, utilisation and co-ordination of all capacities available within or outside the region – other regional national societies, external resources, the regional DM team, participating national societies or the Secretariat in Geneva – for the benefit of a specific national society. The fundamental issue of ensuring the appropriate positioning of each national society in their respective country’s National Disaster Plan and of developing related strategic DP plans, will be addressed. Ideally, it is on the basis of this legal and strategic framework that the annual DP plans and Appeals should developed. In order to facilitate this, a regional DP co-ordinator will be required.

**Goal** On the basis of their recognised roles and responsibilities within the national context and in line with their strategic and tactical plans, each national society that so wishes is provided with effective, efficient and adequate development support, within the context of a well-functioning regional co-operation framework.

### Objectives and activities

**Objective 1** The new regionally co-ordinated and team-oriented approach to individual national society support is understood, accepted, introduced and starting to function.

Activities to achieve objective 1 are:

- Recruit a regional DP co-ordinator and have him/her introduced to the national societies and familiarised with the region.
- Initiate and develop work to effectively mobilise, utilize and co-ordinate the capacities available for support to individual national societies.
- Initiate and develop work to ensure appropriate positioning of each national society in the national DM context and the existence of adequate strategic DP development plans.
- Develop disaster contingency plans, wherever relevant, to be included in the Country Assistance Strategies (CAS).

## **Expected results**

### Objective 1:

- A regional DP co-ordinator has been recruited and familiarised with the region.
- Regional support work for individual national societies have been initiated and developed.
- Work for positioning national societies in the national DM context and ensuring adequate strategic DP development plans is initiated and further developed.
- Disaster contingency plans have whenever relevant been developed and included in the CAS

## **Indicators**

Goal: Each national society that wishes to receives adequate development support through the regional co-operation framework, verified through, inter alia, satisfaction expressed at regional co-operation meetings.

### Objective 1:

- Number of occasions when regional DP co-ordinator has facilitated support from capacities within the region for individual national societies, verified by various reports and records.
- Number of occasions when regional DP co-ordinator has acted supportively in positioning national societies, ensuring adequate strategic DP plans and ensuring the development of disaster contingency plans.

## **Disaster response and response preparedness**

### **Background and achievements/lessons to date**

This programme area primarily focuses on matters related to disaster response and preparedness for response; specifically it seeks to link the national and regional levels with the Federation's global response system.

The concept of a Field Assessment and Co-ordination team (FACT) was developed in early 2000 as a new tool in the Federation's disaster response system. The idea behind FACT is to have a pool of experienced senior personnel in the national societies and Secretariat (Geneva and field) who are specially trained to conduct assessments and set up co-ordination mechanisms for various types of disasters, anywhere in the world. In 2001, 10 persons in the Southeast Asia region received FACT training at a workshop in Singapore. That FACT capacity in Southeast Asia needs to be formalised and maintained. Additionally, to strengthen the region's own capability to respond to disasters, a 'regional disaster response team' will be developed; initially this will build on the FACT trained individuals.

Another tool of the Federation's disaster response system is the Emergency Response Units (ERUs) which were initiated in 1994. Although such units have been deployed in the Asia-Pacific region on several occasions, individual national societies in the region rarely have adequate human and material resources to manage and maintain ERUs. The reinforcement of the regional ERU capacity through regional co-operation is, therefore, in line with the long-term development strategy of the Federation's global/regional disaster response system.

Furthermore, to further enhance appropriate disaster response within the region, the knowledge of Sphere standards should be promoted within the region through training and dissemination. Adequate logistics capacity should also be ensured.

Simultaneously, the regional delegation will continue to provide support to the national societies in the region in times of disasters, and will facilitate access to expertise and resources regionally and internationally.

**Goal** The existence of an adequate, well-functioning and co-ordinated Federation disaster response system in Southeast Asia, primarily built up and maintained from resources within the region, and simultaneously serving as an integrated part of the Federation's global disaster response system.

## **Objectives and activities**

**Objective 1** A mechanism for efficient and effective deployment of 'regional disaster response teams' in Southeast Asia is gradually developed, and the FACT capacity of the Federation within the region is maintained.

Activities to achieve objective 1 are:

- Initiate, in dialogue with the national societies and the Secretariat, the development of a mechanism for management and deployment of a 'regional disaster response team', RDRT.
- Within the context of the Federation's global disaster response system, formalise and maintain the FACT capacity within the region.

**Objective 2** The possibilities for strengthening the regional ERU capacities are explored, and then developed accordingly.

The activity to achieve objective 2 is:

- Explore and facilitate the development - in dialogue with relevant national societies and the Secretariat - of the ERU concept into the region.

**Objective 3** Identify logistics development needs, including structures and resources available in the region, through a 6-month logistics assessment (to be followed by development work addressing these needs and challenges).

Activities to achieve objective 3 are:

- Carry out a logistics assessment and survey for identifying needs and challenges as well as structures and resources available within the region, and for providing data-inputs to the Federation's DMIS
- Produce an assessment report along with a project proposal and plan of action for the continued work.

**Objective 4** Provide adequate support to national societies/delegations in Southeast Asia in response preparedness and in times of disasters.

Activities to achieve objective 4 are:

- Provide support to national societies/delegations in disasters/emergencies on a case by case basis (ensuring links to the Federation's response system, etc).
- Develop a regional Federation manual, and training programme on standard operating procedures during disaster response, and provide relevant training.
- Provide Sphere training to 25 individuals from the regional national societies, and promote knowledge and application of Sphere standards within the national societies.
- Promote exchanges of human resources within the region in disaster situations
- Systematise better co-ordination with the other regional programme units in disaster responses.

## **Expected results**

Objective 1:

- Work for the establishment of a mechanism for management and deployment of a 'regional disaster response team' (RDRT) has been initiated and is sustained.
- RDRT teams, and possibly FACT teams, have been deployed.

Objective 2:

- The feasibility of further ERU development in the region has been explored.

- At least one joint regional ERU, composed of resources from more than one national society, exists in the region.

#### Objective 3:

- A logistics assessment and survey exercise that identifies needs and challenges as well as structures and resources available within the region, and simultaneously provides data-inputs to the Federation's DMIS, has been completed, leading to a possible regional logistics development plan.

#### Objective 4:

- national societies/delegations have received adequate support in times of disasters/emergencies.
- national societies have been trained in and act in accordance with the Federation's new regional 'standard operating procedures' guide.
- 25 disaster managers have received Sphere training, enabling them to promote Sphere knowledge and application within their national societies.
- Exchange of human resources within the region in times of disasters has taken place.
- Regional technical programmes take on co-ordinated and co-operative approaches in support of national societies' response and response preparedness activities.

### **Indicators**

Goal: All Federation actors involved perform in a well-functioning and co-ordinated manner in times of disasters.

#### Objective 1:

- Number of RDRT and FACT related meetings held, and structures and procedures being developed.
- Number of RDRT and FACT deployments within the region.

#### Objective 2:

- Number of ERU meetings held, structures and procedures being developed.
- Number of joint regional ERUs and number of deployments of such units.

#### Objective 3:

- Information and knowledge about logistics development needs, potential challenges as well as structures and resources available in the region.

#### Objective 4:

- Number of occasions when national societies/delegations have been supported in an adequate and co-ordinated manner through the regional co-operation framework.
- The availability of a Federation regional 'standard operating procedures' manual, in hard and electronic copies.
- Number of training events and people trained in Sphere and in the regional Federation manual/guide on standard operating procedures for disaster response.
- Number of occasions when the regional technical programmes have co-operated in disaster response or response preparedness support activities.

## **Disaster management information and knowledge sharing**

### **Background and achievements/lessons to date**

This programme area deals primarily with the improvement of the Federation's disaster management information systems (DMIS) and the development of various mechanisms for knowledge sharing, within the region as well as between regions. Initially, the main focus lies in the recently initiated Geneva project of developing a global, web-based DMIS, within which the Southeast Asia region and its regional DM unit is called on to play a vital role. During 2002-2003, most activities will be of a developmental and capacity building nature, after which systems monitoring is expected to become the main activity. One full-time DMIS officer, preferably from the region and preferably based in a national society serving as a "regional DMIS

focal point”, is therefore required to lead and co-ordinate the work during the first 12-18 months. In addition, this programme area addresses issues of how to improve Federation services to participating national societies, donors and other stakeholders in times of disasters with international implications.

**Goal** A cohesive, well-functioning system for DM information, knowledge sharing and stakeholder services is in place in Southeast Asia.

## **Objectives and activities**

**Objective 1** The Federation’s new global, web-based DMIS is established and being used by the delegations and by some of the national societies in the Southeast Asia region.

Activities to achieve objective 1 are:

- Recruit one DMIS-officer, preferably from the region, and have him/her introduced to the work, to the national societies and to the region.
- Develop and co-ordinate the work to compile/convert/produce data and information as inputs to the Federation global DMIS.
- Train delegations and national societies in making use of, and contributing to, the Federation’s global DMIS as well as other types of information and knowledge sharing networks.
- Develop and maintain the management information systems of the RDMU and of the ‘Regional DM Co-operation Body’.

**Objective 2** Knowledge sharing networks are introduced and becoming increasingly functional, both within the Southeast Asia region and in relation to the Secretariat and other regions.

The activity to achieve objective 2 is:

- Assist the regional DM unit (RDMU) technically in establishing and maintaining knowledge sharing networks.

**Objective 3** The efficiency of the Federation in the region during disasters is substantially improved through the provision of better coordination and service.

The activity to achieve objective 2 is:

- Initiate the process, in close collaboration with country delegations/national societies, of identifying and developing legal, practical/administrative support and information service packages to participating national societies and donors in times of disaster.

## **Expected results**

Objective 1:

- A regional DMIS and knowledge sharing (KS) officer has been recruited and familiarised with the region.
- Work for compiling data and information for the Federation’s global DMIS goes on and progresses.
- At least half of the region’s national societies have received DMIS training and are making use of this management information tool.
- Both the RDMU and the Regional DM Co-operation Framework have functioning management information systems.

Objective 2:

- Various knowledge and information sharing networks have been established.

Objective 3:

- Awareness and ability of national societies and delegations to provide effective co-ordination and services to operating national societies in times of disaster.

## Indicators

Goal: The frequency of use of, and satisfaction with, the Federation's disaster management information systems and knowledge sharing networks within the region.

Objective 1:

- The degree of use of the new DMIS tool.

Objective 2:

- The degree and type of communication related to knowledge sharing and information within the region and across regions, visible through the volume of electronic mail and correspondence records.

Objective 3:

- Number of occasions Federation provides support during disasters and quality of support and services provided.

## Regional institution and capacity building

### Background and achievements/lessons to date

In line with Strategy 2010 (*working effectively together as a Federation*) and with the Tokyo and Hanoi declarations of 1996 and 1998 (*the establishment of a regional RAPNET*), this programme area focuses on developing an institutionalised framework for the Federation's DM co-operation in the Southeast Asia region and on the long term capacity development (of human and financial resources) required to create a sustainable programme. Initially it is intended to establish a 'Regional DM Co-operation Body' serving as the prime focal point for regional co-operation matters (comprised of representatives from all national societies at disaster manager level and delegates of the regional DM team). The first regional DM co-operation meeting took place in late 2001; plans and strategies for the future regional DM co-operation are presently under development.

**Goal** The existence of an institutionalised, functional and sustainable organisation framework for the DM development and co-operation of the Federation in Southeast Asia (both preparedness and response activities).

### Objectives and activities

**Objective 1** A Regional DM Co-operation Body is introduced, recognised and increasingly functional, and serving as a prime focal point for the Federation's regional DM development and co-operation matters.

Activities to achieve objective 1 are:

- Initiate, obtain recognition for and gradually develop an institutionalised mechanism for DM co-operation in Southeast Asia, primarily involving all national societies and the regional DM team.
- Develop and adopt a strategy for making the regional DM co-operation mechanism sustainable in terms of human, material and financial resources, and start to implement that strategy.
- Develop and adopt a strategic technical development plan for regional DM co-operation.

### Expected results

Objective 1:

- An institutionalised mechanism for DM co-operation in Southeast Asia primarily involving all national societies and the regional DM team.
- A strategy ensuring that the regional DM co-operation mechanism is sustainable, accepted and implemented.
- The national societies and DM team (delegates) in the region co-operate in a supportive manner in line with the overall technical development strategy.

## Indicators

*Goal:* The work of and outputs from the institutionalised regional DM co-operation mechanism, verified through the number of meetings being held and through the strategies, plans and work procedures being adopted and implemented.

*Objective 1:*

- Number of regional meetings and subgroup meetings being held.
- Number and nature of regional DM co-operation strategies, plans and work procedures adopted.

## Programme management, co-ordination and co-operation

### Background and achievements/lessons to date

Compared to the past, future regional DM work will look different, not only in terms of its increased size and complexity, but in the implications of the new matrix management approach. A function primarily focusing on matters related to programme management, development, co-ordination, co-operation and follow-up will be required, staffed by the head of the regional DM unit, i.e. the former regional DP delegate, and supported by a regional programme assistant, provided on a temporary staff-on-loan (SOL) basis. (The head of the RDMU will also have direct responsibility for the implementation of the fourth component, while the regional programme assistant will facilitate the implementation of all components.)

**Goal** A regional disaster management programme that is relevant, and is run in an effective and efficient manner and meets the expectations of its internal and external stakeholders.

### Objective and activities

**Objective 1** A management function for the regional disaster management programme is established and is becoming functional, for the purpose of overall programme management, development, co-ordination, co-operation and follow-up.

Activities to achieve objective 1 are:

- Further develop the DM programme, in particular with regard to participatory strategic planning, in close co-operation with the RDMT, the national societies, the other Federation regional programme units.
- Coordinate and monitor the implementation of the DM programme and manage the staff of the RDMU.
- Ensure production of plans, appeals, updates and reports as required.
- Ensure the establishment and maintenance of proper RDMU administrative support systems.
- Conduct regional DM team meetings and liaise with the DP/DM delegates in Southeast Asia region.
- Participate in various regional delegation internal meetings.
- Build up and systematise, wherever relevant, co-operation with the other technical programmes/units in the area of disaster management.
- Maintain regular contact with the national societies of the region.
- Participate and contribute to the Secretariat's global DP networking activities, and when needed, seek support and advice from relevant technical departments within the Secretariat.
- Develop and maintain external networks and partnerships with other disaster actors.
- Conduct lessons learnt event based on the 'Mekong Flood Studies' on the Mekong river basin floods in 2002 and 2003.

### Expected results

Objective 1:

- A relevant and well-accepted regional DM programme exists.
- The regional DM programme has been implemented in a co-ordinated, controlled manner, and the unit staff have been well managed.

- Programme plans, appeals, updates and reports have been produced.
- The administrative support systems of the RDMU work well.
- Regional DM team meetings have been conducted and liaison with DM delegates has been maintained.
- Participation in various internal regional delegation meetings has taken place.
- Co-operation with the other regional technical programmes in the area of disaster management has been developed and systematised.
- Regular contacts with the national societies of the region have been maintained.
- Participation has taken place, and contributions have been made, to the Secretariat's global DP network. Support and technical advice from Geneva has been sought.
- Networking, co-operation and partnership building with other external stakeholders have taken place.
- An annual lessons-learnt-oriented 'Mekong Flood Study' has been carried out.

## **Indicators**

Goal: The management function is able to fulfil its responsibilities and tasks, verified through meeting of deadlines, by performance appraisals, by financial records, through formal and informal feedback from the unit staff, other delegates and from appropriate national societies.

Objective 1:

- Programme work is carried out in a co-ordinated, co-operative and monitored manner.
- Deadlines are met.
- Meetings are arranged and participation in meetings and other gatherings takes place.

## **Critical assumptions**

The regional DM programme is presently in transition, moving from a phase of limited activity to a more comprehensive approach. The main critical assumptions on which the new programme have been formulated are:

- Participating national societies and other donors understand and feel committed to the new programme and are willing to provide sufficient funds.
- Staff with the required professional competencies are available.
- The national societies of the region maintain their belief in, and feel committed to, the regional programme.
- The essence of the action research change process is understood and accepted among concerned departments, delegations and Secretariat services.
- The development work of the regional DM unit is not unduly interrupted by the occurrence of major disasters.

## **Monitoring and evaluation**

The overall responsibility for the implementation and the monitoring of the programme rests with the head of the regional DM unit, while the implementation responsibility for the individual programme components/functions will be distributed among the staff of the unit. The achievements/lessons of the programme will be monitored:

- Through reports from and follow-up meetings with the staff of the regional DM unit.
- By the technical programme co-ordination meetings at regional delegation level (initiated in 2001 at the regional delegation as a result of the Action Research change process).
- Through feedback from the region's national societies and DM/DP delegates at various regional meetings.
- By follow-up against quantitative and qualitative indicators.
- Through quarterly narrative programme updates and other external/internal reports.
- Through financial budgets' follow-up statements.
- Through participating national societies visiting the region

Furthermore, as the regional DM programme represents significant new approaches to the Federation's way of working at regional level, and in certain ways is experimental in its nature, a comprehensive programme evaluation is planned for 2003.

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## 2. Health and care

### Background and achievements/lessons to date

The Southeast and East Asia region is characterised by extreme differences in the disease situation in different countries and the capacities of national health systems. This is mainly due to the different stages of development in countries in Southeast and East Asia and the development linked transitions of the epidemiological disease patterns.

This in turn creates an enormous challenge for the health departments of national societies to constantly redefine their role and adapt to external conditions in order to continue serving the most vulnerable in their communities.

There has been substantial progress in disease prevention and disease control as well as a region-wide decline in communicable diseases. However, emerging and re-emerging diseases such as HIV/AIDS, dengue haemorrhagic fever and TB pose constant threats in the region. Population movements and migration, urbanisation and microbial evolution put all countries in the region at risk. Associated risks, behaviour, needs of the affected communities and related discrimination issues are not adequately addressed.

In order to serve the needs of communities, national societies are in the process of redefining their roles in health and care. This process demands new skills and the creation of capacities at all levels of the societies - from headquarters to volunteer level.

The regional health programme was formulated, from 1997 onwards, in a highly participatory approach by representatives of national societies. The programme includes capacity building, HIV/AIDS and reproductive health, first aid, water and sanitation, health information and technical support and blood). All programme components focus on four strategic areas: networking and information sharing, capacity and skills building, identification and utilisation of regional expertise and advocacy. The regional programme was reviewed by national society participants in October 2000 in the light of the newly adopted Strategy 2010 of the Federation. Additional components (psychological support, and health in emergencies) were developed and are included in the this year's Appeal. In addition, an external evaluation of all programme elements is scheduled for early 2002. Its findings and recommendations will be presented to the national societies and advisory committees in a series of meetings and planning workshops to allow the societies to analyse the results and be involved in the participatory planning processes for the next phase of the RHU - Regional Assistance Strategy (2003-2004).

Internally, as a result of action research projects, activities to strengthen support to country delegations and to form a regional health team in order to utilize more efficiently existing regional resources and Federation expertise were included in the technical support component.

**Overall Goal** To assist national societies, to develop adequate human capacity at headquarters level and to address the health needs of the most vulnerable in communities.

The regional health programme is presented in the form of 8 projects: capacity building, first aid, water and sanitation, health information and technical support, blood, emergency health, HIV/AIDS/reproductive health, and psychological support.

### Human capacity building in health

#### Background and achievements/lessons to date

In the past three years, the human capacity building (HCB) programme assisted national societies in the region in areas of skill building through regional workshops, utilisation of health experts and resource persons, sharing of information through the Regional Health Newsletter (RHN) and the promotion of interaction and networking amongst health managers. In addition in-country workshops and strategic planning processes were supported in four countries. The programme produced three annual brochures on training opportunities including courses in health and related fields which helped national society staff to identify relevant courses. In addition some applications were supported through co-funding. The Newsletter, produced three times a year since 2000 enabled national societies to exchange ideas and information and increase networking and advocacy. The RHN was circulated to all national societies, participating national societies, other international health organisations operating in the region and other health learning institutions within and outside of the region.

In 2000, the regional workshop on 'Quality in Red Cross/Red Crescent Health Programmes' (October 2000, Singapore) provided an opportunity for national society health managers to revisit the objectives, strategies and components of the RAS for Health. National society representatives confirmed the relevance and importance of all technical components, with specific mention of capacity building.

**Goal** The human capacity building programme aims to assist national societies in Southeast and East Asia to develop adequate human resources in health.

## **Objectives and activities**

**Objective 1** To equip key national society managers with adequate managerial and technical skills to design, implement and evaluate health programmes.

Activities to achieve objective 1 are:

- Organize annual regional workshops.
- Co-facilitate/support two strategic planning workshops at national level.
- Select, document and disseminate 'Best Practices' and success stories of national societies in the field of health.
- Identify universities and learning institutions offering short training courses, and compile this information into a brochure on training opportunities.
- Facilitate and support key national society health staff and programme staff in gaining access to short courses and conferences on health management and related fields.
- Organize and conduct on-the-job training missions for junior national society health staff.

**Objective 2** To put a system in place for the effective utilisation of experts and resource persons of national societies within and outside the Red Cross/Red Crescent Movement.

Activities to achieve objective 2 are:

- Identify health experts and focal persons through questionnaires, workshops, meetings, networking etc.
- Formulate guidelines and monitor the utilisation of national society health experts and focal persons by other national societies or partner health agencies.

**Objective 3** To establish a regional network for information and experience sharing and advocacy among national societies, country delegations and the regional delegation.

Activities to achieve objective 3 are:

- Produce and circulate a regional health newsletter three times a year.
- Strengthen links with international organisations, government and non-government bodies, universities and learning institutions.

**Objective 4** To establish technical and resource support systems for national societies, country delegations and regional initiatives in the field of health.

Activities to achieve objective 4 are:

- Compile, reproduce and distribute to national societies, country delegations and other units of the regional delegation technical documents developed/produced by national societies, the RHU, and other health agencies
- Develop and expand a resource library covering relevant health areas.
- Support and respond to requests from national societies and country delegations for technical assistance and resource support.
- Attend relevant regional and/or international conferences, meetings or workshops on health in order to obtain updated information and data or new developments that affect the health programmes of national societies.

## **Expected results**

Objective 1:

- The revision of the regional capacity building programme for 2003-2005.
- Two strategic health plans for national societies through national society initiated health programme management workshops at national level.
- A documented national society health programme of 'success stories' (Best Practice) within the region.
- An inventory of regional training and short courses on health management.
- National society health programme staff attended regional training courses for specific technical skills in planning and management, rapid assessment, etc.
- A system of identification and realization of regional on-the-job training opportunities, including assessment, monitoring and evaluation of skills in junior national society staff.

Objective 2:

- A system for the effective utilisation of experts and resource persons of national societies within and outside the Red Cross/Red Crescent Movement.
- The development of a set of guidelines and procedures on the use and mobilization of experts, focal persons and junior staff..
- The expansion of a database of experts and focal persons with managerial and technical skills in health programme management.

Objective 3:

- A regional network for information and experience sharing, and advocacy among national societies, country delegations and the regional delegation.

Objective 4:

- Technical and resource support systems for national societies, country delegations and regional health initiatives.
- A set of technical documents and information materials on health disseminated to national societies and country delegations in the region.

## **Indicators**

Goal: Number of national societies adopting and applying tools in the planning, implementation, monitoring and evaluation of their health programmes (questionnaire, programme evaluation report, capacity survey and review of national society health programme documents).

Objective 1:

- Number of health managers able to apply skills they have learned; number of trained health staff able to carry out health assessment planning and management.
- Number of national society staff who were able to attend regional and in-country workshops, and short training courses on health programme management and related technical fields.
- Number of Best Practice publications.
- Number of adopted strategic health plans.

- A training brochure with features on short courses, scholarship grants processing and requirements, sources of funding and other relevant information.

Objective 2:

- Number of national society junior staff who participated in joint assessment missions or on the job training.
- Number of health experts, and focal persons identified by national societies, country delegations, and the RHU, and whose expertise was utilised by other national societies or partner health agencies.

Objective 3:

- Number of RHN issues produced and circulated every year.
- Number of discussions initiated through the RHN.

Objective 4:

- Number of times technical and resource support was provided to national societies, country delegations; inputs to the development of health related projects; support to workshops, meetings and other related activities.

## Regional first aid

### Background and achievements/lessons to date

All national societies in Southeast and East Asia have first aid programmes that seek to contribute to the prevention of diseases, the reduction of injuries and accidents, and the transfer of skills that enable local communities to handle their own health concerns. However, considering that most of the countries in the region have to deal with globalization, rapid urbanisation, growing economic disparity, new and re-emerging disease patterns, privatisation of health care, environmental degradation, ageing population, increased industrial and traffic accidents, and increased levels of violence, national societies face a permanent challenge and need to constantly adjust to changing socio-economic, cultural, political and health situations.

National societies are aware that first aid programmes should be sensitive to changing environmental and health situations and should ensure quality through minimum standards in their curriculum, methodologies and other training programme aspects. As well, national society first aid managers should be able to effectively and efficiently facilitate the adjustment processes by strengthening their technical and managerial skills.

For these reasons, the regional health unit (RHU) initiated a regional first aid programme to assist national societies facilitate these changes through regional initiatives developed jointly with national society first aid managers in the region. Regional workshops were organized in 1998 and 1999 to discuss strategic issues and concerns in first aid and identify probable steps to take. A regional working committee of 10 national society representatives was formed in 1998 to take the lead in setting up minimum standards. A mapping of the range of national society first aid training programmes was conducted by the committee and results were presented during the 1999 regional workshop.

**Goal** To assist national societies in Southeast and East Asia develop first aid programmes with adequate standards that address the needs of vulnerable communities.

### Objectives and activities

**Objective 1** Equip key national society first aid managers/key staff with adequate managerial and technical skills to design, implement and evaluate first aid programmes.

Activities to achieve objective 1 are:

- Identify and disseminate to all national societies relevant short training courses on offer in the region and other parts of the world.

- Identify and provide practical training and on-the-job training opportunities to two national society first aid programme staff.
- Organize a tailor-made management course for 20 national society first aid programme managers/key staff.
- Provide scholarship support for two national society first aid programme staff to participate in short training courses.

**Objective 2** Create a system for the effective utilisation of first aid experts and resource persons within and outside the Red Cross/Red Crescent Movement.

Activities to achieve objective 2 are:

- Further identify national society first aid experts and focal persons who can be used as resource persons or consultants for other national societies.
- Put into operation guidelines and procedures on the use of regional experts and focal persons.

**Objective 3** Establish a regional network for information and experience sharing, and promotion of first aid.

Activities to achieve objective 3 are:

- Maintain first aid section in the Regional Health Newsletter.
- Provide technical support to focal persons responsible for the first aid section in the RHN.
- Organize a follow up regional first aid workshop.
- Organize and follow up regional first aid competition, jointly with HRC and PNR.
- Support regional initiatives in the promotion of first aid in the region.
- Strengthen and expand working relations with other organisations.
- Compile, monitor, evaluate, disseminate updates and developments in first aid.

**Objective 4** Establish a quality assurance system for national society first aid programmes.

Activities to achieve objective 4 are:

- Provide leadership in the Regional Working Committee during the interim period of one year.
- Facilitate discussions and agreement on minimum standards for a basic first aid training course in committee meetings.
- Develop a booklet containing agreed syllabus and curriculum for a basic first aid training course.
- Participate in the initiative led by the Secretariat in Geneva to develop monitoring and evaluation indicators for first aid programmes.
- Document and disseminate Red Cross/Red Crescents best practices in first aid.

## **Expected results**

Objective 1:

- An inventory of training events and short courses in first aid available in the region.
- A group of national society first aid programme staff able to attend tailor-made, short training courses.

Objective 2:

- A database of national society first aid experts and resource persons.
- A set of guidelines and procedures on mobilization of first aid experts and focal persons.

Objective 3:

- A regular first aid section in the regional health newsletter.
- A set of regional initiatives for the strengthening of the network, as well as the promotion of first aid.
- A communication system for report sharing.

Objective 4:

- A set of minimum standards for quality assurance in first aid.
- A list of guidelines and potential indicators for monitoring and evaluation.

- A system to document, disseminate Red Cross/Red Crescent first aid best practices.

## **Indicators**

Goal: National societies are applying and adopting management systems.

Objective 1:

- Number of national society first aid managers able to attend short courses, percentage of trained first aid staff who apply acquired skills, as well as percentage of trained first aid staff able to carry out assessments, monitoring and evaluation activities of first aid programmes.

Objective 2:

- Number and percentage of first aid experts whose expertise was used by national societies and other agencies.

Objective 3:

- Number and level of discussions on first aid initiated by national societies in the region.

Objective 4:

- Increased utilisation of harmonized basic first aid training syllabus/courses, and increased recognition of first aid certificate.

## **Water and Sanitation**

### **Background and achievements/lessons to date**

Lack of access to a clean water supply and adequate sanitation continues to have a significant impact on public health in the Southeast and East Asia Region. Effects range from diarrhoeal diseases among vulnerable groups, to disease bearing vector outbreaks such as malaria, dengue fever and dengue haemorrhagic fever.

Like the rest of the world, the region is faced with a growing population that is expected to increase by a further 50% in 2025, and rural to urban migration. With the growth in population, increasing economic development, and improvements in the standards of living, demand for water increases. Pollution of water resources, as a result of a lack of wastewater disposal, sanitation and proper solid waste management, exacerbates the problem and reduces water supply.

Access to safe water ranges from almost 100% in Singapore and Brunei to around the 30% for rural population in Cambodia and Vietnam. Access to safe sanitation is above 60% for Thailand and the Philippines but 10-18% for Cambodia, Lao PDR and Vietnam (source: World Water Council).

National societies in the region which identified water and sanitation as a priority in the Hanoi Declaration, reconfirmed this priority in the regional watsan workshop in Bali in 1999. At the recent workshop on "Quality in Red Cross/Red Crescent Health Programme 2000", they identified different approaches to meeting the needs of the most vulnerable in water and sanitation. Most water and sanitation programmes conducted by national societies in the region are integrated into other health related activities such as CBFA and PHC. This very much depends upon the capacity of each national society and its perceived role with various government agencies responsible for water and sanitation.

regional assistance to national societies in water and sanitation is still relatively new. The need for a co-ordinated yet flexible approach to assist the national societies, based on their capacity, shows in the broader approach to the planned assistance to country delegations and national societies. This assistance may be adjusted following the evaluation of the regional health programme in 2002; its findings will be utilised by the advisory group on water and sanitation.

**Goal** To assist national societies in Southeast and East Asia to provide water, hygiene and sanitation programmes of adequate standards that address the needs of the most vulnerable communities.

## **Objectives and activities**

**Objective 1** Key national society watsan personnel equipped with adequate managerial and technical skills to design and implement watsan programmes and a response to watsan needs in emergencies.

Activities to achieve objective 1 are:

- Identify key focal national society human resources in watsan for skills training, in co-operation with the HCB programme, country delegations and health team.
- Continue to identify institutions, universities and organisations offering courses in water and sanitation for inclusion in the RHU list of training courses.
- Adopt a proactive approach to verifying the quality and appropriateness of training courses to national societies' expressed needs.
- Identify funding/scholarship support for national society watsan personnel to facilitate access to relevant training courses.
- Organize a training course in water and sanitation for national societies in Southeast and East Asia.
- Establish and support technical exchange training, and assessment visits between national societies, based on identified needs.
- Facilitate and support funding opportunities in matching expressed needs for on-the-job training mission/practical training courses in the region.
- Cooperate and assist the HIE programme to ensure an emergency watsan component is part of the training for national society emergency health managers.
- Assist national societies to develop an appropriate response plan for watsan needs in emergencies.
- Disseminate and encourage the utilisation of the Red Cross/Red Crescent Movement's Standard Specifications for WatSan Emergency Equipment.
- Provide information and appropriate training resources to national societies on the use of standardized equipment.

**Objective 2** To establish a regional network for information and experience sharing, and advocacy among all stakeholders in the field of water and sanitation.

Activities to achieve objective 2 are:

- Work with HCB programme to document best practices in watsan programmes and responses in emergencies regionally and worldwide with an appropriate context for the regions.
- Establish and further develop working relationships with relevant watsan parties, regionally and worldwide.
- Provide a medium for feedback on the effectiveness and appropriateness of the standardized equipment in the Southeast and East Asia regions.
- Maintain communication links with national societies, country delegations, participating national societies and donors.
- Maintain and encourages national societies and country delegations to contribute to the watsan section of the Regional Health Newsletter.
- Compile, monitor and evaluate regional water resources and sanitation management and related health information.
- Facilitate the regional watsan focal group meetings.
- Provide resources and opportunities for region-wide watsan initiatives for national societies which identified watsan as a priority area.
- Work with national societies and country delegations to provide linkage and where possible co-ordination of participating national societies' watsan activities.

**Objective 3** Improve the capacity of the Red Cross/Red Crescent Movement in the regions to provide adequate technical resources and support to national societies' water and sanitation activities.

Activities to achieve objective 3 are:

- Organize, conduct and report on the 2nd regional water and sanitation planning workshop.
- Support and respond to national societies' and country delegations' requests for technical assistance.
- Support and respond to national societies' and country delegations' requests for resources in assessment planning and evaluation of programmes.
- Identify, map and update available key watsan experts from national societies and other agencies in the region for their effective utilisation in national societies' watsan programmes.
- Maintain and regularly update a resource library of water and sanitation related materials. Maintain Bangkok regional delegation support and use in the region.
- Establish through the HISS programme an appropriate medium for disseminating available resources and technical information to national societies and country delegations.
- Acquire updated information on relevant watsan developments by attending forums/conferences/workshops and participating in discussion/working groups.

## **Expected results**

Objective 1:

- Key national society watsan personnel trained and/or received skills upgrade.
- A support system for identified national society staff to attend water and sanitation related courses held regionally and world wide, outside the Red Cross/Red Crescent Movement..
- A system for on-the-job training opportunities and regional training courses in water and sanitation.
- A jointly developed evaluation document and Phase II of the Regional Water and Sanitation Programme Plan.

Objective 2:

- A motivated national society focus/campaign group for water and sanitation.
- Collaborative region-wide watsan activity involving national societies who have actively identified water and sanitation as a priority.
- A working relationship in linking and sharing information/expertise with international organisations, NGOs and UN agencies formed, with aim of developing/implementing collaborative projects.

Objective 3:

- A system for the effective utilisation of expertise and resource persons in the field of water and sanitation within the Red Cross/Red Crescent Movement.
- A section in the training brochure on watsan distance learning and short training courses.
- A register of national society staff with expertise in water and sanitation.
- Supporting and advisory mechanisms for the development of technical documents and reports on of water and sanitation.
- Participatory planning from national societies and country delegations and resultant directions for the regional water and sanitation programme in 2003-2005.

## **Indicators**

*Goal:* Number of national societies with water and sanitation programmes of adequate standards.

Objective 1:

- Number of key staff trained in skill building courses.
- Number of national society staff attending on the job training and practical training courses.
- Number of watsan inputs and interventions in emergencies in the region.

Objective 2:

- Number of national societies involved in focus/advocacy campaign group.
- Number of articles and information received/contributed by national societies and other parties involved in watsan activities.

- Number of national societies/country delegations able to effectively co-ordinate participating national societies' watsan activities.

#### Objective 3:

- Number and percentage of experts used from the data bank.
- Number of requests from national societies and country delegations for technical support, assessment planning and evaluation missions and resource information.

## **Health Information System/Surveillance (HISS) and technical support**

### **Background and achievements/lessons to date**

There has been substantial achievements/lessons in disease prevention and control in the region, as well a region-wide decline in communicable diseases.

On a national level, many national societies have a limited capacity to collect, compile and analyse health data. Health programmes are very often initiated at the request of the Ministry of Health or through initiatives of donors, and are rarely based on a thorough analysis of the present health situation and a strategic decision within the national society. They are dependent on the advice of 'partners' who have their own priorities, approaches and principles. The same is true in the area of disaster and emergency health responses where many national societies depend solely on information provided by the Ministry of Health.

On a regional level, most national societies do not have the means to identify regional trends or transborder issues on health. This fact alone limits the potential for joint action or programmes in the field of health. In addition, many regional trends have an enormous impact on the programme implementation of national societies and country delegations (e.g. dengue fever, HIV/AIDS, or mobile populations).

Since July 1998, the regional HISS programme has been working to provide national societies and country delegations with a system for compiling and analysing relevant health information for their strategic health planning and programme implementation. This has been partially achieved through a regional workshop on health trends, surveillance and assessment.

**Goal** National societies and Federation delegations in Southeast and East Asia responding efficiently and effectively to health needs and to emergency health situations.

### **Objectives and activities**

**Objective 1** Establish a user friendly system for CD and Ns to request and access required information on health trends and technical information for use in their programmes.

Activities to reach this objective are:

- To provide technical support by conducting and reviewing assessment and evaluation in the field of health.
- To facilitate on the job experience in health assessment for staff of NS.
- To facilitate the utilization of NS staff with experience in health assessment and evaluation within the region.
- To provide technical information on health related matters to NS and CD on request.
- Liaise with OD unit and HCB programme to develop and utilize a regional HR database to map and utilize available skills on NSs in the health sector.

**Objective 2** A system for health data collection, analysis and dissemination for national societies and country delegations.

Activities to achieve objective 2 are:

- Develop and maintain professional contacts with relevant institutions, agencies.
- Compile/disseminate situation reports/relevant health materials on health status, with emphasis on high risk groups.
- Monitor health trends, issues and outbreaks in the region through various information sources and links with organisation such as WHO; liaise with HIE on these issues and disseminate the information to country delegations, national societies for appropriate action.
- Maintain a resource library on health information for utilisation by national societies and country delegations.
- Update and analyse health trends in the region jointly with national societies by organising a regional workshop in collaboration with relevant health organisations in the first quarter of 2002.

**Objective 3** A technical and resource support system for health planning, assessment and evaluation for national societies and country delegations.

Activities to achieve objective 3 are:

- Establish a user friendly system for country delegation and national societies to request and access required information on health trends and technical information for use in their programmes.
- To provide technical support by conducting and reviewing assessment and evaluation in the field of health.
- To facilitate on the job experience in health assessment for staff of the NS.
- To facilitate the utilization of NS staff with experience in health assessment and evaluation within the region.
- To provide technical information on health related matters to national societies and country delegations on request.
- To liaise with the OD unit to develop and utilize a regional HR database to map and utilize available skills of societies in the health sector.

**Objective 3** A formal/informal network for health information sharing and exchange for national societies within and outside the Red Cross/Red Crescent network.

Activities to achieve objective 3 are:

- Contribute to the Regional Health Newsletter.
- Introduce a section on Health Trends and Surveillance in the Regional Health Newsletter.
- Develop an appropriate medium for health information exchange and dialogue on specific health issues, in consultation with country delegations and national societies.
- Participate in relevant health forums, conferences and workshops to gather and update information for utilisation by national societies and country delegations.
- Initiate regional health initiatives and activities, as the situation requires.

## **Expected results**

Objective 1:

- Data exchange and collaboration.
- Situation reports/relevant health materials disseminated.
- Priority health areas more effectively addressed.

Objective 2:

- A list of national society staff with expertise in data/situation analysis.
- Evaluation, assessment reports.
- National societies using relevant data for input into health planning process.
- Key national society managers equipped with assessment and evaluation skills.
- An effective operational health team in the region, with efficient and appropriate utilisation of skills to support national societies.

- Clearly resolved and implemented structures for technical assistance, reporting and information sharing under Action Research between regional and country delegations.

#### Objective 3:

- Utilization of an information sharing medium.
- A working relationship formed for the purpose of linking and sharing information/expertise with international organisations, NGOs and UN agencies.

### Indicators

#### Goals:

- Number and percentage of national societies initiating new programmes or integrating issues related to priority health areas.
- Percentage of national society staff trained and able to conduct their own assessment/evaluation and analyse data.

#### Objective 1:

- Number of requests for situation reports/health related materials from national societies and country delegations.
- Amount of relevant information and related trends disseminated to national societies and country delegations.

#### Objective 2:

- Number of assessments/reviews conducted.
- Percentage of experts whose expertise is used by the national societies. Number of regional teams inputs into national society programmes.
- Frequency of utilisation of the team's expertise.
- Documented discussion on agreed processes.

#### Objective 3:

- Percentage of discussion initiated through newsletter and discussion forums.

## Regional Blood Programme

### Background and achievements/lessons to date

The provision of safe blood remains a critical health issue in many countries of the region. Many national societies are involved in blood services to different degrees - either through voluntary non remunerated blood donor recruitment, blood collection and/or blood processing. Quality standards in the region are diverse, ranging from societies which almost define the "state of the art" - like Japan, Republic of Korea, Hong Kong and to a certain extent Thailand - to countries which are at the very beginning of their commitment to safe blood. Many of these societies are facing considerable challenges. Since November 2000, the Secretariat, and its delegations, have focused on voluntary blood donor recruitment and hence the regional delegation's support will also concentrate on this component, providing direct advice to national societies involved in this area. In addition the formation of a regional Task Force on voluntary non-remunerated blood donor recruitment will be supported, as requested in the Regional Blood Workshop in Singapore in October 2001. Reflecting the new focus in the Secretariat, it is now even more important that key national societies in the region are able to co-ordinate their international co-operation and support to sister societies. For this reason the regional health unit facilitated the formation of an "advisory group" consisting of these national societies.

**Goal** The blood programme aims to assist national societies in Southeast and East Asia in providing blood services of appropriate quality, focusing in particular on blood donor recruitment and retention programmes.

### Objectives and activities

**Objective 1** Key national society blood managers equipped with necessary managerial and technical skills to implement effective blood donor recruitment and retention programmes.

Activities to achieve objective 1 are:

- Define jointly with regional blood groups criteria and procedures for Red Cross/Red Crescent scholarships, exchange visits and on the job training opportunities.
- Identify jointly with regional blood groups available scholarships from outside Red Cross/Red Crescent and disseminate this information to national societies; facilitate access to these courses.
- Organize a skills building session at regional blood donor recruitment task force meeting.

**Objective 2** An information network among national society blood managers, with emphasis on voluntary blood donor recruitment.

Activities to achieve objective 2 are:

- Publish a regular blood section in the RHN ( maintained by blood regional groups).
- Utilize national society focal persons of regional blood groups for the dissemination of the RHN, and relevant Federation publications (Blood Donor Recruitment Manual). Encourage national societies to use them as appropriate in their national context.
- Conduct a regional blood donor recruitment workshop.
- Participate in an annual meeting/strategic planning workshop of the regional blood advisory group.
- Convene an annual meeting/strategic planning workshop of the regional blood donor recruitment task force.
- Set up an administrative and financial system for the Secretariat's functions in the blood group.
- Provide technical/secretarial support to the blood donor recruitment task force in implementing its workplan and support the meetings of the advisory group.
- Provide, as deemed necessary, resource support to the activities of the regional blood donor recruitment task force.
- Facilitate and where necessary provide support to the representation of blood donor recruitment task force at international/regional blood meetings.
- 

**Objective 3** A system for the effective utilisation of expertise and resource people within the Red Cross/Red Crescent Movement.

Activities to achieve objective 3 are:

- Collect and maintain, jointly with regional blood groups, information on resource persons in the regional data bank; develop a mechanism for its effective use.
- Conduct a regional campaign on blood donor recruitment in co-operation with the regional blood donor recruitment task force.
- Establish and maintain relationships with professional organisations such as WHO and academics with large expertise in blood programmes.

## **Expected results**

Objective 1:

- An inventory of regional training opportunities in blood, with a focus on voluntary blood donor recruitment.
- A "scholarship" support system for national society staff to attend regional training courses.
- A regional blood donor recruitment workshop.

Objective 2:

- A regular blood section in RHN.
- A regional task force on voluntary blood donor recruitment providing technical support to blood donor recruitment activities of national societies.
- A regional blood advisory group is assisting national societies in their blood programmes.

Objective 3:

- A set of criteria for information included in regional databank on resource persons.
- A pool of regional experts in blood identified in the regional databank.
- Increased public awareness of Red Cross/Red Crescent work in regard to blood donor recruitment and retention through regional events/campaigns.
- Improved co-ordination of regional blood initiatives with the activities of other relevant professional organisations.

## **Indicators**

Goal: Qualitative assessment of national societies' blood donor recruitment programmes.

### Objective 1:

- Number of national society staff having applied for scholarships identified in training opportunities brochure.
- Number of national society key staff trained/coached in training courses.

### Objective 2:

- Number and geographical distribution of authors of articles.
- Number of feedback letters to the editor on blood articles in RHN.
- Number of participants attending the blood donor recruitment workshop.
- Qualitative assessment of workshop.
- Number of registered member national societies of regional blood donor recruitment task force and advisory group.
- Number of meetings of regional groups.

### Objective 3:

- Number and percentage of experts utilised from the data bank.
- Number of national societies who participated in the regional event.
- Number of professional organisations and academics contacted.

## **Regional emergency health programme**

### **Background and achievements/lessons to date**

Southeast and East Asia are two of the regions in the world which are usually severely affected by disasters. Furthermore, most of the countries in the region have low-income economies, plus a wide diversity in terms of political, religious, cultural, geographic, social and human development stages and structures. Such resource-poor settings have limited investments in disaster mitigation, including the health sector. (The World Disasters Report 2001 stated that although half of the 2,557 disasters reported worldwide occurred in middle-income economies, low-income economies are particularly hard-hit, with 1,057 lives lost in each event.).

Complicating the situation is the weakness and fragile state of public health systems of low-income countries in the region. Further, development in health care has concentrated on secondary and tertiary levels of care, leaving PHC and peripheral health services under-funded and in crisis. Hence, such systems easily collapse in the wake of major disasters and emergencies, leaving a vulnerable population unattended and further exposed to public health problems.

Between 1996-2000, many countries in the region also experienced disease outbreaks. While Cambodia, Lao PDR, Malaysia, Mongolia, Philippines and even Brunei had cholera outbreaks, and Lao PDR and Thailand had typhoid fever incidents, the more advanced health systems of Hong Kong, Japan, Republic of Korea and Singapore were also faced with influenza (H5N1), meningococcal diseases and food-borne staphylococcal intoxication illnesses.

In 1998 however, many countries (irrespective of their stage of health development) fought to control dengue fever/dengue haemorrhagic fever which has risen above previous incidence levels. WHO reported that Cambodia, China, Indonesia, Lao PDR, Malaysia, Philippines, Singapore and Vietnam accounted for most of the 552,088 cases recorded in the Western Pacific, with Vietnam the highest, at 70%.

Many national societies in the region have functioning disaster management programmes. National societies are also well-placed in national disaster management committees, playing key roles in preparedness and response co-ordination, as well as in the integral development of the national body. Although in different stages of development, these national society programmes have developed networks of volunteers and partner organisations which can be tapped and mobilized for preparedness and emergency response operations.

While these national societies have developed policies, systems and procedures to respond to natural and man-made disasters, such systems are not prepared to immediately respond to disease outbreaks or epidemics. And although health components in most emergency response programmes have dramatically increased, recent emergency operations of national societies in the region have few or no inputs from their health departments.

For these reasons, during the Quality Management Workshop for Red Cross/Red Crescent Health Programmes (Singapore, October 2000), national society health managers requested the Regional Health Unit to assist them in developing capacity in addressing health issues and problems in emergencies/disaster situations. Two years earlier, national society leaders in the Asia-Pacific region adopted the Hanoi Declaration which highlighted the following recommendations related to health emergencies: to strengthen organizational capacity to respond to emergency health conditions and foster long-term programmes with national health authorities, address new and re-emerging diseases, and develop an advocacy aspect to disaster response and preparedness activities. The RHU responded with the implementation of the programme in May 2001.

**Goal** Reduce the negative public health impact of emergencies and communicable disease outbreaks in local communities and vulnerable populations in Southeast and East Asia.

## **Objectives and activities**

**Objective 1** Improved capacity of national societies' health departments and assigned health in emergencies (HIE) staff to assist communities in addressing health problems/issues during disasters or disease outbreaks.

Activities to achieve objective 1 are:

- Continuously update a registry of national society HIE staff, indicating existing capacity and skills, as well as requirements for training and development.
- Organize a follow up customized regional training on HIE preparedness among national societies in Southeast and East Asia.
- Update an inventory of short training courses on HIE offered by learning institutions and universities in the region.
- Provide scholarships/funding support to selected national society HIE staff for relevant training courses.
- Organize relevant and appropriate on-the-job training or practical training missions or exchange visits for selected national society HIE staff.
- Continuously update a database of national society HIE resource persons, as well as HIE individuals available for emergency response missions.
- Support an informal advisory group composed of national society HIE staff which will provide support and guidance for the development of national society HIE programmes, as well as the regional programme.
- Produce a regular Health in Emergencies section in the Regional Health Newsletter through a group of national society focal persons.
- Develop/produce technical documents for distribution to national society HIE department/key staff.

- Facilitate the establishment and nurturing of professional contacts between national societies and relevant institutions, agencies and peers within and outside the region.

**Objective 2** Improved capacity of the Federation (Southeast and East Asia) to provide technical, resource and co-ordination support to national societies HIE programmes as well as to the Federation secretariat's response to major disasters.

Activities to achieve objective 2 are:

- Continuously update a registry of Federation health advisers indicating capacity and skills, as well as requirements for further training.
- Involve Federation health advisers in the region in follow up customized regional training events on HIE preparedness.
- Using the inventory of short training courses, facilitate the participation of concerned Federation advisers in specific courses.
- Continuously update a database of Federation health advisers with HIE skills (within the region).
- Adopt guidelines, procedures for effective and maximum utilisation of Federation expertise in HIE in the region.
- Develop/regularly update a regional disaster map outlining type and characteristics of disasters, vulnerabilities and existing capacity, and national society/Federation interventions.
- Conduct regular disaster monitoring and surveillance to detect public health trends and dangers.
- Develop/adopt mechanisms, systems and procedures to rapidly respond to national societies' and country delegations requests for technical and resource support related to assessment, co-ordination, review or evaluation of national society HIE activities/projects with other units of the regional delegation in Bangkok.
- Develop/adopt mechanisms, systems and procedures for the provision of essential support and co-ordination to major Federation response operations.
- Develop and maintain relevant databases on medical logistics and supplies, jointly with other components of the RHU and other units of regional delegation, Bangkok.
- Maintain and regularly update a resource library on HIE for RHU support and use in the region.
- Establish/maintain relationships with other organisations in the field of HIE to improve Federation's preparedness and response capacity in the region.
- Participate in regional and international meetings on HIE/disaster management to acquire updated information and tools on HIE/DM.

## **Expected results**

Objective 1:

- A set of knowledge, skills building initiatives to enhance managerial and technical skills of national society emergency health managers.
- A system for the effective utilisation of expertise and resources in emergency health within the Red Cross/Red Crescent Movement.
- A regional network for information and experience sharing, advocacy and implementation of regional initiatives.

Objective 2:

- A set of knowledge, skills building initiatives for Federation health advisers to enable them to facilitate and support national societies.
- A system for the effective utilisation of the expertise of Federation health advisers in the region.
- Appropriate Federation preparedness and response mechanisms/systems to effectively support national societies' emergency response operations, as well as major operations co-ordinated by the Federation secretariat.

## **Indicators**

Goal: The quality of response.

#### Objective 1:

- Number of national societies with emergency health preparedness and response plan.
- Number of national society emergency/disaster response operations with inputs from the health sector.
- Number of national society HIE staff who participated in training activities facilitated by RHU.
- Number and percentage of national society resource persons whose expertise was utilised by other national societies in the region.

#### Objective 2:

- Number of national societies provided with technical advice, and guided through the development of HIE programmes by Federation health advisers.
- Number of emergency response operations developed, implemented and evaluated with Federation health adviser input.
- Number of Federation health advisers who participated in training activities facilitated by RHU.
- Number and percentage of Federation health advisers included in database and utilised by national societies in country and other parts of the region.
- Number and kind of equipment and tools maintained at regional level.

## **HIV/AIDS Reproductive Health**

### **Background and achievements/lessons to date**

The HIV/AIDS epidemic poses a tremendous threat to the economic development of the region. An estimated 3 million people in Southeast and East Asia are reported to be infected; this number can easily be quadrupled if factors such as people affected through loss of income in families, orphans, discrimination or increased spending for health care are taken into account. Of major concern is the continuing rise in the estimated numbers of those infected.

The year of 2001 was a remarkable year in the history of the global fight against the HIV/AIDS epidemic, as it was for the Red Cross/Red Crescent globally and regionally.

For the first, time the United Nations held a Special Session on HIV/AIDS at its General Assembly in June 2001 at which the heads of 189 nations signed a Declaration of Commitment to scale up their interventions against this epidemic. This opens up a great potential for national societies to advocate with their governments more strongly than ever for the reinforcement of their political commitment to increase their national HIV responses.

Also in 2001, the Federation declared to the world its global partnership with the Global Network of Positive People (GNP+), which reinforces its position of being the public advocate for the rights and empowerment of People Living with HIV/AIDS. Thus, in order to make it a truly global partnership, every national society in the region is also urged to build partnerships with their national networks of HIV/AIDS people.

In addition, at the end of 2001, the Thai Red Cross Society in co-operation with its government was to host the 5th International Conference on Home and Community Care for PLWHA -- creating a momentum for the promotion and reinforcement of the global and regional recognition of the role of the Red Cross/Red Crescent as major provider of home and community care for people living with HIV/AIDS.

The programme identifies the impact of discriminatory attitudes towards PLWHA as the most crucial in its intervention strategies. The Red Cross/Red Crescent will therefore continue to carry out this region-wide anti-discrimination campaign in 2002 and 2003. A continuation of a successful poster competition, and a regional comic strip competition are being organized by the RHU, which will continue to advocate for nondiscrimination of PLWHA.

The Red Cross and Red Crescent societies in the region have recognized the importance of the HIV/AIDS epidemic for their communities and in 1994 had already formed the Asian Red Cross/Red Crescent Task Force on AIDS (ART). The ART secretariat has been hosted by the Thai Red Cross since early 2001.

The regional health unit is providing managerial and technical Support to the ART secretariat in addition to its work on HIV/AIDS discrimination in the region.

**Goal** The HIV/AIDS and Reproductive Health Programme aims to assist national societies in Southeast and East Asia in providing HIV/AIDS programmes of adequate standards that contribute to the reduction of the HIV/AIDS epidemic impact on individuals and communities.

## **Objectives and activities**

### **Regional Health Unit level:**

**Objective 1** Technical and resource support systems for the ART Secretariat in supporting ART members to implement Task Force programmes.

Activities to achieve objective 1 are:

- Support the ART Secretariat in developing work-plans, budgets and applying log-frame in project proposals.
- Support the ART Secretariat in establishing administrative and organizational procedures in reporting and finance.
- Facilitate the ART Secretariat's building of linkages and relationships with related external groups.
- Participate/provide technical support to the ART in ART co-ordination meetings, regular meetings and skills building workshops.
- Provide necessary technical support to the Secretariat in production of ART newsletter (printing, English editing); organise related skill training.
- Provide technical support to ART member national societies in conducting their national HIV/AIDS strategic planning workshops.
- Map the potential resources of national societies for hosting ART Secretariat, assist ART Secretariat to identify the next host national society for the ART Secretariat functions, facilitate the transfer of responsibilities and assets to next host.
- Provide input and resource support to the ART Secretariat in conducting its internal evaluation.
- Facilitate the sharing of ART experience with other regions.
- Sign a memorandum of understanding with national society identified for the hosting of ART Secretariat.

**Objective 2** Set up a system for health and related data collection and analysis in the field of HIV/AIDS/STD as a basis for strategy development in specific country/risk groups by national societies and Federation country delegations in the region.

Activities to achieve objective 2 are:

- Compile, analyze and disseminate secondary data on HIV/AIDS (*see as well HISS programme*).
- Maintain a regular section on HIV/AIDS in the Regional Health Newsletter.
- Provide necessary technical support to country delegations in HIV/AIDS related issues.

**Objective 3** Increase awareness for the prevention of discrimination against and stigmatization of people living with HIV/AIDS.

Activities to achieve objective 3 are:

- Initiate a regional essay competition against discrimination of PLWHAs in co-operation with national societies and the ART Secretariat (suggested themes: "My friend/neighbour is PLWHA", "How I can help people infected with, or affected by HIV/AIDS in my community", etc.).
- Compile a virtual library of comic strips on HIV/AIDS anti-discrimination, disseminate it within Red Cross/Red Crescent.
- Organize a regional event on World AIDS Day.
- Develop relationships with regional networks HIV/AIDS positive people.

- Publish a compilation of Red Cross photos from “Positive Lives” project and facilitate its utilisation by national societies for their in-country programmes.
- Participate in Red Cross/Red Crescent global initiatives on HIV/AIDS.
- Participate in the International Conference on AIDS in Barcelona and the 7th ICAAP.
- Liaise and maintain professional contact with relevant agencies.
- Establish links and partnerships with regional networks and forums of PLWHA.
- Encourage national societies to foster friendships and collaboration with HIV/AIDS positive people.

### **ART Secretariat level:**

**Objective 4** ART members capable of implementing and supporting HIV/AIDS/STDs related programmes.

Activities to achieve objective 4 are:

- Assist ART member national societies in conducting HIV/AIDS strategic planning workshops.
- Assist national societies in the evaluation of their HIV/AIDS education programme through technical inputs.
- Liaise with international and national organisations involved in HIV/AIDS programmes.
- Facilitate study tours identified and agreed upon among ART members according to previously established criteria.
- Compile ART members’ experiences in development of manuals.
- Initiate meetings on identified cross-border issues in order to plan a joint programme and develop proposals.
- Map the expertise /needs of each society’s HIV/AIDS programme.
- The ART Secretariat will assist ART members in advocating to their respective secretary generals through relevant IEC materials (newsletter), letters, meeting reports.
- The ART secretariat will assist ART members in advocating for support from government and other organisation through the following: Facilitating the introduction of ART members to relevant regional organisations dealing with HIV/AIDS; facilitating participation of ART members in international meetings/conferences and workshops.
- Assist national societies in developing project proposals through skills training.
- Liaise with other international and national donor agencies and organisations involved in HIV/AIDS and compile a donor list.

**Objective 5** Maintain a formal/informal network for information and experience sharing and exchange, in order to advocate for HIV/AIDS related issues.

Activities to achieve objective 5 are:

- Invite national societies in Southeast and East Asia to be official members of the ART.
- Invite non-ART member national societies in South Asia to join ART meetings as observers.
- Extend support for the establishment of South Asia Regional Red Cross/Red Crescent Task Force on AIDS.
- Share ART’s experience and lessons learned with other regional Red Cross/Red Crescent networks, through newsletters, communiqués, e-mails and reports.
- Advocate for HIV/AIDS action within and outside the Red Cross/Red Crescent network.

**Objective 6** ART Secretariat is able to support ART members in implementing the programmes of the Task Force.

Activities to achieve objective 6 are:

- Organize/co-ordinate members for ART co-ordination/annual meetings and skills building workshop.
- Provide ART members with new materials.
- Produce leaflets/brochures promoting the work of ART (e.g. ART principles on gender).
- Assign focal persons for ART activities.
- Improve ART administrative and organizational system.
- Establish a system for reporting/updating of Secretariat on HIV/AIDS programmes of national societies.
- Coordinate with ART members participating in activities organized by the RHU.

## Expected results

### Objective 1:

- Establishment of administrative and organizational procedures.
- ART project proposals.
- Improved collaboration among peers and other related groups.
- ART meeting, skills building workshop, co-ordination meeting.
- Skills in newsletter editing.
- HIV/AIDS strategic plans of national societies.
- National society to host ART Secretariat identified.
- Transfer of skills and inventories to the next ART Secretariat.

### Objective 2:

- Availability of situation reports.
- Health Information System.
- A pool of potential contributors to the Regional Health Newsletter.
- HIV/AIDS section in RHN.

### Objective 3:

- Increased awareness of national societies of the issue of HIV/AIDS related discrimination.
- Campaign activities such as press releases, leaflets/brochures, radio/TV messages.
- A regional gallery of comic strips on HIV/AIDS anti-discrimination.
- Increased recognition by UN and other bodies of the work of Red Cross/Red Crescent in the region.
- Improved knowledge and skills of the regional health team members.
- Global initiatives of the Federation are translated into the regional context.
- Partnerships with PLWHA networks.

### Objective 4:

- A five-year strategic plan per national society submitted to the ART Secretariat.
- Detailed country evaluation reports.
- Information on ART strategies, achievements, lessons learned shared within and outside the Red Cross/Red Crescent network.
- Joint inter-country proposal will be submitted on cross border issues.
- List of experts/needs of national societies identified in the national societies' HIV/AIDS programmes.
- National society Secretary Generals and key officers have expressed support and commitment to ART through financial resource allocation.
- Financial support from governments and other organisations.
- Skilled ART in-country staff to develop effective proposals and plans.
- Directory of donors from funding in-country/international funding.

### Objective 5:

- Non-ART member national societies in Southeast and East Asia region attend/participate in ART meetings.
- ART membership increases by one from Southeast and East Asia.
- Creation of South Asian Red Cross/Red Crescent Task Force on AIDS.
- Sharing of experiences and lessons learned from other HIV networks.
- HIV/AIDS issues integrated into other development programmes/policies of national societies.

### *Objective 6:*

- Focal persons identified, and working committees for specific programmes formalized.
- Administrative and organizational procedures in reporting and finance established.
- System for Secretariat/national society reporting and updating.
- Financial procedures set up.
- Skills in newsletter editing.
- ART publications to promote the work of ART.

## **Indicators**

Goal: Qualitative assessment of national societies' HIV/AIDS programmes.

### Objective 1:

- Number of meetings attended outside the ART circle.
- Number of newsletters issued.
- Feedback from ART members.
- Increased efficiency (regular reporting, application of log-frame in project proposal, sharing of information and financial management) of the ART Secretariat.

### Objective 2:

- Number of situation reports.
- Number of requests for situation reports/other health related materials.

### Objective 3:

- Number of national societies who participated in the campaign activities.
- Number of brochures/leaflets distributed.
- Number of press releases.

### Objective 4:

- Number and percentage of ART member national societies which conducted strategic planning.
- Number and percentage of evaluation reports from member national societies submitted to the ART Secretariat.
- Number and percentage of national society manuals amended.
- Percentage of ART members attending the meeting.
- Number of brochures/newsletters distributed.
- Number of organisations with whom ART has linked.
- Number and percentage of proposals developed on cross border issues.
- Percentage of national society in-country budget allocated for HIV/AIDS programme. Number of proposals approved for funding.

### Objective 5:

- Number of national society observers in the ART meeting.
- Number of meetings attended.
- Number and frequency of exchange of information and materials (newsletters, reports, minutes).
- Increase efficiency of the ART Secretariat through regular reporting, sharing of national society information, financial management and newsletter production.
- Successfully organized ART meetings/workshops.

### Objective 6:

- The number of ART publications.

## **Regional psychological support**

### **Background and achievements/lessons to date**

Unlike highly developed countries, where easily accessible infrastructures provide psychological support to individuals in need, in Southeast and East Asia the family plays a vital role in providing care of this kind to family members. In this region and within some cultures, seeking psychological support services is seen as a sign of being “mad” or “devil driven”. As a result people tend not to admit they are in need of help out of fear of potential discrimination. Until recently, therefore, the concept of a psychological support service was considered as “western, foreign”. However, major political, socio-economic and cultural changes in the

region combined with the shift in traditional family and community values and beliefs are putting enormous strains on the coping mechanisms of individuals and families.

Among the main factors that shape today's increasing need for psychological support services in this region are the following developments.

Disasters, natural and man-made, occur increasingly in this part of the world. For example, in the last decade Asia was the continent most affected by natural disasters (39 % of the total number reported). Long-term psychological effects of warfare, social unrest and confrontation as a result of ethnic backgrounds are still evident in many nations. According to the World Disasters Report 2001, Asia accounts for 45 % of the last decade's reported conflicts. In 2000, it states, a total of 906,200 asylum seekers and refugees were reported in host countries in Southeast and East Asia and the Pacific.

The southeast Asian socio-economic crisis led to alarming rates of unemployment, increased poverty and social insecurity of individuals. Growing HIV/AIDS epidemics affected entire communities. By the end of June 2000, a total of 5.6 million people were estimated to be living with HIV/AIDS in South and South East Asia region alone (UNAIDS Report 2000). Drug and substance abuse problems are prevalent in many countries, especially among the youth.

Under the pressure of these challenges, communities increasingly recognize the need for seeking emotional and psychological support outside the family circle.

In response to the growing demand for psychological support services (PSS), a number of national societies in the region developed a special PSS programme or integrated a psychological support component into their existing programmes, such as first aid, disaster relief and rehabilitation, HIV/AIDS care, among others. For example, the Japanese Red Cross Society has a training module for staff members of disaster relief teams and the Thai Red Cross has developed psychological first aid training for nurses.

PSS is seen as an integral part of the social welfare programme in many national societies. The Philippines National Red Cross developed a special programme to provide critical incidence debriefing for children, whereas the Vietnam Red Cross has a special programme targeting the disabled. However, to date there has been no systematic regional mechanism to assist societies in developing psychological support programmes of adequate quality and scale corresponding to current needs.

National societies have requested the Federation to facilitate the establishment of such a regional mechanism. This need was first identified at the Regional Workshop on Quality in Health held in Singapore, October 2000, where senior health managers reviewed existing regional assistance strategies for 2001-2002. As a result, the RHU is planning to develop, in a participatory approach, a regional programme to support national societies in their PSS efforts.

**Goal** The programme aims to assist national societies in Southeast and East Asia in developing/providing psychological support services that are of appropriate quality and culturally sensitive.

### **Objectives and activities**

**Objective 1** National society PSP officers sufficiently skilled to provide psychological support programmes of adequate quality.

Activities to achieve objective 1 are:

- Conduct an initial survey to identify the needs of national societies for building technical skills.
- Conduct a skills building session attached to the regional strategic planning workshop.

**Objective 2** A formal/informal regional information-sharing network on PSS among national societies.

Activities to achieve objective 2 are:

- In co-operation with the Regional Programme on Health Information Surveillance, gather data on PSS needs on a systematic basis (disasters, large population movements, health trends) and if necessary, alert national societies to the necessity of such services.
- Publish, in collaboration with HCB programme, a section on PSS in the RHN.

**Objective 3** A technical and resource support system for the Federation regional delegation/country delegations in order to effectively deliver PSP consultancy/facilitation services to national societies.

Activities to achieve objective 3 are:

- Organize a regional workshop to identify the main strategies of a regional PSP with the involvement of national societies.
- Facilitate the attendance of Federation regional health technical team members in relevant training courses and regional meetings on PSP to improve their knowledge and technical skills on PSP.

## **Expected results**

Objective 1:

- An inventory of training needs and existing national society programmes.
- PSP officers are equipped with skills and knowledge on PSP activities.

Objective 2:

- A section on PSP in the Regional Health Newsletter.
- A system for PSP-related data collection and analysis as a basis for strategy development by national societies and Federation country delegations/regional delegation.

Objective 3:

- A regional strategic plan developed and supported by national societies.
- Up-to-date PSP information and skills of regional technical team members.

## **Indicators**

Goal: Qualitative assessment of national societies' PSP programmes.

Objective 1:

- Number of requests for training received from national societies.
- Number of national societies responding to the regional mapping questionnaire.
- Number of national societies attending the workshop.
- Qualitative workshop evaluation by participants.

Objective 2:

- Number of national society personnel contributing to RHN.
- Feedback received from national societies on the PSP articles published in RHN.
- Number of information documents on PSP shared among national societies.

Objective 3:

- Number of national society staff attending the regional workshop.
- Qualitative workshop evaluation by participants.
- Number of RHT members who attended relevant training or regional workshops.

## **Critical assumptions**

- Trained staff remain with the national society and apply skills through their involvement in the health programmes.
- National societies recognise, and make use of, newly acquired expertise of trained staff.

- Willingness of national societies to share staff, resources and expertise with other national societies.
- National societies recognize the importance of staff training and commit staff for workshops and training exercises.
- National societies are willing to use and have access to appropriate means of communication for interaction and networking.
- National societies/country delegations are willing to access and use RHU technical support and services.
- Timely information and data is processed and utilised by the national societies.

## **Monitoring and evaluation**

The overall responsibility for the implementation and monitoring of the programme rests with the head of regional health unit; the implementation responsibility for the individual components is delegated to the individual health programme officers.

*The programme will be monitored in the following ways:*

- Review of documents on a quarterly basis, including exchange of communication and letters; regionally produced publications; workshop, training, mission and activity reports.
- Through feedback from the regional health team as part of Action Research.
- Through feedback and comments from national societies and country delegations.
- Through quarterly Programme Updates.
- Comments and views from visiting donors and participating national societies.
- Through specific surveys such as yearly survey of contents, presentation and frequency of Regional Health Newsletters.

*The programme will be evaluated in the following ways:*

An external interim evaluation of the programme including all components of the Regional Assistance Strategies for Health (RAS) will be carried out in the first quarter of 2002. The review team will comprise of experts from within and outside the region. A concept paper, proposing the processes and activities involved in the evaluation, has already been developed and is under review by the Secretariat in Geneva.

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## 3. Humanitarian values

### Background and achievements/lessons to date

In recent years, the Federation has come to acknowledge the increasingly important role that communications play in supporting its institutional and operational objectives globally. It is now widely recognised that pro-active and planned communications activities have a direct impact on building a positive image of the Federation and national societies and on their ability to mobilise the financial and technical resources required for the implementation of programmes and operations.

In the face of growing competition and shrinking resources, communications increasingly have a vital role to play in the forefront of any emergency. Recent examples of some of the Federation's largest emergency appeals in the region, such as the Gujarat earthquake and the Mekong floods, highlight the significant role played by professional and timely communications in mobilising local and international support. In Asia-Pacific, the Federation is recognised by the international media as a credible source of information. This recognition has come about after a high level of engagement with individual correspondents. These relationships need to be further developed and consolidated, which requires regular and sustained networking.

To date the general strategic direction that the Federation has pursued in its approach to communications in the Asia-Pacific region has been to promote the role, principles and activities of the Federation and its partner national societies, while at the same time developing the communications capacity of individual national societies through technical support and training. A number of regional and in-country information training and planning workshops have been held in all four sub-regions. Various regional information and communications initiatives have been carried out, such as the regular production of Asia Pacific FOCUS magazine (for an expanded audience in national societies, governments, media, the corporate sector and international organisations), and other publications (Insights, Regional Profiles), media packages, and a Regional Website (now under review).

Although marked progress has been made in raising the profile of the national societies, the communications capacity of each society remains vulnerable, since most information departments maintain only one information officer at national headquarters level, who is called on to service all national communications needs. This hampers the ability of information officers to work strategically. In order to meet such expectations, national society senior management needs to commit a higher degree of support to their information staff and make a greater investment in adequately resourcing their information departments.

While the Federation has undertaken to support national societies in this area, these efforts have been hindered by insufficient financial and human resources. Securing donor funding for communications programmes in the region has been a challenge. Funding for the Regional Information Programme has chiefly come from the national societies of Japan, Sweden and Iceland and more recently the British Red Cross.

In the final declaration of the Asia-Pacific Regional Conference in Hanoi in 1998, the national societies in Asia-Pacific recognised communications as one of the priority areas for the Movement in the region: *"We will progressively improve our ability to publicise the activities and enhance the image not only of our own national societies but of the Movement as a whole, thereby building public, corporate and government support to our national and international operations."*

Although all national societies pledged to fulfil this commitment, the development of communications capacity continues to remain a relatively low priority in most societies. In order to address this issue and enable a more focused and effective approach to communications, the Federation has initiated a number of communications initiatives across the region.

In early 2001 the Regional Information Unit facilitated the development of the *Regional Communications Strategy for East and Southeast Asia 2001-2005* by the national societies in the two sub-regions and the formation of a Regional Communications Network (both of which have the support and participation of the ICRC in Asia). In mid-2001 the Federation's Asia-Pacific Department adopted its *Asia-Pacific Regional Communications Strategy 2001-2005* (largely based on the aforementioned strategy and the regional information programmes which have been implemented in Asia-Pacific in the last few years), which is to be implemented across the Asia-Pacific Region.

This programme covers Southeast Asia, East Asia and the Pacific. In addition, the regional information unit provides technical support to the regional information unit in South Asia in implementing the Federation's Asia-Pacific Regional Communications Strategy. It is a vast region, composed of 37 national societies; there are eleven national societies in Southeast Asia (including East Timor in formation), seven in East Asia (including the Red Cross/SC branches in Hong Kong and Macau), seven in South Asia (including Maldives in formation), and 12 national societies in the Pacific, four of which are in formation. Four regional delegations/offices and 11 country delegations directly support these.

In 2002-2003 the primary focus for the Regional Communications Programme (*Promotion of Humanitarian Values*) will be to continue to improve the technical skills of national society information staff through training and other technical support, but also to integrate advocacy and communications components into training provided by other regional programmes, such as Organisational Development, Disaster Management and Health. Emphasis will also be placed on the targeted training of senior management by including training components where possible into regional forums and workshops. At the same time the programme will continue to portray the Federation and its members to the media. More targeted communications activities linked to global Federation advocacy priorities, such as reducing the stigma and discrimination surrounding HIV/AIDS, will be integrated into programme planning in close co-ordination with relevant regional programmes and information counterparts in national societies.

#### *The Communications Strategy*

The Asia-Pacific Regional Communications Strategy aims to build on existing regional approaches to communications - such as the Communications Strategy developed by the national societies of East and Southeast Asia - to integrate various communications and information activities. It plans to create an integrated and holistic strategy for the Asia-Pacific region as a whole, defining a clear strategic goal and setting specific objectives. Developing a systematic, coherent and global/regional approach to communications will lend greater coherence and effectiveness to planning and implementing the Federation's objectives across the Asia-Pacific region, increasing opportunities to mobilise resources and profile the humanitarian work of the Federation and its national societies, highlighting the strategic directions of Strategy 2010. The strategy sees 'communications' as the umbrella for traditional information work, PR and dissemination as well as providing technical support to fundraising efforts.

#### *The Asia-Pacific Regional Information unit*

To support a closer degree of collaboration on strategic communications issues and activities across the region, the Federation's Asia-Pacific Department in June 2001 formally established the Asia-Pacific Regional Information Unit, based in Bangkok, and headed by the regional information delegate in Bangkok. The head of the unit has overall managerial responsibility for the implementation of the strategy, as well as supervising and supporting the work of the information delegates and officers in regional and country delegations.

The main functions of the Asia-Pacific regional information unit are as follows:

- Coordinating function – team leader, technical manager.
- Information sharing.
- Providing support in identifying tasks and strategic direction.
- Technical 'department' for information delegates/officers in region.
- Skills mapping of information delegates/officers.
- Input into selection and posting of regional and country information delegates in region.
- Technical input into performance appraisals.
- Technical services in conceptualisation and production of country and regional outputs.

**Goal** A greater degree of visibility, credibility, co-operation and support for the Red Cross/Red Crescent in Asia-Pacific.

## **Objectives and activities**

**Objective 1** A strong and well-developed communications capacity of national societies in the region.

Activities to achieve objective 1 are:

- Continue to organise regional, sub-regional and country-based advocacy and communications training workshops, targeting national society information staff, senior management, and volunteers.
- Support the Regional Communications Network in East and Southeast Asia and lead the network's Working Group for knowledge sharing purposes and for planning and implementing cross-regional projects; support the formation of similar networks in the Pacific and South Asia.
- Continue the Regional Internship Programme, initiated in 2001, whereby each year information officers from selected national societies join the regional information unit for a set number of days of intensive training and work participation; advocate for a similar exchange programme on a bilateral basis.
- Support the development of internal and external communications strategies and tools for national societies.
- Through ongoing dialogue, encourage national society leadership to recognise the communications departments as part of the core services and structure of each national society.
- Develop generic training modules that can be utilised for communications training at regional and national levels.

**Objective 2** Expanded strategic links with local and international media to secure sustained and high profile media coverage for the activities of the Federation and national societies in the region, particularly in times of emergencies.

Activities to achieve objective 2 are:

- Further develop, update and expand the network of media contacts in the sub-regions and support the consolidation of a common media database for the Asia-Pacific region;
- Continue to service the information needs of the media in the event of major emergencies in the region, including the rapid deployment of information personnel/spokespeople to the field and the provision of media interviews, briefings and publicity materials as required.
- Devise media strategies in support of Federation programmes and operations at country level, with particular emphasis on long-term humanitarian emergencies (DPRK, Mongolia, Indonesia).
- Maintain and expand the regular flow of information materials (including press releases, publications, photographs, video footage) to contacts in the international and regional media throughout Asia-Pacific.
- Continue to facilitate field trips by international media in co-operation with the communications departments of participating national societies and the Secretariat.
- Support the implementation of advocacy and communications strategies and activities surrounding global Federation campaigns at regional and country levels.
- Organize media workshops and seminars on specific issues at country and regional levels.
- Provide support for the development and implementation of national societies' advocacy and communications strategies to mark 'World Aids Day' in December each year, aimed at reducing discrimination and stigma associated with HIV/AIDS.

**Objective 3** Heightened awareness of Red Cross Red Crescent activities and humanitarian values in Asia-Pacific among key external stakeholders, including diplomatic missions, the corporate sector, civil authorities, NGOs, INGOs and civil society.

Activities to achieve objective 3 are:

- Support Federation staff in Asia-Pacific to identify, initiate contact and network regularly with key external stakeholders.
- Share information with counterparts in peer organisations, including programme plans, reports, assessments, evaluation studies.

- Devise PR and marketing strategies to promote the Federation's Annual Appeal and the World Disasters Report.
- Continue the quarterly publication of Asia-Pacific FOCUS, with distribution to an expanded readership base, external (corporate/political/non-governmental) and internal, throughout the region and beyond.
- Produce and distribute to target audiences sub-regional brochures profiling programmes and activities, and publications (such as *Insights*) linked to specific issues and major emergency operations, in multiple languages.
- Provide relevant editorial input into the Asia-Pacific regional "window" on the Federation's main web site and promote *www.ifrc.org* to media and other internal and external partners.
- Continue exploring the feasibility of producing public service announcements (PSAs) promoting the Red Cross Red Crescent, for use in electronic and print media.
- Support and initiate countrywide and regional promotion and advocacy campaigns.
- Provide communications support to Federation delegations in Asia-Pacific.
- Collaborate with the ICRC on joint objectives planning and training initiatives targeted at national society information/dissemination officers.

**Objective 4** Integration of communications components into all regional/national programmes;

Activities to achieve objective 4 are:

- Joint planning with other regional programme units and country delegations.
- Integrate and implement communications training modules into training workshops initiated by other regional programmes where appropriate (OD, DM and Health).
- Provide communications training for all Federation and national society managers.
- Continued development of regional calendars of events linked to regional programmes and national society activities.
- Incorporate global Federation advocacy positions where appropriate.

**Objective 5** Effective co-ordination of communications activities and projects in Asia-Pacific as leader of the Asia-Pacific regional information unit.

Activities to achieve objective 5 are:

- Provide technical support and assistance to Federation information delegates and officers throughout Asia-Pacific.
- Skills mapping of information delegates/officers in the region.
- Input into the selection and posting of regional and country-based information delegates in the region.
- Technical input into performance appraisals.

**Expected results**

Objective 1:

- By the end of 2003, senior management of at least half of the national societies in the Asia-Pacific region will have received communications training.
- By the end of 2003, the information officers of each national society will have the requisite skills to independently deliver advocacy and communications programmes for their respective national societies.
- By the end of 2003, information officers from at least 12 national societies will have taken part in the Regional Internship Programme.
- The Regional Communications Network in East and Southeast Asia exists and enables regular knowledge-sharing between national society information officers and the Asia-Pacific information unit.
- By the end of 2003, there will be a heightened awareness and support for information programmes amongst national societies' senior management, resulting in a greater allocation of resources to national society information departments.

Objective 2:

- A comprehensive list of media contacts in Asia-Pacific exists and is used for the dissemination of Red Cross Red Crescent material and information.

- The regional and international media increasingly recognises the Federation as a reliable and credible source of information on humanitarian issues.
- The Federation will be recognised by stakeholders as a lead agency in disaster preparedness and response.
- The Federation and national societies will have capitalised upon opportunities to advocate on strategic priority issues including discrimination linked to HIV/AIDS.
- Media strategies in support of Federation/national society operations in selected countries have been designed and implemented.

#### Objective 3:

- The launch of the World Disasters Report will have received a greater degree of coverage in international and regional media and wider distribution amongst target audiences. The Emergency Appeal will have attracted a greater degree of support from regional donors.
- Federation and national society activities in Asia-Pacific will gain greater exposure to a wider audience through Asia Pacific FOCUS magazine.
- Federation and national societies will achieve a greater level of visibility via the Federation's web site.
- Joint planning and implementing on country and regional level with the ICRC through the Regional Communications Network and other Movement forums.

#### Objective 4:

- During 2002 and 2003, the inclusion of communications training modules into workshops and seminars organised by other regional programmes will have benefited a much wider section of national society management and programme staff at headquarters and branch levels.

#### Objective 5:

- Regular meetings on co-operation with other regional and country-based information delegates/officers.
- Consistency in communications programming, planning and production throughout the Asia-Pacific region.

### **Indicators**

Goal: The International Federation and the national societies in Asia-Pacific enjoy greater visibility in national/regional media and wider public support.

#### Objective 1:

- By the end of 2003, information officers from national societies will have the requisite skills to independently deliver advocacy and communications programmes for their respective national societies.
- Reports of 12 information officers from national societies in East Asia, Southeast Asia and the Pacific on their participation in the Regional Internship Programme by end of 2003.
- Increased level of editorial submissions by national societies for publication in the Asia-Pacific FOCUS.
- By the end of 2003, the Regional Communications Network in East and Southeast Asia exists, fostering communication, co-operation and knowledge-sharing between national society information staff and the Asia-Pacific information unit.
- By the end of 2003, a heightened awareness and support for communications programmes among national society senior management, resulting in a greater allocation of resources to national society information departments.
- Increased levels of professionalism in the field of advocacy and communications amongst national society information officers results in a higher level of positive media coverage of national society events and activities.

#### Objective 2:

- A rise in regional and international media coverage of the Federation and national societies.
- The Federation's priorities in advocacy have been highlighted in international and regional media.
- Media reporting on the fight against discrimination against people with HIV/AIDS in the region.
- A greater degree of donor support and interest for Federation and national society programmes in the region.

- The World Disasters Report receives media coverage within the region, contributing to building direct links with peer groups.
- An increase in the funding level for Emergency Appeals for Federation and national societies in the region.
- Greater number of Asia-Pacific news stories appearing on the Federation's web site and other sites that are linked.
- Increased visibility of national societies, producing increased levels of donor support and improved linkages with counterparts in national governments and peer organisations.

#### Objective 3:

- Increased acknowledgment of the role of advocacy and communications by national society leadership.
- Federation staff in the Asia-Pacific region network regularly with key external stakeholders and share information, such as programme updates and plans, assessment reports and evaluation studies.
- Asia-Pacific FOCUS and other Federation materials are distributed to a consistently better targeted internal and external audience.
- At least six stories a month are featured on the Federation's web site (proposed Asia-Pacific regional "window").
- A public service announcement has been produced by the end of 2002 and is seen on major regional TV networks.

#### Objective 4:

- During 2002 and 2003 the inclusion of communications training modules into workshops and seminars organised by other regional programmes will have benefited a wider section of national society management and programme staff at headquarters and branch levels.
- The promotional activities of each national society will be more representative of all programme areas at headquarters and branch levels.
- Participation of regional Information staff in sectoral workshops and seminars.

#### Objective 5:

- Quarterly reports on cross-regional co-operation in the field of communications.
- Programme plans and activities for the Asia-Pacific sub-regions are consistent with the Asia-Pacific Communications Strategy.

### **Critical assumptions**

- The workload associated with rapid onset disasters does not disrupt the implementation of the programme.
- Donor commitment to the programme does not drop.
- National societies take greater ownership of the Asia-Pacific FOCUS magazine.
- National societies devote greater financial and human resources to their communications programmes.
- National societies are able to recruit and retain able information staff.
- National societies commit sufficient management support to their communications programmes.
- Staffing levels within national society information departments are increased.
- The Asia-Pacific information unit concept is supported by regional and country delegations and the Federation's Secretariat.

### **Monitoring and evaluation**

- Quarterly updates on progress and project implementation will be made available to all parties and stakeholders.
- Impact of the programme will be highlighted in the Asia-Pacific regional information unit's and regional delegations' biannual Programme Updates.
- The head of the Asia-Pacific information unit and other regional information unit officers will undertake monitoring visits to the national societies.
- Progress against objectives will be evaluated at the yearly regional communications workshops.
- Reports on the regional workshops will be produced and distributed to all stakeholders.

- Feedback will be gathered from national societies, Federation offices, participating national societies and other stakeholders through visits and forums such as regional workshops, secretary generals meetings, and head of delegation meetings.
- An evaluation of this programme will be designed and commissioned during the first half of 2002.
- Opinion polls in selected countries will measure the image of each national society.

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## 4. Organisational development

### Background and achievements/lessons to date

The International Federation's capacity building model includes organisation development (OD), financial resource development and human resource development, all of which, together with technical development in sectoral programmes (disaster management, health, communications etc), should combine to produce effective programmes in favour of vulnerable people.

Organisational development issues emerge in all national society programmes in the region, since all involve planning, management, assessment and the deployment of human and other resources. The overlapping of governance and management has been the rule rather than the exception in most national societies in the region, although this has been changing. Human resource management and deployment (staff and volunteers) in many national societies often follow cultural, social, historical or even political traditions, although this has also started to change through OD processes and regional efforts in the HR area. The introduction of computers and other modern technology has often created bottlenecks in office staffing. It takes time and patience to work towards modifying working styles and traditions so that programme performance can ultimately improve.

Because of the socio-cultural and political diversity among the countries of Southeast Asia, as well as their varied history and context, the focus in providing OD support from the regional delegation began at the national level. Parallel regional OD activities have mainly concerned human resources, such as the regional delegate recruitment and training programme (RDRTP) and the development of a regional HR strategy, a process begun at a regional HR forum in Manila in July 2001.

In close co-operation with country delegations, the aim of the regional OD programme has been to initiate processes to address a range of issues which so far (since late 1998) have broadly concerned governance, organisation, management, and branch development. With technical support and follow up provided by the OD unit, OD groups or focused working teams within some national societies have been established to address the task areas requiring attention, ranging from staff regulations to project management. It has been important for the OD unit to provide regular follow up support for these processes.

The demand for Red Cross induction training among new and existing national society leaders is large and growing, outstripping Federation/ICRC resources available in Geneva, where such courses have traditionally been held. In order to make this essential background more widely available, as well as to reduce the cost of its provision, the regional delegation identified the need to support the organisation of such courses within the region; the first was held in Yangon in December 2000, organised jointly by the OD unit, Myanmar Red Cross and the Secretariat in Geneva. Responding to national society demand, the regional OD unit has also begun to organise regional basic training courses (BTCs), with the first held in 1999, and the second due in late 2001.

Following regional partnership meetings in 2000 and 2001 attended by all national societies, Federation and participating national societies representatives, an additional focus of the OD programme is to assist and advise in the development of inclusive Country Assistance Strategies to ensure the co-ordination of participating national societies' support to each national society, as well as the overall leadership by the national society in all programmes. The OD unit has already contributed to these processes in Laos and Cambodia.

Achievements of the regional OD programme so far include:

- Recognition of the importance of the separate functions of governance and management
- Practical commitment to the reorganisation of national society governance and management structures
- Practical recognition of the strategic need for improved financial independence
- Practical recognition of the importance of having up to date statutes or constitution

- Action derived from recognition that only strong societies with strong branches can implement good programmes
- An increased number of delegates from non-traditional sources (i.e. from national societies that previously did not supply delegates for Federation positions).

New elements and increased capacity may be required in the OD unit in future. During the last quarter of 2001, a regional OD review was conducted in order to facilitate the development of the Federation's regional OD programme, based on an examination of past experience, an assessment of national society needs for the future and stakeholder consultations. In broad terms there were three main tasks for the review team:

### 1. Evaluation

- Examine the first three years of the regional OD function (1998 - 2001).
- Identify the factors essential to successful and sustainable regional OD support to national societies.
- Identify the factors contributing to less successful or sustainable regional OD interventions.

### 2. Needs assessment

- Identify current and (medium term) future OD support needs of the national societies in the region.

### 3. Future mapping

- Based on the evaluation and needs assessment, identify which areas of OD support should be provided by the regional OD programme, and how they could best be provided.
- Propose strategies for providing required regional technical assistance in OD including the set up of an appropriate regional OD unit and technical structure to implement a regional OD programme.
- Draft a plan of action for a regional OD programme based on the above processes and outcomes.
- Prepare draft job descriptions for key OD unit posts.

The outcome of the review may lead to modifications in the work programme for 2002-3.

**Goal** In line with the goal of the Federation's Strategy 2010, to have "*responsive and focused well functioning national societies working together effectively*", the OD programme will assist national societies in the region to acquire the characteristics of a well functioning national society (WFNS).

## Objectives and activities

**Objective 1** National societies in the region demonstrate significant improvements in their basic foundation.

Activities to achieve objective 1 are:

- *Mission*: national society mission statements will be revisited or developed during country OD/governance workshops, several of which have already been conducted (Cambodia, Myanmar, Vietnam, Laos, DPRK). Such workshops also provide the forum for the identification by the national society of its actual organisational development needs and they facilitate discussion about how the national society can start to address them.
- *Statutes*: The Federation's "Guidance for national society Statutes" (2000) will be used to encourage the national societies to review and revise out of date or inadequate Red Cross laws and statutes (e.g Laos, Myanmar, Malaysia, DPRK). Where appropriate, assistance or legal advice from ICRC and/or the Federation Secretariat may be requested. Strengthening the legal base can often be a lengthy process because of the requirements of national statutory authorities.
- *Constituency*: Follow up OD seminars or meetings will provide a forum for discussion about achieving representative membership in national societies, including the various national ethnic groups, as well as age and gender balance among membership, volunteers and staff. Such discussions are already taking place and need to continue in Cambodia, Laos, Vietnam, Philippines, DPRK and Indonesia.

**Objective 2** National societies with significantly enhanced leadership and management skills.

Activities to achieve objective 2 are:

- *National society leadership:* Country workshops on governance and OD for new national society leadership will be held following a General Assembly or other national society events involving significant change. ICRC will normally provide the sessions on Red Cross history and international humanitarian law. Such workshops provide a springboard for addressing a variety of other issues. Running induction and leadership workshops in the region is more economic, and will make available a thorough Red Cross briefing to a larger number of new and actual national society leaders, who can then organise further training at national level for headquarters and branches. A youth component would be included in this work. One annual regional Red Cross leadership course is planned.
- *Resources:* National societies which are highly dependent on outside funding (e.g. Cambodia, Laos, DPRK) will be encouraged to launch, improve or extend their current fundraising and/or income generation activities. National societies will be encouraged (possibly using outside local expertise) to develop resource development plans and strategies, and to set concrete income targets. Strategies can include approaches to the local corporate sector for funds and donations in-kind. The regional OD unit would require more capacity to conduct focused activities in this area, which has hitherto been the responsibility of the national society with the country delegation.

The regional OD unit will work closely with the regional information unit and the country head of delegation or representative in order to support their resource development and communications strategy through national society public profile and image building. Increased co-operation is envisaged with the disaster management unit particularly with the regionalization of FACT (Field Assessment and Co-ordination team).

Human resources has gradually emerged as a focus area in OD in the region, and at a regional HR Forum held in Manila in July 2001, the ingredients for a draft regional HR strategy were established. A working group is currently developing the strategy, and once adopted, it will be used by national society as a framework for country HR development. The OD unit will play an important role in advising and supporting national society as this strategy gets underway.

Hitherto the OD unit has lacked capacity to provide financial management advice to the national societies. This has usually been provided successfully by the country delegations with support from local branches of international financial firms. Close co-ordination is also maintained with the regional finance unit for advice on effective and transparent financial resource management. A variety of ways of providing support in financial management to national societies will continue on a case by case basis.

- *Organisation:* For national societies to function well, clear organisation, structure and documented procedures are essential for headquarters and branches. These will be developed through a process with regular follow up where needed by the country delegation, regional OD unit or by local institutions with relevant expertise which can support the national society working group/s or committees having such tasks.
- *Country Assistance Strategies:* In line with the Strategy 2010 and the new ways of working proposed for the Federation, each national society (with Federation support) is encouraged to take the lead in developing a country assistance strategy which encompasses all the external assistance it envisages from the Movement. The regional OD unit will help facilitate processes, and provide support where required, towards the creation and eventual implementation of the CAS, especially in countries where country delegation assistance is not available, working with the Federation's designated "focal person" for these countries.

### **Objective 3** National societies with strengthened programme management capabilities

Activities to achieve objective 3 are:

(Many activities to achieve these objectives are carried out by, or jointly with, other regional delegation technical units (health, disaster management, information).

- *Programme management:* Capacity building in programme and human resource management will be part of all regional programmes, since these elements cut across all sectoral assistance provided to national societies by the regional delegation. Greater co-ordination of efforts will be made in order to synchronise and strengthen support in the different sectors.
- *Staff training/motivation:* Exchange of experience visits and opportunities for learning among national society will be encouraged across programmes, as many national society have specific expertise or experience that is lacking in others. This activity will also be significant in the implementation of the regional HR strategy.

Basic Training Courses are scheduled under the auspices of the OD unit (e.g. in Vietnam in December 2001), and the unit will continue to provide specific support to national societies to enable them to both organise BTCs, provide candidates, and to develop procedures for recruiting, training and reintegrating members of their staff for international assignments with the Federation and ICRC. The recent HR Forum assessed the regional delegate recruitment and training programme (RDRTP) and the OD unit will help implement recommended improvements as the programme is mainstreamed into global Federation recruitment. Many national societies have expressed an interest in HR training. A regional HR workshop, the first of its kind, will be held during 2002.

- *Volunteer management:* The study on volunteerism led by the Federation Secretariat has produced draft guidelines and a new policy governing volunteer co-ordination in the Movement. The OD function in the region is to support national societies in the implementation of the global volunteer policy according to their various country situations, and especially to promote sound volunteer management and co-ordination. A regional volunteer co-ordination and management workshop will be organised in the Philippines in 2002.
- *Strategy for the Movement:* Co-operation will take place between the OD unit, country delegations and ICRC in order to start implementing the Strategy for the Movement, in particular objective 1, the strengthening of national societies.
- *Regional youth network:* An assessment of youth programmes in the region will be conducted to establish an active and sustainable network using a “learning from each other” approach. Support and guidance will be sought from the Secretariat’s Youth unit, and from other regional youth programmes, with a view to linking and strengthening country youth programmes, which at present are fragmented and isolated.

## **Expected results**

### Objective 1:

- National societies have a clear mission statement which is familiar and well disseminated (5 national society by the end of 2002, all by the end of 2003).
- National society have taken or are taking steps to establish up to date statutes (5 national society by the end of 2002, all by the end of 2003).
- All new and existing national society leaders have access to thorough Red Cross background and history briefing at regional and/or national level (ongoing).

### Objective 2:

- Most national societies have separate and distinctive governance and management leadership (4 national societies by the end of 2002, all by the end of 2005).
- Most national societies have become more financially independent and are managing their financial resources efficiently and transparently (all by the end of 2005).
- Most national societies have improved procedures (e.g. communications, information circulation; financial management) - (4 national society by the end of 2002, all by the end of 2005).
- Most national societies have established a human resource system based on the collectively developed regional HR strategy (4 national societies by the end of 2002, all by the end of 2004).
- National society having developed an HR policy or approach based on the regional HR strategy have improved staff planning and management (4 national societies by the end of 2002, all by the end of 2004).
- National society volunteers are being managed and co-ordinated effectively (3 national societies by the end of 2002, all by the end of 2004).
- Most national societies are implementing globally agreed Federation policies on youth, gender and volunteering (3 national societies by the end of 2002, all by the end of 2004).
- A number of specialists/consultants and/or institutions have been identified at local level and have been used to complement and back up OD support from the regional delegation and country delegations (ongoing).
- Half of the national societies in the region have provided delegates for Federation programmes (by end of 2002).
- The Federation and ICRC are co-ordinating their efforts to help strengthen national societies as part of the implementation of the Strategy for the Movement (by end of 2002).

### Objective 3:

- National society programmes are better managed through having improved systems and procedures in place (ongoing).
- A Country Assistance Strategy for most national societies is being implemented to co-ordinate support from the Movement (4 national societies by the end of 2002, all by the end of 2004).
- The OD Review findings and recommendations are being used to develop the future regional OD programme (by middle of 2002).

## Indicators

Goal: Although the indicators below can be used as a short term guide, the broad impact of organisational change can only be observed after several years, after new or modified working cultures become internalised and routine. Generally, the characteristics of a well functioning national society are the benchmarks against which progress should be assessed.

### Objective 1:

- Existence of up to date, relevant and well known mission statements.
- Updated statutes in production.
- Diversity of constituency deliberately and actively being sought by national societies.
- Well prepared board members among leadership.

### Objective 2:

- Governance, OD, and leadership courses held and well attended by appropriate participants
- Necessary changes made to structure/organisation/staffing in order to separate governance and management.
- National society independent income increases; external auditors are used.
- Improved organisational systems exist, regional HR strategy is being implemented.
- Federation policies are implemented.
- External consultants and institutions are being used to support national society development.
- An increased proportion of delegates posted in the region are from the region itself.
- Federation OD delegates/officers are working closely with ICRC co-operation delegates and others.

### Objective 3:

- Better managed programmes.
- HR policies in place.
- An increased number of exchange visits amongst national societies in the region
- An increased number of in-country BTCs run by national societies.
- An increased number of national society staff on international/regional postings either with the Federation or ICRC.
- National society volunteer co-ordination going on, staff and volunteers satisfied with the way they are managed and co-ordinated.
- CAS exist for most national societies.
- OD review maps future OD programme.

## Critical assumptions

- Cultural, social and political sensitivities inside the national societies do not constitute a brake on progress.
- National political instability does not reduce commitment to long term aims.
- Significant natural disasters do not divert leadership attention away from OD. Such events should provide the trigger for organisational change.

## Monitoring and evaluation

*The programme will be monitored internally in the following ways:*

- Regional OD unit country trip reports, and quarterly reports.
- Feedback from national societies regarding assistance provided.

- Quarterly reports of heads/representatives of Federation delegations and others.

*Evaluation will be carried out in the following ways:*

- Annual report/assessment by the OD unit of achievements compared with planned activities.
- Impact assessment by a small team (Federation/national society) conducted after 3 years. The first OD review was being conducted in October 2001 after the programme started from scratch 3 years ago.

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## 5. Regional co-operation

### Background and achievements/lessons to date

In 2001, the regional co-operation programme enhanced the working relationship with ICRC, held a successful national societies' Partnership Meeting and a sub-regional Secretary Generals meeting and further embarked on the Action Research initiative that will bring even greater co-operation across the sub-region. Specific progress was made in establishing an effective mechanism to enhance funding, planning and reporting capacities for delegations and national societies throughout the sub-region.

In 2002/2003, the programme will modify its content (complementing the regional 'Management and Coordination' programme) to focus on the enhancement of the working relationships between national societies in the region and a more strategic approach to developing relationships between national societies and potential partners (Red Cross and others). To achieve this it will seek to bring together the key stakeholders, to better share better quality information and to invest in developing national society skills in planning and reporting (which in many cases is a critical step to reducing their reliance on Federation or participating national societies funding). Moreover, the programme will seek to develop funding partnerships not only between donors and the Federation offices but explicitly between the national societies and new and existing regional donors.

The regional funding and planning unit will provide the focal point for most of the activities, with the head of unit based in Bangkok and an officer outposted to Hanoi (thereby also supporting the country office and VNRC). The unit, while providing some overall co-ordination of relationships with partners, will assist Federation offices and national societies to establish and maintain these relationships more directly (in line with the Action Research initiative).

**Goal** To further strengthen the effectiveness of, and external support for, the national societies working together in the Southeast Asia sub-region.

### Objectives and activities

**Objective 1** Regional national societies working effectively together, with common goals and complementary approaches to meeting humanitarian needs within the framework of Strategy 2010 and the Hanoi Declaration.

Activities to achieve objective 1 are:

- Support two annual meetings of the leadership of national societies in Southeast Asia.
- Develop a mechanism for follow up and regular exchange of information between national societies.
- Support the national societies to prepare for the 2002 regional conference.

**Objective 2** Federation offices and key regional national societies have well developed, or enhanced, funding strategies/relationships with Red Cross and other partners.

Activities to achieve objective 2 are:

- Hold a partnership meeting once a year (supported equally by ICRC/Federation)
- Establish a web location detailing strategy, tools and guidelines on potential partners.
- Develop marketing material with support of information unit.

- Meet with key aid staff at most embassies, international organisations and other funding sources in Bangkok, and ensure similar steps are taken at country level.
- Provide facilities to train national society staff in planning and reporting as well as in relationship building.
- Support the inclusion of planning and reporting in national and regional OD programming.
- Assist the Federation offices in developing coherent funding strategies.

**Objective 3** The Federation offices are producing regular plans and reports in accordance with minimum standards.

Activities to achieve objective 3 are:

- Provide quality control of all Federation Appeals and Reports.
- Track and signal all planning and reporting requirements.
- Enhance planning and reporting guidelines.
- Train Federation staff.

**Objective 4** The regional funding and planning unit has been instrumental in establishing global best practice in planning and reporting (under Action Research).

Activities to achieve objective 4 are:

- Develop good examples of planning and reporting.
- Engage one national society in developing and using standard formats.
- Facilitate 2 workshops in planning and reporting for countries where there is no delegation.
- Revitalise the concept of a planning and reporting working group within action research.

## **Expected results**

Objective 1:

- Agreement between regional national society leaders on key shared goals in the fields of HIV/AIDS and disaster management work.
- Support for and participation in the evolution of the delegations to a more facilitating and less operational role.
- Agreed targets for closer co-operation between the regional national societies, the Federation and the ICRC.

Objective 2:

- Partnerships further developed between main stakeholders.
- Federation and national societies able to access information on web site.
- Documentation (including a regional strategy paper) readily available for advocacy and marketing.
- Shared understanding of objectives and strategies, leading to funding applications.
- Training resources ( individuals and organisations) identified and standard tools developed.
- All OD plans (Annual Appeal etc) include activities around skill building in planning and reporting.
- All Federation operations have a funding strategy and strong group of well informed, reliable partners.

Objective 3:

- Three Programme Updates, the Annual Appeal, and Emergency Appeals/Operation Updates and Annual/Final reports produced
- Federation offices advised of requirements for planning and reporting.
- Offices with updated and understood guidelines.
- Expatriates and 2 national staff per Federation office trained.

Objective 4:

- Examples of good practice developed, shared and adopted by April 2002.
- One national society in region (Philippines) beginning to use standard formats.
- Working group on terms of reference in place by November 2001; meeting held 3 times per year; lead person in RM identified.

## Indicators

Goal: Number of Red Cross/Red Crescent partnerships developed within the region as well as the number of partnerships formed with external partners and donors.

### Objective 1:

- Increase in bilateral co-operation within the region, as recorded through MOUs lodged with the regional delegation.
- Comments and suggestions received from regional national society leaders of the services they want from their secretariat.
- Regular participation of all parts of the Movement in regional meetings and initiatives.

### Objective 2:

- The extent and scale (in terms of funds and time frame) of commitment to the partnerships.
- The number of web site 'hits'.
- The number of documents and timeliness of production.
- The number of meetings, extent of relationship and number of funding applications made by Federation and national societies.
- The number of sources catalogued and number of tools; the actual tools as well as records showing the locations of training resources.
- Number of plans and scale of budget in Appeals.
- The level of funding and length of commitment of donors.

### Objective 3:

- The number, quality and timeliness of documents presented to Geneva (or donors).
- The timeliness of reports received in planning and funding unit.
- The existence of guidelines.
- The number of competent staff.

### Objective 4:

- Extent that new formats are adopted and institutionalised; new 'signed up to' formats available.
- Number of standard Federation Updates produced by Philippines national Red Cross society.
- The extent that the process is being led; the frequency, scale and means of information exchange.

## Critical assumptions

- Funds can be obtained to invest in this programme, enabling the unit in Bangkok to avoid being overwhelmed by day to day tasks. While planning and reporting is invariably seen as a support function and typically covered through administration budgets, this programme seeks to invest in capacity building which in turn will lead to further partnerships for national societies.
- National societies will continue to prioritize this capacity building, instead of taking the easier route of letting the Red Cross partners do it on their behalf.

## Monitoring and evaluation

Programme implementation will be monitored through the new performance management system being implemented by the Secretariat. Additionally progress at country level will be monitored by the regional funding and planning unit through regular visits. The programme can be easily evaluated on the basis of the above indicators. The quarterly Programme Update at country and regional level will report against the programme objectives.

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## 6. Regional co-ordination and management

### Background and achievements/lessons to date

The regional delegation for South East Asia was moved from Kuala Lumpur to Bangkok in June 2000. In September 2001, as part of the Federation's "Action Research" into better ways of providing service and leadership for its membership, the regional delegation took on two new roles, as the line managers for the 6 country delegations in Southeast Asia and as the first port of call for sectional programming and planning advice to the delegations.

This means that the existing regional programmes, and their Bangkok-based support units in Organisational Development, Health, Disaster Management and Information, will continue to perform their old functions as service providers but will now play an increasing leadership role with respect to technical delegates in the country delegations, or heads of delegation where no such technical delegates exist.

In addition, a new unit - the planning and reporting unit - has been created in Bangkok and will seek to increase the quality and timeliness of all appeals and reports in the region in order to better serve the donor community and thus secure more consistent funding for programmes.

Reflecting this more regional approach to the work of the Federation, the membership in Southeast Asia is being encouraged to look within the region for resources and to turn to sister societies for support and expertise. Regional networks in health, disaster management, communications and organisational development are being fostered. In addition, the offices of the regional delegation will be expanded to allow the Australian Red Cross's regional HIV/AIDS programme to move into the Federation office.

The regional finance unit will remain based in Kuala Lumpur, utilising the pool of technical expertise built up there. It will focus on providing accounting and financial management services for Federation delegations across the whole of the Asia region.

Finally, the delegation in 2002 and 2003 will be able to devote more time to humanitarian advocacy. This will take two forms, firstly, advocacy on the key issues championed by the Federation and in particular on disaster preparedness and the care and treatment of HIV/AIDS sufferers, and secondly, advocacy for specific programmes with targeted donors based in the region. The former work will specifically target the ESCAP and the UN agencies in the region, plus the World Bank. The latter will be more geared to the embassies and missions of potential donors.

**Goal** To maximise the effectiveness and efficiency of the team work of the Secretariat and the national societies in Southeast Asia and their co-operation with the ICRC.

### Objective and activities

**Objective 1** Strategically managed and co-ordinated country and regional delegations and other Secretariat activities in the region.

Activities to achieve objective 1 are:

- Quarterly management meetings of the full Southeast Asia regional management team.
- The implementation of a monthly management reporting system from country delegations to regional delegation, and vice versa.
- The development of an HR strategy for the team with agreed staffing quotas.
- The development of work plans, including exit strategies, for each delegation which show their evolution is in line with the current role of delegations, as seen in Strategy 2010.

**Objective 2** The development and management by June 2002 of a Regional Assistance Strategy (RAS) for Southeast Asia.

Activities to achieve objective 2 are:

- Discussion of the RAS in the Southeast Asia quarterly management meetings.
- Discussion of a RAS with the Secretary Generals of the national societies of the region and with the main participating national societies.
- Drafting of a RAS by the head of regional delegation.
- Dialogue with other Action Research regions and the Secretariat on methodologies for prioritising assistance.
- Dialogue on a common funding strategy with national societies, then with individual participating national societies and then collectively at the 2002 Partnership Meeting.
- Formal acceptance of the RAS by the Southeast Asia regional management team and the national societies of the region.

**Objective 3** Co-ordinated work from the regional technical units and their country technical delegates.

Activities to achieve objective 3 are:

- Regular meetings of the regional unit heads chaired by the programme manager.
- Regular meetings of and communication between regional units and country technical delegates.
- Regional units review and advise on all technical planning documents.

**Objective 4** A financially well managed regional delegation which does not incur an unacceptable financial deficit.

Activities to achieve objective 4 are:

- Regular weekly staff meetings.
- Regular monthly monitoring of budget against expenditure and funding.
- Performance management training for all staff.
- Implementation of performance management system.

**Objective 5** An efficient information technology system which allows for effective communication and data flow across the regional team and with the Secretariat in Geneva.

Activities to achieve objective 5 are:

- Selection of a suitable ISP in Bangkok that offers web hosting facilities.
- Design and maintenance of a regional intranet web site.
- Systematic inventory of all hardware and software in the region.
- Assist all delegations in implementing an IT development programme to bring them into line with Federation standards.
- Selection and training of third party hardware and software service agents for all delegations where needed.

**Objective 6** Major improvements in financial awareness, responsibility, control and reporting throughout the Asia Pacific Region.

Activities to achieve objective 6 are:

- Continued development of regional finance unit Kuala Lumpur (RFU-KL) capabilities, covering personnel, processes and procedures, under the guidance of the head of the unit and Geneva finance department, in line with funding available.
- Development and implementation of financial analysis packs for monthly distribution.
- Close working relationship between country finance staff and RFU-KL staff.
- Development of country finance staff capabilities, via on site training complemented by regular Kuala Lumpur based intensive training courses on finance methods (focusing on the global picture).
- Reviewing the capacities and resources of local finance staff to determine their future needs.

- Continued focus on the need for finance delegates, and their replacement by suitably qualified local finance staff.
- Early warning system, to identify possible deficits, weaknesses in controls and defaults in financial procedures.
- Early involvement of RFU-KL in disaster operations.
- Finance training for 'non finance managers', presented to country delegations by visiting RFU-KL staff.
- Financial processing and document review completed to the required standard and within deadlines.

**Objective 7** Effective representation and advocacy of the Federation and Red Cross Red Crescent Movement in Southeast Asia and specifically with regional bodies represented in the region

Activities to achieve objective 7 are:

- Attendance and active participation in ESCAP regional expert meetings, the monthly UNDP development forums and the regular World Bank forums.
- Regular meetings with donor missions in Bangkok
- Annual events for the launching of the World Disasters Report and the Annual Appeal.

**Objective 8** Harmonious and close working relations with ICRC across the region.

Activities to achieve objective 8 are:

- Participation in each other's annual planning processes.
- Agreement on and execution of joint advocacy events.

## **Expected results**

Objective 1:

- The development of agreed regional approaches to Federation and regional priority issues.
- Consistent and timely management support to country delegations.
- Increase in the efficiency and effectiveness of the use of human resources within the regional team.
- Agreed exit or change strategies for all delegations.
- Inclusion of the Australian Red Cross's HIV/AIDS unit into the regional office.

Objective 2:

- A Regional Assistance Strategy document which is accepted by the Southeast Asia team, the Secretariat in Geneva and the Federation's membership in Southeast Asia.
- An agreed methodology for prioritising all Federation assistance across the region and a consequent funding intent plan for the region.

Objective 3:

- Increased synergy between regional programmes.
- Better support for country technical delegates and heads of delegations from regional technical units.
- Increased use of regional rather than expatriate technical resources.
- Coherent and non-conflicting programme of regional events and training.

Objective 4:

- The maintenance of an efficient and harmonious working environment.
- Annually agreed appeals and work plans for the delegation.
- An agreed budget for the delegation.
- Expenditure held to a level commensurate with funding available.
- The implementation of the Federation's performance management system.

Objective 5:

- An easily accessible and well used intranet web site for management sharing information in the region, up and running by March 2002

- All software and hardware across the region to be in compliance with Federation standards by June 2002.
- Third party service agreements or in-house service arrangement in place for all delegations by Oct. 2002.

#### Objective 6:

- An effective and efficient regional finance unit covering Asia Pacific region
- Timely, relevant and accurate financial information being provided to those with financial responsibilities.
- Well supported financial infrastructure (personnel and systems) within the region.
- Full compliance with Federation Financial Policies and Procedures.
- Improved financial performance, including the reduction of deficits, quicker financial cycles, and better forecasting.
- Standby financial resources available for FACT teams or smaller scale emergency operations.
- RFU-KL direct financial involvement in country Federation operations where no delegation exists.
- Explanatory role to national societies on the operations of the Federation financial systems.

#### Objective 7:

- Increase awareness within ESCAP, the World Bank, UNDP and Asian Development Bank, within the region, of the role and opinions of the Federation.
- Increased support for Federation programming from donors represented in the region.

#### Objective 8:

- Closer harmonisation of Federation and ICRC regional plans.
- Efforts to pool and share resources in the region.
- Increased participation in each other's regional initiatives, including national society development.

### **Indicators**

Goal: The existence by June 2002 of a Regional Assistance Strategy (RAS) developed and supported by the national societies, participating national societies and Secretariat team in the region.

#### Objective 1:

- Quarterly team meetings held and recorded.
- Monthly management reports received in Bangkok and sent from Bangkok to all delegations.
- Staffing quotas and development plans agreed for all delegations.
- Exit and change strategies agreed for all delegations by June 2002.

#### Objective 2:

- Recording of discussions in the minutes of the regional meetings.
- The dissemination of a draft RAS by the head of regional delegation by February 2002.
- The documented agreement of a RAS by June 2002.

#### Objective 3:

- Regular meetings.
- Increased utilisation of the expertise of country technical delegates on a region-wide basis.
- The timely completion of quality programme plans and quarterly reports which have the inputs and support of the relevant technical units.

#### Objective 4:

- Filing of agreed weekly meeting minutes.
- The availability of updated staff regulations and security regulations.
- All staff to have received at least one formal performance appraisal during the year.
- Distribution and discussion of monthly statement of budget against expenditure and funding for all regional programmes, minuted in the staff meetings.

#### Objective 5:

- Intranet site up to date and regularly visited by all delegations.

- All Federation offices in compliance with Federation standards.
- Service agreements signed and enacted.

#### Objective 6:

- Country specific financial information being provided on a monthly basis to country delegations/desk officers
- Regional specific financial information being provided on a monthly basis to regional delegations/desk officers.
- Global specific financial information being provided on a monthly basis to Secretariat's Asia-Pacific Department.
- All country finance staff to have had 5 days intensive finance training (twice a year).
- Controlled and prior approved deficit spending.
- Country finance staff with financial control and overview capabilities.
- Accurate donor coding and timely financial reports.
- Lower financial assets in the field, reduced working advances and bank balances.
- Regular visits from RFU-KL finance personnel to country delegations for finance reviews.
- Reduced desk involvement with minor finance matters.
- Timely revisions of budgets in line with available income.

#### Objective 7:

- The number of invitations to meetings, functions, events.
- Increased funding from donor missions to the Federation and national societies in the region.
- Annual events held and recorded for the launch of the World Disasters Report and the Annual Appeal.

#### Objective 8:

- Minuted records of attendance at planning meetings.
- Regular monthly minuted meetings between head of regional delegation and ICRC counterpart.

### **Critical assumptions**

- Stakeholders want to, are allowed to and are able to co-operate. If the planning, funding or staffing systems of the national societies, participating national societies or ICRC prevent them working in a co-operative manner then much of the above will be impossible.
- Funding is available for this programme. This is a critical factor, since the universal experience across this region shows that donors are extremely reluctant to specifically fund co-ordination and management programmes.

### **Monitoring and evaluation**

Most of the monitoring and evaluation of this programme is contained within the new performance management system being implemented by the Secretariat, as co-ordination and management is essentially the core management function of the regional team. However a number of specific mechanisms will also be used:

- The head of regional delegation has initiated and will continue a quarterly feedback reporting system from direct reports on "how well the head of regional delegation is doing as a manager and leader". Management style and content will be adjusted on the basis of the feedback from these exercises.
- An annual, externally facilitated team-building retreat will be held for the entire staff of the Bangkok office and a second retreat will take place for the Southeast Asia management team. Feedback from these will be used to adjust management style and content.
- At the annual regional partnership and Secretary Generals meetings, surveys will be carried out to gauge the national societies' views on the service and leadership provided by the regional team.

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<b>PROGRAMME BUDGETS - 2002</b>								
Regional Delegation Bangkok								
PROGRAMME	Disaster Resp.	Disaster Prep.	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	0	0	0	0	0	0	0
Teaching Materials	0	0	0	0	0	0	0	0
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
<b>Subtotal Supplies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	15'565	5'000	7'000	13'100	0	12'000	52'665
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	550	2'100	5'500	0	0	1'000	9'150
<b>Subtotal Capital</b>	<b>0</b>	<b>16'115</b>	<b>7'100</b>	<b>12'500</b>	<b>13'100</b>	<b>0</b>	<b>13'000</b>	<b>61'815</b>
Programme Management	0	66'310	98'116	29'547	29'791	24'492	82'771	331'027
Technical Services	0	19'850	29'371	8'845	8'918	7'332	24'777	99'092
Professional Services	0	22'013	32'572	9'809	9'890	8'131	27'478	109'892
<b>Subtotal Programme Support</b>	<b>0</b>	<b>108'172</b>	<b>160'058</b>	<b>48'200</b>	<b>48'599</b>	<b>39'955</b>	<b>135'026</b>	<b>540'011</b>
Warehousing/Inspection	0	0	0	0	0	0	1'380	1'380
Transport & Vehicles	0	0	0	0	0	0	12'530	12'530
<b>Subtotal Transport &amp; Storage</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13'910</b>	<b>13'910</b>
Delegates & Expatriates	0	322'671	216'763	130'350	140'638	211'420	409'234	1'431'076
National Societies and Local Staff	0	182'930	283'803	90'585	58'130	32'850	332'728	981'026
<b>Subtotal Personnel</b>	<b>0</b>	<b>505'601</b>	<b>500'566</b>	<b>220'935</b>	<b>198'768</b>	<b>244'270</b>	<b>741'962</b>	<b>2'412'102</b>
Travel & Related Expenses	0	47'920	49'860	24'020	30'145	19'200	52'680	223'825
Information	0	12'000	177'000	55'610	0	0	5'190	249'800
Consultants	0	48'300	10'000	0	0	0	5'000	63'300
General Expenses	0	15'675	18'600	26'920	1'200	1'200	254'742	318'337
Training Workshops & Seminars	0	229'600	531'889	50'000	150'000	58'600	6'000	1'026'089
Security	0	0	0	0	0	0	0	0
<b>Subtotal Training, Information &amp; General</b>	<b>0</b>	<b>353'495</b>	<b>787'349</b>	<b>156'550</b>	<b>181'345</b>	<b>79'000</b>	<b>323'612</b>	<b>1'881'351</b>
<b>TOTAL BUDGET</b>	<b>0</b>	<b>983'383</b>	<b>1'455'073</b>	<b>438'185</b>	<b>441'812</b>	<b>363'225</b>	<b>1'227'510</b>	<b>4'909'189</b>