

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

SOUTH EAST ASIA

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: www.ifrc.org

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Overall analysis of the programme w

South East Asia is one of the most populous regions in the world with over 538 million people in mid-2002. The region is comprised of 11 countries with great disparity in social and economic terms - from affluent Singapore to desperately poor East Timor, Myanmar and Laos. In addition to diversity in terms of size and population, countries of the region are also characterised by significant social, political, cultural and economical diversity. The UNDP human development index in 2002 indicated this disparity, with Singapore (25) and Brunei (32) still enjoying a high level of development while East Timor (153), Laos (143), Cambodia 130), Myanmar (127), Indonesia (110), and Vietnam (109) lagging behind.

The challenges facing the region are at the same time enormous. Poverty is still widespread with at least 100 million people living below the poverty line. Although traditionally most widespread in the countryside, increasing rural to urban migration has seen the number of urban poor expand rapidly. Combined with high unemployment and poor living conditions, the health situation is deteriorating in cities with, for example, increased incidence of dengue epidemics and increasing HIV/AIDS infection rates. Meanwhile, access to proper health care, clean water and basic infrastructure remains a challenge for many people - both in the cities and rural communities.

Substantial economic differences between countries have also led to an extensive labour migration within the region. Much of this is considered illegal by 'host' governments, which gives rise to vulnerability among migrants. Trafficking of women and children has been a growing problem, with the main countries of origin assumed to be Thailand, China, Myanmar, Vietnam, Cambodia, and the Philippines while the major countries of transit and destination are assumed to be Thailand, Malaysia and Japan.

Politically, the situation in the region remains relatively stable, although there is a strong undercurrent in several countries - most noticeably the Philippines, Indonesia and Myanmar. In Indonesia tension has risen following the US 'war on terrorism' - culminating with the Bali bomb attack in October. Of the three countries, it appears Myanmar is probably the most 'stable'. Even so, the release in 2002 of the leader of the opposition from house arrest, and UN sponsored dialogue with the military junta, has so far not produced any convincing indications that point to major changes in current government policy.

Although the region is extremely vulnerable to disasters, 2002 was relatively 'quiet' in this regard. There were, however, a number of recorded typhoons, floods, landslides and earthquakes, which caused severe damage to infrastructure and directly affected millions of people by destroying their houses, crops and animals. The annual Mekong floods were relatively minor in the countries normally affected (Thailand, Cambodia and Vietnam), and certainly caused much less damage and destruction than the devastating floods in 2000.

Economically the region is slowly recovering from the crisis of 1997-1998, with notable progress made in Malaysia, Singapore and Thailand. The Asian Development Bank reports that the South East Asian economies performed generally better than had been expected, with consumer demand and exports strengthening. Inflation is not an issue in most countries, with a 3.9 per cent average in the region in 2002. The forecast remains cautiously optimistic, with GDP growth of 3.8 per cent in 2002 and a forecast of 4.6 per cent in 2003.

Disaster Response

In 2002, secretaries-general of all eleven national societies in South East Asia signed a regional disaster management framework cooperation agreement. The agreement was initially developed in 2001 and has the aim that: 'the disaster management capacity of individual national societies is strengthened, and the capability of the region to improve its capacity for disaster preparedness and response is enhanced through regional cooperation'.

During the year national societies in the region responded to numerous disasters, although only one, an earthquake in Indonesia's Papua province in October, required an international appeal. Slow onset floods in the Mekong Delta areas of Vietnam, Cambodia and Myanmar prompted national appeals; while landslides and floods in Indonesia, as well as small-scale disasters in the Philippines were coped with locally.

Provision of disaster management information into the Federation's global, web-based disaster management information system (DMIS) was significantly enhanced.

The overall objective of the programme is that: 'the Federation's regional disaster response and preparedness capacity is strengthened (for the benefit of individual national societies), and the understanding of, and the linkages to, the Federation's global response system are assured'.

***Objective 1** A mechanism for efficient and effective deployment of 'regional disaster response teams' (RDRT) in South East Asia is being gradually developed and the field and coordination team (FACT) capacity of the Federation within the region being maintained.*

Achievements

Presently there are seven FACT trained national society staff in the region. Over the year, much discussion at the regional disaster management committee (RDMC) meetings has taken place on regional disaster response mechanisms.

Constraints

FACT members have not been deployed and several trained personnel have left over the year. Readiness for participation in a proposed regional response mechanism varies. Regional disaster response team training (to develop over 100 regionally recruited, response team members) has still to take place in the region (scheduled mid-2003). Federation standard operational procedures are still required to be put in place to ensure linkages between national and regional response teams/FACT and emergency response units (ERU).

***Objective 2** The possibilities for strengthening the emergency response unit capacities being explored and developed accordingly.*

Achievements

Presently there is no ERU established in South East Asia. Discussions were held with the national societies of Japan, Australia and Singapore about the establishment of an ERU and the inclusion of qualified staff from the region's national societies in training and team-building events. Discussions have been aimed at the set-up of a logistics and telecom ERU. The Finnish and Singapore Red Cross Societies started negotiations on the establishment of a basic health care ERU (available from the Finnish Red Cross) to be pre-positioned in Singapore with a team to be built around it as a joint venture, using human resources from the region.

Constraints

Progress was made, albeit slowly, to achieve this objective. There is considerable momentum and it is anticipated that one or more ERUs will be established in the region in 2003.

Objective 3 *Logistics development needs, including structures and resources in the region, are being identified through a six-month logistics assessment to be followed by development work addressing these needs and challenges.*

Achievements

The latest Federation logistics system was disseminated during RDMC meetings and at the disaster response workshops in Indonesia, East Timor and Myanmar. In addition, while supporting national society disaster response operations in Vietnam, Indonesia, East Timor and Myanmar, hands-on logistics training was provided by the regional disaster management team to national society staff and volunteers. An estimated five societies in the region are fully or partly implementing the Federation logistics system; the rest have included logistics training as part of their national disaster response training programme.

Constraints

A logistician, and the requisite funding to undertake assessment work were not forthcoming. As an alternative, the regional disaster management team started the preparatory assessment; a visit by the head of logistics in Geneva is anticipated in early 2003. Further work is required to ensure that logistics systems are further disseminated within the 11 countries, through trained personnel and translated materials.

Objective 4 *Adequate support is being provided to national societies/delegations in South East Asia in response preparedness and in times of disasters.*

Achievements

The need for comprehensive national society contingency plans was identified as part of the assessment undertaken of all national societies, using the checklist for a 'well-prepared national society'. Several national societies, including the Philippines, Indonesia, East Timor and Cambodia Red Cross, prepared specific plans for potential disaster scenarios. These will be collated into the Federation's global generic format.

The disaster management team provided assistance to seven national societies during disaster response operations through: posting information (from focal persons) into the Federation DMIS website, writing alerts and information bulletins as part of the appeal system, helping with operational reports, providing in-country assistance/training in response to the floods in Vietnam, Indonesia and Myanmar.

Constraints

A database of regional personnel has yet to be developed, particularly of those who could be deployed at short notice to assist national societies at the time of disasters.

Disaster Preparedness w

As mentioned earlier, during the year all national societies in South East Asia became signatories to the agreement that outlines the programmes' four main objectives, the activities therein and the organisational structure for a regional programme. All directors of the disaster management departments of national societies are members of the RDMC. The committee comprises four subgroups whose responsibilities are to undertake tasks detailed in the agreement, supported by four disaster preparedness delegates in the region (one each in Indonesia and Myanmar, and two in the regional delegation). During the year, considerable progress was made in establishing a regional structure and in undertaking agreed activities.

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

Achievements

All national societies in the sub-region completed the checklist for the characteristics of a 'well prepared national society'. Furthermore, aside from its use as an organisational assessment tool, the checklist is now widely used as a tool for action planning by national society disaster management teams. Based on this tool, a collated checklist was developed and provides the main framework for identifying and prioritising support to national society disaster management programmes.

Extensive sharing of disaster management training materials/curricula took place, for instance from Cambodia and Vietnam with other national societies in South East Asia and beyond. Trainers from various national societies provided support to training programmes elsewhere in the region. Technical assistance to other disaster management activities, such as community-based disaster management programmes, was provided both by regional delegates and national society staff.

As a part of the Federation 2003-2004 appeal process, the regional disaster management team provided support in the development of action plans for the six national societies in the region with Federation representation. National societies were also supported during RDMC meetings, in drawing up action plans. During this exercise, the Vietnam Red Cross revised its strategic plan (2003-2006) and progress was made towards strategic planning initiatives in Myanmar.

Study tours for disaster management staff from Vietnam, Cambodia, Thailand, Indonesia and the Philippines were promoted and organised, for exposure and knowledge sharing. Such exchanges, as well as the RDMC meetings, helped strengthen peer links between disaster managers.

The regional team visited Vietnam, Cambodia, Laos, Myanmar, East Timor, Indonesia and Singapore during the year, providing regular assistance to national society disaster management teams undertaking activities linked to country programmes and regional tasks.

Constraints

The main challenge has been to help the three sub-groups covering disaster preparedness support; disaster response and response preparedness, and disaster management information/knowledge sharing) comprising national society disaster managers/staff, to facilitate tasks agreed on in the action plan. Disaster managers naturally prioritise country programmes, which in cases such as Vietnam and Cambodia are supported by four or more major donors/participating national societies (PNS) or are run bilaterally. Demand on the managers' time is therefore intense and progress on the implementation of regional action plans restricted.

Objective 2 *The Federation's regional disaster response and preparedness capacity being strengthened (for the benefit of individual national societies), and the understanding of and linkages to the Federation's global response system are assured.*

Reported under the disaster response section.

Objective 3 *The disaster management information systems, and the networking and knowledge sharing mechanisms within the region being improved.*

Specific objectives are:

1. The Federation's new global, web-based disaster management information system (DMIS) is established and used by delegations and some national societies in the South East Asia region.
2. Knowledge sharing networks are introduced and becoming increasingly functional, both within South East Asia and in relation to the Secretariat and other regions.
3. That the efficiency of the Federation in the region during disasters is substantially improved through the provision of better coordination and service.

Achievements

Focus during the past year was on introducing the Federation's DMIS system in the region. Seven DMIS focal persons were nominated by national societies (from Thailand, Vietnam, Cambodia, Laos, Malaysia, Indonesia, and the Philippines) and trained by DMIS specialists from Geneva. All 11 national societies, to varying degrees, now use DMIS. Five societies provided regular information to DMIS over the year. To date all national societies in the region have nominated a focal person for disaster information purposes. The Vietnam and Indonesia Red Cross Societies are developing information teams. The need to develop information-gathering networks is understood, as is the broader issue of improved DMIS and mechanisms for knowledge sharing.

Constraints

Despite being a highly disaster prone region, nearly all disaster response work is undertaken by individual national societies using their own resources and without substantial need (or, in some cases, desire) for outside intervention. Political environments, organisational cultures, and the lack of information technology facilities may also constitute additional constraints. The regional team has supported inputs and advocated for timely, regular information on disasters, which has been seen to have an effect.

Objective 4 *The Federation's Regional DM Cooperation Framework in South East Asia being maintained, sustained, and further developed.*

Achievements

The formal endorsement of the cooperation agreement, by secretaries-general of all national societies in the region, has been a significant achievement during the year.

The management function of the regional team is well established and increasingly functional. As well as developing the Federation's SE Asia disaster management appeal for 2003, the regional team also assisted country delegations with their appeals, thereby assuring relevance, quality, and coordination with national society disaster management programmes.

In February, June, and November national society disaster managers attended RDMC meetings. Focus shifted from the development of the cooperation mechanism (the first two meetings in 2001) and increasingly concentrated upon technical and operational matters. Action plans for the period between meetings were drawn up and tasks agreed and assigned by the different sub-groups. The committee agreed to reduce the RDMC meetings to twice yearly (the next is in Manila in May 2003). Members of the RDMC attended the Federation global disaster management consultative group meeting in Athens; a preparatory meeting in Japan for the Asia Pacific regional conference, and then the conference itself in Manila, in November 2002. A briefing on the regional agreement was made at the secretaries-general forum in September.

Constraints

A programme administrator (staff on loan from the Hong Kong Red Cross) supported the regional unit for the first six months of 2002. This support provided considerable impetus for the programme and, with the appointment of two regional disaster management coordinators in June, more progress with the tasks identified in the RDMC meetings was made. The initial programme budget was based upon expectations of more resources and staffing, revised downwards during the year. However, country programmes and individual national societies shared a higher than expected amount for meetings and other activities resulting in an end of year surplus of some CHF 180,000.

Humanitarian Values w

The main focus of the programme is to strengthen the communications capacity of national societies, profiling the Federation and national societies and promoting humanitarian values taking the lead from Strategy 2010: 'Communications must be seen as a key element of capacity building, and the need for an integrated approach to promote Red Cross Red Crescent actions and values in a competitive and professional way recognised. Integrating communications in the structure of national societies, increasing skills and knowledge, and developing coherent and long-term communications strategies must be aims of the global capacity-building effort.'

Good progress has been made in all areas over the year. The relationship with national societies and delegations in the region has also been good and productive. As in recent years, the programme had a staff of three - one head of unit and two regional information officers. Contracts for both officers expired during the year and were not extended for lack of funding, leaving the head of unit to work alone during the last quarter of 2002.

Objective 1 Strong and well-developed communications capacity of national societies in the region.

Achievements

The year has seen increased awareness of the importance of communications in national societies, as seen by support for participation in regional communications activities and the regional internship programme, as well as support to national societies.

During the year, a national society working group developed a revised communications strategy which is a clearer, more focused document that has proved a useful tool for the national societies, many of which have used it as the blueprint for their own communications plans and strategies. The working group has also facilitated increased cooperation among national societies in the two sub-regions. It proposed the concept of a regional Kite campaign on World AIDS Day 2002, in support of the Federation's global campaign against HIV-related stigma and discrimination. Cooperation was sought with the regional health unit, delegations, the Asian Red Cross Red Crescent AIDS task force (ART) network and national society health departments and staff in the region.

Red Cross communications officers from Mongolia, Philippines, Cambodia, Republic of Korea, Hong Kong and Vietnam took part in a regional internship programme in May and August (three for each session). The lack of manpower and funding put the programme on hold during the last quarter of 2002. In addition to compulsory modules, interns received training in photography, videography, events management, news writing and media relations. Feedback from participating national societies has been positive and a number of them have expressed interest in taking part in the programme in 2003.

Fruitful and constructive cooperation with the ICRC regional delegation in Bangkok regarding the internship programme has been further strengthened. Each group of interns spent 1.5 days of the week with the ICRC attending sessions on tracing, international humanitarian law (IHL), and dissemination of IHL to the armed forces. Cost-sharing mechanisms have been set up.

Support to national societies

East Timor: A three-day workshop on basic concepts and skills in communications was held in East Timor in June, in cooperation with the East Timor delegation. Sixteen East Timor Red Cross (CVTL) staff and volunteers took part in this first workshop organised by the new national society. Participants produced mock versions of simple brochures and posters and drafted a plan for communications and advocacy activities for the coming year, which has since been refined.

Lao PDR: In August, a four-day workshop was held in Lao organised by the Lao Red Cross in cooperation with the Lao delegation. The purpose of the workshop was to increase capacity in communications work in the national society, increase awareness of donor requirements for visibility, transparency and timely reporting, familiarise participants with the latest Federation communications strategies, provide communicators with an understanding of modern communications, and link communications work to the Lao Red Cross fundraising plan. Among the main outcomes of the workshop was a basic plan of action, to be finalised in early 2003 with further support from the information unit. The workshop was facilitated by the Netherlands and Australian Red Cross bilateral representatives, the Lao Red Cross communications director, and the information unit. The Thai Red Cross fundraising department's head of public relations facilitated a session on fundraising.

Vietnam: Following a series of meetings and discussions with the Vietnam delegation and VNRC over the last 18 months, a communications planning workshop was organised in September. The basic content of the workshop, outlined by the regional information delegate, was polished in cooperation with the Vietnam delegation and VNRC leadership. Over 30 VNRC managers and staff including the president, former president, heads of departments and representatives of key branches participated. As only two days were allotted to the workshop (due to the hectic schedule of national society managers and staff), the event was intense but nevertheless successful. Participants showed good understanding of the need for well coordinated and planned communications work and had obviously given much thought to the national society's challenges in this area. The outcome was a basic 'skeleton' of a communications strategy, to be finalised in 2003 with further support from the Vietnam delegation and information unit.

Indonesia: Support was provided to develop the PMI communications strategy in April. The result of the meeting, held with the participation of PMI communicators, Indonesia delegation and the ICRC country delegation, was a draft working plan. This plan is being discussed and developed further at various levels in PMI. In September/October, as part of this process, a communications management workshop was organised by PMI's communications department in central Java. Representatives of 28 of PMI's 30 branches took part. The workshop was the first devoted to communications and public relations in 20 years. The Federation facilitated sessions on communications management and media relations in times of emergency, while representatives from ICRC (co-funding the workshop with the Indonesia delegation) ran sessions on communications in conflict situations. Outcomes of the workshop are being used by PMI to strengthen the links and cooperation between communicators at headquarters and chapters.

East Asia: Ahead of the appointment of a regional information delegation for East Asia mid-year, technical communications support was provided on request to the Beijing regional delegation from Bangkok, covered in more detail in the East Asia annual report.

Constraints

Knowledge sharing among the working group has been limited and it is clear that the primary initiative and drive needs to come from the regional unit, probably for some years to come. However, as noted above, during the year, an information officer from Thai Red Cross facilitated at a communications workshop for the Lao Red Cross; another group member was part of the communications team at the Asia Pacific conference in November.

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*

Achievements

Media coverage was achieved nationally, regionally and internationally for activities during the year, such as the Asia Pacific conference, World Red Cross Red Crescent Day, World AIDS Day and the Mongolia operation.

Regional conference: In early April, a three-day visit to the Philippine National Red Cross (PNRC) helped develop a communications plan and budget for the Asia Pacific Red Cross Red Crescent regional conference in November. The plan covered media relations, publication of a daily bulletin, production of a video on the conference's themes, and design and set-up of mini exhibits related to the sub-themes of the conference (migration, disaster management, and health and care, with special emphasis on HIV/AIDS).

World Disasters Report launch: Media, international organisations, foreign missions and others were alerted to the launch of the Federation World Disasters Report 2002, and the report widely distributed.

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

Achievements

The year has seen increased awareness of Red Cross Red Crescent humanitarian values and role in the fight against HIV/AIDS through regionally organised events and campaigns, participation in international conferences and meetings, regional publications and increased linkages to the Federation's website by major international news outlets.

World Red Cross Red Crescent Day: The Federation's global campaign against HIV-related stigma and discrimination was launched in the region, with a number of national societies taking part in celebrations. The event received wide coverage in the respective national media. The regional delegation participated in Thai Red Cross celebrations in Bangkok, setting up a photo exhibition and an information booth on HIV/AIDS. Thousands of people attended the whole day event, which received significant media coverage.

World AIDS Day 2002 - Kite campaign: A plan for a regional event on World AIDS Day was developed in cooperation with the regional health unit, the ART network and others in societies around the region. Kite-flying events were organised around the region, in line with the successful regional Balloon campaign in 2001, combined with the 'street art' theme developed by the Federation secretariat's HIV/AIDS unit. The concept was warmly received by national societies in the region. Some 20 national societies took part in the event in the more than 200 locations around the region. The regional health and information units in Bangkok jointly coordinated the event.

Asia-Pacific Focus newsletter: Two issues of the newsletter were published in 2002, in March and June, covering a wide variety of issues, with contributions from a record number of national society communicators across the region. The September and December issues were not produced as scheduled because of the lack of manpower, funding constraints, and the decision to discontinue the publication in its current form. The final issue, in its current form, will focus on the Manila Action Plan and issues debated at the regional conference, in addition to regular coverage issues and activities in the region. About 7,000 copies of each issue have been printed in English and distributed to national societies across Asia Pacific, PNS and other interested parties.

'Changing Attitudes' video: Work continued on production of a short video, tentatively titled "Changing Attitudes", dealing with HIV/AIDS-related stigma and discrimination and Red Cross Red Crescent activities and challenges in this field. For several reasons (including the end of mission of the information delegate in Delhi, also cooperating on the project) the video was not completed for the Asia Pacific conference, as planned. It is expected to be completed in the first half of 2003. Cooperation with national societies, delegations, health delegates, ART members and others around the region regarding the project has been good and fruitful.

Barcelona HIV/AIDS conference: An extensive presentation on HIV/AIDS work in the region, including posters and a paper documenting the Federation's regional Balloon campaign of 2001, was produced for the regional health unit's participation in the Barcelona HIV/AIDS conference in July.

ESCAP Population conference

In mid-December, the UN Economic and Social Commission for Asia and the Pacific (ESCAP) and the UN Population Fund (UNFPA) held a conference of population in Bangkok. Through several interventions, the Federation presented the Manila Action Plan to both the officials' segment and the ministerial segment of the conference, and highlighted the complementarities of the work done by the Federation and the issues faced by ESCAP member states.

Federation website input

A large number of stories and news items were published on the Federation website, (www.ifrc.org), particularly during the first half of the year. In October, a count of stories placed on the web's news page showed that 40 per cent of all items originated in Asia Pacific, a large number of these written by national society information officers, though the output has reduced significantly since.

Objective 4 Integration of communications components into all regional/national programme.

Achievements

While national society communicators around the region report increased cooperation and internal communications in their societies, there needs obviously to be much more of this. Efforts by the regional information unit to support the inculcation of a 'communications culture' in the Red Cross Red Crescent around the region will continue, not least through the opportunities that are presented in the organising of regional advocacy campaigns, such as World AIDS Day and World Red Cross Red Crescent Day, where the regional information and health units continue to promote close cooperation between national society communicators and health staff. Most national societies now have adopted this same objective, while few are so far reporting communications components in other regular programming. The regional information unit makes use of every opportunity to promote this to national society leaders and managers, such as during visits to delegations and national societies.

DMIS workshop: In September, a session on media relations and communications work during emergencies was conducted at a regional DMIS workshop in Bangkok. Representatives of most national societies in the region took part in the workshop, coorganised by the regional disaster management unit and the Federation disaster management coordination division in Geneva.

Regional secretaries general forum: In September, a presentation on regional communications and the 'communications culture' was made to South East Asia secretaries-general, at a forum organised by the regional delegation in Bangkok.

Corporate identity: Templates for reports and publications, based on the Federation 'corporate identity' manual, were produced for technical units in Bangkok.

Objective 5 Effective coordination of communications activities and projects in Asia Pacific as leader of the Asia Pacific Regional Information Unit.

Achievements

The year has seen better coordination and a more systematic approach by the Federation to communications work and communications-related capacity building in the Red Cross Red Crescent across the region. Cooperation with the regional information delegate in New Delhi and his colleagues was constructive and productive. A regional information delegate for East Asia has been assigned in Beijing, a development that allowed the regional information unit to devote more time to the South East Asia sub-region. From 2003, except in emergencies, the Bangkok unit will focus exclusively on South East Asia programmes. Efforts are still underway to identify suitable communications capacity for the Pacific and talks are underway in this regard with the New Zealand Red Cross.

Constraints

Funding of the regional information programme decreased in 2002 compared to 2001 and a further downturn is foreseen in 2003. Funds from the main contributor for 2002 came only at the end of the year, some CHF 25,000 less than expected, due to currency depreciation. This led to the expiration of staff contracts and considerably reduced output during the second half of 2002.

Health and Care w***Regional Health Unit evaluation***

A comprehensive three-month evaluation of the regional health programme was conducted in March 2002. Overall, the evaluation found the regional health unit (from 1998 to 2001) had implemented a programme that was relevant and coherent within Federation policy and guidelines, by operating as a support and facilitation unit for all member national societies in the region. The unit had been very active and productive, undertaking traditional Red Cross Red Crescent programmes (such as blood, community-based first aid, health in emergencies) as well as crosscutting programmes in human capacity building and health information and technical support.

The evaluation listed the main roles of the unit as being:

- Agent of the Federation
- Facilitator of capacity building
- Adviser to improve national society health programmes
- Promoter of health programmes and approaches

It found the unit had succeeded well in its roles as agent and promoter, but needs to improve as adviser and facilitator. It identified two factors as serious constraints:

1. Large and diverse region, making it difficult to match regional approaches with the needs of individual national societies. The size of the region also makes it difficult to achieve good and equal coverage of all countries.
2. Lack of clear guidelines, standards, or agreed working mechanisms for collaboration between the Federation secretariat and the field, as well as for the inter-relationships between units within the regional delegation, and for relations with country delegations and PNS.

These constraints are referred to repeatedly and, in many ways, have affected the work of the unit explaining some of the difficulties encountered.

Main findings

The evaluation concentrated on the following aspects of the programme:

- Coverage
- Relevance and coherence
- Interconnectedness
- Effectiveness

- Monitoring, evaluation, documentation and reporting

In terms of coverage, the evaluation found that although the unit had chosen to focus on less-developed countries and countries with Federation delegations, generally all national societies had been involved. Many workshops, for example, were all-inclusive ('everything for everybody') and overwhelming for some national societies. Others reportedly felt 'left-out' and voiced a hope that the unit would 'get to know them, their situations and needs better'. The size of the region, however, makes it difficult to provide full support to all national societies, even when targeting less-developed countries.

The issue of relevance had been addressed by the unit through: workshops and networks, formation of a regional health team, and other information sharing events. Regional workshops had been central for determining priorities and needs, but because of variable national society response, and sometimes inappropriate national society representation, were not always appropriate venues for assessment and planning. The evaluation concluded that there is a need for further tailoring of activities to account for regional diversity and size. In terms of coherence, the programme was found to be fully consistent with the strategic guidelines and selected priorities of Strategy 2010 and the Hanoi Declaration.

The evaluation concluded that 'interconnectedness' is an area that needs attention by the Federation as a whole. It is, however, also an area that requires attention specifically by the unit with its history of vertical, insular programmes. Some means for 'interconnectedness' at the regional level have been established through the regional health team, networks, workshops and meetings, and through the regional health newsletter.

Effectiveness was assessed in terms of capacity building and while the evaluation commended the strong emphasis placed on human capacity building, information sharing and technical support, it also identified a number of shortcomings. Workshops and training courses were criticised for being too few and far between (for individual programmes), too frequent (for the overall programme), too academic, and for not being part of a continuous development process. There were clear indications of improvements in some national societies, but the broad and disconnected efforts of the human capacity building programme tended to raise more expectations than it met.

The unit had been extraordinarily productive in its outputs, and its professionalism widely recognised. Reporting and documentation were of very high standard. However, aside from the detailed documentation of the unit's own work, there was a lack of data collection and use for ongoing monitoring and impact evaluation.

Summary of main recommendations

1. The unit should reduce its direct involvement in vertical programs and rather emphasise facilitation and advice, while transferring increased responsibility to national societies. Focus should be on organisational development and human capacity building. Networks are suggested as promising means for targeting participation according to needs, and for increasing national society roles and responsibilities.
2. Long-term planning involving all concerned parties is strongly recommended, even with shorter budget cycles. Strategy 2010 largely deals with long-term development issues that can not be addressed through episodic interventions. It is suggested to have a five-year strategic plan, a three-year implementation plan, and an annual management plan.
3. The Federation secretariat should provide clear guidelines and mechanisms for the various units in regional delegations, national societies, country delegations, and PNS, in order to improve their 'interconnectedness' and ensure appropriate coverage. The lines of communication and authority need to be simplified and roles and responsibilities clarified. The regional delegation should aim at better integration of regional units.

4. National societies need to take more responsibility when defining what support they want from the unit, and to show increased commitment by participating in activities requested.
5. In general PNS do not wish to be seen as 'donors' and consequently it is important they do not act as such. There were several indications of limitations imposed by PNS on the type of funding that could be made available, indicating a lack of appreciation of the issues involved in the unit support programme. It is important that PNS be included in dialogues on directions and approaches to achieve a common understanding.
6. There is a need to provide for ongoing monitoring and evaluation as an integral part of the programs and projects, and for increased focus on impact rather than outputs.

Objectives, Achievements and Constraints w

The objectives and indicators stated in the 2002 appeal were multiple and very ambitious, and relied upon a large number of activities, the implementation of which would have required funding beyond the actual contributions received. Thus, as a result of funding constraints, during the second half of 2002, the regional health unit had to cut back on activities and expenditures. Instead, considerable efforts were put into raising additional funds and into preparing a programme for 2003-2004 that incorporated the findings and recommendations from the evaluation and that is based on more realistic funding estimates.

Partly due to the above, the regional health programme in 2002 did not achieve all the objectives stated in the appeal. Still a number of projects and activities have been initiated that have good prospects for strengthening the capacity of national societies in the region and bringing benefits to vulnerable communities. Continuation of such activities have been incorporated into the plans for 2003-2004.

Human capacity building in health

The human capacity building programme is a crosscutting component of the regional assistance strategy (RAS) for health in Southeast and East Asia. It is the centrepiece of all technical programmes in health. It was developed in 1998, in a meeting where urgent and critical issues related to human resources and capacities within the existing health programmes were discussed with national societies, and where areas were identified within national society health programmes that could be further strengthened with support by the regional health unit.

Since then, the programme has assisted national societies in capacity building through regional workshops on strategic planning, emergency assessment and response, health trends and surveillance, and quality health management. It has also supported/facilitated national society health strategic planning workshops, given scholarships to national society health staff for international conferences and a tailor-made health management course, provided the advice of health experts and other resource persons, and promoted interaction and networking among national society health managers. The appeal for 2002 aimed at the following objectives:

1. Key national society managers equipped with adequate managerial and technical skills to design, implement and evaluate health programmes.
2. A system for effective utilisation of experts and resource persons of national societies within and outside the Red Cross Red Crescent Movement
3. A regional network for information and experience sharing, and advocacy among national societies, country delegations and the regional health unit.
4. Technical and resource support systems for national societies, country delegations and regional initiatives in the field of health

Over the year, there has been tangible evidence of increased capacity among key health managers from several national societies, particularly in Indonesia, Laos and Cambodia. The increased capacity

is reflected in improved quality of national society inputs to the 2003-2004 appeal, improved quality of plans and work schedules, and improved organisation of workshops and other events.

A system that facilitates the use of experts and resource persons within the region has been put in place, mainly through the development and maintenance of a regional health database; however, use of the system is still limited.

Many opportunities were created for networking and information/experience sharing within the Movement. Such opportunities included workshops, meetings, network activities, and participation in regional/global campaigns such as World AIDS Day. Different publications, such as the regional health newsletter, workshop and meeting reports, guidelines and manuals provided further avenues for sharing information and experiences.

First aid

All national societies in South East and East Asia have first aid programmes, in an effort to contribute to the prevention of disease, reduce injuries and accidents, and transfer skills to local communities. With rapidly changing demographic patterns, programmes need to be sensitive to changing environmental and health situations and ensure quality through minimum standards in curriculum, techniques and training programmes. To ensure this is carried out effectively and efficiently, national society first aid managers need to strengthen their technical and managerial skills.

The health unit initiated the regional first aid programme to assist national societies facilitate changes through regional initiatives, jointly developed with national society first aid managers. While the programme supported capacity building, technical support, and networking and information sharing, it also facilitated development of minimum standards to ensure quality of first aid training programmes across Asia. The appeal for 2002 aimed at the following objectives:

1. Key national society first aid managers equipped with adequate managerial and technical skills to design, implement and evaluate first aid programmes.
2. A system for effective utilisation of first aid experts and resource persons of national societies within and outside the Red Cross Red Crescent Movement.
3. A regional network for information and experience sharing, and promotion of first aid.
4. Quality assurance system for national society first aid.

A regional first aid competition was held in Manila in April 2002. The competition was organised by the Philippine and Hong Kong Red Cross Societies, supported by the health unit. Ten national societies in South East and East Asia participated, testing knowledge and competencies in the delivery of first aid through quizzes, relays, and test scenarios. Draft minimum standards of the Asian basic first aid certificate and previous guidelines on first aid and HIV/AIDS were key references for the competition. The competition included exhibits of various products, materials and activities developed by national societies, and a half-day seminar on first aid developments.

An unprecedented component of the competition was inclusion of 'community-based' approaches during test scenarios, marked on the competence of teams in needs assessment and case management, identification of risk behaviour, and introduction of prevention measures at individual, family and community levels. The inclusion of this component reflects the progress made in terms of adapting first aid programmes to local needs and changing environmental and health patterns, identified above as major issues in strengthening first aid activities in the region.

Health in emergencies

Countries in the region have developed capacity in understanding the pathogenesis, surveillance and management of diseases and problems affecting public health. However, most of these countries are at different levels of socio-economic and human development, and regularly experience disasters or face

political, religious and ethnic upheavals. Most national societies in the region have operational disaster management programmes, well-placed and highly regarded in-country. These are designed to address natural disasters and conflicts, but are yet to be adjusted to respond to disease outbreaks and epidemics. These programmes also have limited or no input from national society health departments, though observations show an increase in health components in disasters.

The programme is designed to support national societies develop emergency health preparedness and response capacity, to enable them to address public health issues in the aftermath of a disaster or other public health crises. The goal of the programme is to reduce the negative public health impact of emergencies and communicable disease outbreaks in local communities and vulnerable populations in South East and East Asia, and the appeal for 2002 aimed at the following objectives:

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.
2. Improved capacity of the Federation (South East and East Asia) to provide technical, resource and coordination support to national societies HIE programmes as well as to the Federation secretariat's response to major disasters.

A regional HIE working group was established in June, composed of representatives from the Red Cross societies of Cambodia, China, the Philippines, Thailand and Vietnam. The working group will constitute the core for future capacity health in emergencies capacity development in the region.

On-going disaster monitoring and disease surveillance is undertaken through contacts with relevant authorities and information sources such as ReliefWeb, ProMed, and the World Health Organisation (WHO). Within the regional delegation, informal discussions continued on establishing working arrangements that allow for integrated assistance to national societies in terms of emergency response. One result was cooperation with the disaster management unit on the Sphere workshop in May, providing inputs to workshop design and selection of participants.

HIV/AIDS and reproductive health

The HIV/AIDS epidemiological situation in South East Asia has become increasingly dramatic. In an effort to help address the pandemic, Red Cross Red Crescent national societies initiated awareness and advocacy campaigns in communities and specific high-risk groups, and home-based care programmes for affected people and their families. The unit, in assisting national societies strengthen capacity to develop and deliver better programmes on HIV/AIDS, helped set up the Asian Red Cross Red Crescent AIDS task force (ART) in 1994, and provides continuous technical and resource support for the achievement of its vision, mission and goals.

The goal of the The HIV/AIDS and reproductive health programme is to assist national societies in South East and East Asia provide HIV/AIDS programmes of adequate standards that contribute to the reduction of the HIV/AIDS epidemic impact on individuals and communities. The appeal for 2002 aimed at the following objectives:

1. Technical and resource support systems for the ART Secretariat in supporting ART members to implement task force programmes.
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.
3. Increase awareness for the prevention of discrimination against and stigmatisation of people living with HIV/AIDS.
4. ART members capable of implementing and supporting HIV/AIDS/STDs related programmes.

5. Maintain a formal/informal network for information and experience sharing and exchange, in order to advocate for HIV/AIDS related issues.
6. ART Secretariat is able to support ART members in implementing the programmes of the task force.

In May, the 15th ART meeting was conducted in Nepal. Several new members joined the network and, for the first time, the Singapore and the Japanese Red Cross societies attended as observers. Contributions from the two national societies were highly beneficial.

The year 2002 saw considerable progress in terms of strengthened coordination and collaboration with other organisations and agencies:

- Extensive and fruitful discussions were held on the involvement of people living with HIV/AIDS (PLWHA) in programmes run by national societies. Content and quality of discussions were significantly improved compared to previous meetings. Informal networking and information sharing with participants from the South Asia Red Cross and Red Crescent network on HIV/AIDS (SARNHA) expanded ART members' understanding and knowledge on HIV/AIDS issues in the Asia Pacific region.
- Health unit staff and the ART secretariat attended the Australian Red Cross Mekong sub-regional HIV/AIDS network meeting (ARCSAN) and workshop, in September. The role of ART versus ARCSAN was discussed as were ideas on future cooperation. The meeting strengthened the partnership between the two networks and clarified their roles, objectives and responsibilities.
- The health unit continued discussions with the UNAIDS Asia Pacific inter-country team (APICT) for possible cooperation between the regional delegation and UNAIDS APICT. A joint letter was drafted, to chairmen of UN country theme groups and secretaries-general of regional national societies, to encourage cooperation at national society level.

As part of the Federation's global HIV/AIDS campaign on World Red Cross Red Crescent Day in May, the health and information units organised a photo exhibition titled 'Positive Lives', in cooperation with the Thai Red Cross AIDS Research Centre and ART secretariat. The event was well attended by Thai celebrities and the local media. Several other national societies in the region also participated in the HIV/AIDS global campaign.

On World AIDS Day, some 25 national societies in the Asia Pacific took part in the global and regional anti-stigma and discrimination campaign. In partnership with the Thai Business Coalition on AIDS, all campaign materials were produced by PLWHA in the region.

Blood

National societies identified key issues for the programme to include: blood governance, national policy development and advocacy; voluntary, non-remunerated donor recruitment; and blood screening standards, internal management, quality management and assurance. In the past, these areas were addressed largely through uncoordinated, isolated Federation and bilateral initiatives. In October 2000, blood managers from various national societies revisited these issues during a workshop on voluntary blood donor recruitment in Singapore. Since 2001, the programme has focused on developing two types of regional blood bodies - the blood donor recruitment network and the blood advisory group.

The goal of the blood programme aims to assist national societies in South East and East Asia in providing blood services of appropriate quality, focusing in particular on blood donor recruitment and retention programme. The appeal for 2002 aimed at the following objectives:

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

2. An information network among national society blood managers, with emphasis on voluntary blood donor recruitment.
3. A system for the effective utilisation of expertise and resource people within the Red Cross Red Crescent Movement.

The manual on non-remunerated voluntary blood donor recruitment was distributed to national societies in September. The second regional advisory group and blood donor recruitment group meeting, scheduled for May, was postponed due to funding constraints and the lack of opportunity to combine it with other regional blood forums.

Water and sanitation

Lack of access to clean water and adequate sanitation continues to have a significant impact on public health in South East Asia. In this respect, national societies in the region have different approaches to meet the needs of the most vulnerable. Most programmes conducted by national societies have adopted an integrated approach, with health related activities such as community based first aid and primary health care.

The goal of the water and sanitation in health programme is to assist national societies in the region provide water, hygiene and sanitation programmes of adequate standards that address the needs of the most vulnerable communities. The appeal for 2002 aimed at the following objectives:

1. Key national society water and sanitation personnel equipped with adequate managerial and technical skills to design and implement water and sanitation programmes and a response to water and sanitation needs in emergencies.
2. To establish a regional network for information and experience sharing, and advocacy among all stakeholders in the field of water and sanitation.
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.

Regional water and sanitation training for 25 participants from South East and East Asia national societies was conducted in June. The training was facilitated by the unit, with support from ICRC and the International Water and Sanitation Centre Netherlands, co-hosted by Lao Red Cross. The training provided an opportunity for participants to gain greater knowledge in the area of water and sanitation management and share experiences from different countries. This has led to enhanced capacity of national societies as reflected in improved project design, implementation and monitoring. Following the workshop, two national societies (Indonesia and East Timor) adopted participatory hygiene and sanitation transformation (PHAST) as a tool for programme activities. In Indonesia, the PHAST manual is being translated into Bahasa Indonesia.

Health information system and technical support

Global, regional, national and local surveillance, monitoring and early-warning systems alert the Red Cross Red Crescent to impending threats to health, allowing appropriate actions to be taken. Currently, capacity within national societies to compile and analyse relevant health information for strategic health planning and programme implementation is insufficient. This includes means to identify regional trends or trans-border issues in health. Potential for joint action/programmes in the field of health is thus limited.

Besides fostering and enabling bilateral/sub-regional/regional collaboration, and providing information for emerging health issues, the programme aims at assisting national societies identify trends early on and react proactively to emerging health threats. The appeal for 2002 aimed at the following objectives:

1. Establish a user-friendly system for country delegations and national societies to request and access required information on health trends and technical information for use in their programmes.
2. A system for health data collection, analysis and dissemination for national societies and country delegations.
3. A technical and resource support system for health planning, assessment and evaluation for national societies and country delegations.
4. A formal/informal network for health information sharing and exchange for national societies within and outside the Red Cross Red Crescent network.

The health unit continuously monitors health trends, issues and outbreaks in the region through various information sources, and links with organisations such as the WHO. Relevant information is disseminated to country delegations and national societies for appropriate action. In addition, technical information on health related matters continues to be provided upon request to national societies and Federation country delegations.

In December, the Asia Pacific regional health team meeting in Bangkok - with participation from approximately 25 Federation and bilateral health delegates and managers - led to the establishment of an informal regional health network and substantial improvements in communication and information sharing.

Psychological support programme

Unlike most developed countries, where infrastructure provides easy accessibility for individuals in need of psychological support, in South East Asia families play a vital role in providing care to family members in need of similar support. In some cultures in the region, the need for psychological support is not recognised out of fear of potential discrimination in society.

Psychological support is seen as an integral part of the social welfare programme in many national societies and requests have been made to the Federation to establish such programmes in the region. In 2002 the health unit planned to launch such a programme. Due to funding as well as human resources constraints the programme has not yet been initiated.

Organisational Development w

Until early 2002, the programme focused primarily on national society foundation issues. While this was an important area requiring Federation support, some national societies felt the Federation was becoming too closely involved in their 'internal' issues and showed resistance. The change of Federation approach during 2002 to a more integrated one - linking foundation issues with programme management and hence service delivery to beneficiaries - has been important.

The 2001 regional organisational development (OD) review did not produce clear recommendations, as had been hoped. With the change in regional OD delegate early in the year, which did not include a hand over period, there was a gap in the programme's activities. The funding situation was precarious until July, then in the second half of the year there was great pressure to carry out delayed activities. Regional work was made even more complicated by the lack of a national society OD forum at the regional level and focal persons in national societies. Gaining the commitment of national society leaderships has been important and in September the secretaries-general forum laid the foundation to create a regional OD forum. Since then the situation has been much more encouraging. The OD forum has been a good beginning to strengthen regional cooperation among national societies.

Key lessons learned during the year: commitment from the top (national society leaders/management) is crucial; regional cooperation must come through the national society and not the regional OD unit (the unit can, however, play a facilitating role); and resources exist within the various national

societies (the role of the OD unit is to map them, match them and facilitate use among national societies).

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

Achievements

Several national societies have been working to strengthen their foundation in the region. With the support of the Federation and ICRC, Cambodia Red Cross took the lead to obtain a royal decree on the Red Cross law and also revised their statutes (according to Federation guidelines), resulting in the separation of governance and management. East Timor Red Cross has been working with the Federation and the ICRC to develop a draft Red Cross law and statutes for the national society. With the expansion of the Federation delegation in Myanmar, the Myanmar Red Cross has renewed its commitment to revising national society statutes, to begin in 2003.

For the first time, a global OD workshop was organised in the region by the regional OD unit together with the OD department in Geneva. The workshop provided an in-depth look at various OD issues including change management. Overall, participants found the course highly satisfactory and appreciated the role of external facilitators and the mix of Geneva-based and regional facilitators. Feedback from the course clearly showed participants felt better equipped to identify, assist and address problems at the national society level. The course was an excellent forum to share experiences and tools for change management and to increase awareness on issues related to organisational change.

Counterparts in relief and development workshop: The workshop was organised with an objective to provide skills and knowledge to build better counterpart relationships in the Red Cross Red Crescent Movement. Topics included exploring working relationships, working with other people, issues in counterpart relationships, and communications for working together.

Using various methodologies, the needs of national society and delegation recruited staff and delegates were examined. Participants were provided a range of tools and ideas to enable them to nurture relationships and exchange knowledge and skills more effectively and efficiently. They were able to put into practice what they have learnt and shared during the week through a visit to the national society. Identifying their personal profile and work preferences also enabled them to first understand themselves and then others.

National society self assessment - The regional OD unit facilitated the self-assessment process of four national societies (Laos, Singapore, Malaysia and Vietnam) during the year. Results of the self-assessment were analysed in Geneva and some specific recommendations proposed. The Lao Red Cross has started to address some of these issues; follow-up will continue with other national societies. National societies in the Philippines, Myanmar, Cambodia and Indonesia have participated in this process in previous years.

Constraints

Directly addressing national society foundation issues has not been very effective. Many national societies do not welcome this and find difficulty connecting services to the beneficiaries. In future, foundation issues should not be addressed in isolation, rather together with other issues such as programme management and service delivery.

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

Achievements

Institutionalisation of the secretaries-general forum: Secretaries-general of the region met twice during the year. The first forum in September, attended by 10 of the region's 11 national societies,

clearly streamlined the work of the forum, taking stock of regional cooperation and finalising its rules and procedures. The forum further strengthened regional cooperation of various national society networks, making them accountable to the group. As a result, all national societies have nominated an OD focal person to coordinate crosscutting OD issues. The forum was also an important platform for regional technical units to present their programmes and plans, and seek support of leadership on various issues in the region.

Chairmanship of the forum has agreed to rotate in alphabetical order. To ensure its consistency and continuity, the secretariat function will remain at the regional delegation, steered by the OD unit. The forum has provided a reference point for the regional delegation to consult on important regional issues. It has also established, for the first time, a working group to prepare for the 2003 regional Partnership meeting in Hanoi

Regional cooperation (regional OD forum): In October, following support secured from the secretaries-general forum, OD focal persons from eight national societies met in Hanoi. Two national societies could not participate (Indonesia because of the Bali bombing, and Singapore because of a clash of the dates; both, however, fully supported the meeting).

The group agreed to create a regional OD forum, in which OD practitioners from Federation delegations in the region will also participate. A working group was formed to prepare rules and procedures - to be finalised at the next meeting in March 2003. The group has identified planning, financial resource development, human resources development, and branch development as the four main OD issues in the region. The role of the OD unit will be to: map and share experiences and practices on these issues regionally; follow-up on Federation guidelines and decisions and their use/progress at the regional level; and provide technical support to national societies and delegations on the above issues.

Federation OD core group meeting: Regional OD practitioners continued to meet with the view to build a group of OD 'specialists' within the Red Cross Red Crescent in the region. The need for these meetings to continue (comprising Federation OD delegates and national staff) was agreed, to further discuss internal Federation issues and promote the concept of a regional approach with delegation staff.

Constraints

Funding for the year was late in coming and regional capacity too small to cope with the demands of national societies and delegations. However, institutionalisation of the regional OD forum has enabled national societies to draw upon resources from sister societies, a process which can be facilitated by the regional OD unit when necessary. Brunei Red Crescent needs further support and encouragement to join regional initiatives.

Objectives 3 National societies with strengthened programme management capabilities.

Achievements

The regional delegate recruitment and training programme: Interest in the programme, an essential element of many national society organisational development processes, continues to rise. Several national societies in the region have conducted their own in-country BTC. In the second quarter of 2003, Singapore Red Cross will hold its first BTC, supported by the OD unit and Federation BTC coordinator in Geneva through selection of participants, training and reading materials, course content, and resource persons. Efforts have continued to make more use of regional resources; Myanmar Red Cross has been assisted by a branch development officer from Nepal Red Cross in the last quarter of the year. This trend is to be further strengthened in 2003.

Myanmar branch development officer: The unit assisted the Myanmar delegation recruit a branch development officer, to carry out an extensive branch survey in the country and help build a foundation for future capacity building support to the Myanmar Red Cross.

Gender pilot project: Funds for gender programmes in the region, unused in the past two years, have since late 2002 been managed by the OD unit. A pilot gender project has started in Cambodia, with the national society leading the process, closely supported by the country delegation. The OD unit has overall management of the project.

Resource development/fundraising: Development of a tailored South East Asia Fact File on income generation/fundraising, based on inputs by OD practitioners, has started. The file will consist of national society activities in income generation (successes and failures), potential resource persons or experts in this area (skills mapping), and potential donors who might sponsor or fund OD/resource development initiatives by national societies. As mentioned earlier, the secretaries-general forum raised resource development as an area that requires further Federation support.

Strategy for the Movement: Together with the ICRC regional delegation, the Federation has developed a plan for implementation of the Movement's strategy in the region. Identified within the plan are capacity building of national societies, training of Red Cross Red Crescent leaders, protecting the integrity and compliance of the fundamental principles, review of national society statutes, improved emergency response coordination, regional trend analysis, the Seville Agreement, respect for the emblem, public image and relations with political and military actors in the region.

Youth: National societies in the region participated in the Asia Pacific Youth Network (APYN) meeting in Seoul. More than 50 participants attended the meeting to exchange a wide range of experiences and discuss the roles, function and management of the network. Further discussions focused on bioethics and environmental protection. Similarly, youth members attended the Japanese Red Cross international youth meeting where a statement on youth was prepared, for presentation during the Asia Pacific regional conference in Manila. Establishing clear working methods for the APYN, and how it links with various sub-regional youth meetings/camps, will be important to better coordinate these initiatives in future.

Planning development: Planning was identified as one of the priority areas by the regional OD forum, which concluded that the foundation of any cooperation agreement strategy (CAS) process is the national society development plan. In December, a regional strategic planning/CAS workshop covering the concepts, stages, and formats of strategic planning was organised in Cambodia. Eight national societies and six delegations took part. The strategic planning experience of the Thai Red Cross and the CAS experiences of Cambodia and Lao Red Cross was also discussed during this time. The OD unit will develop and publish simple guidelines on national society strategic planning in 2003, for all national societies in the region.

Cambodia Red Cross has already gone through the strategic planning and CAS process. In 2003, it will revisit their planning process and documents and pursue a more integrated planning approach. Since CVTL is still in formation, staff will be sent for further training in 2003 to learn from experience of other national societies in the region. The Indonesia Red Cross has already started work on CAS, to be finalised in 2003; work on a new five-year development plan will also begin at this time. Lao Red Cross already has a five-year development plan and now produces regular annual work plans. The Lao CAS agreement was signed in 2002; implementation of the document is slated for 2003. Myanmar Red Cross has started initial discussions on strategic planning and intends to develop the strategic planning and CAS process side by side. It aims to have both documents ready by the end of 2003. Thai Red Cross has concluded an 18-month long strategic planning process; the new plan is now being implemented. Vietnam Red Cross has indicated that additional time is needed before it embarks on an overall strategic planning exercise for the national society. The process will start in late 2003 or 2004.

Strategic planning workshop, Myanmar: With a new Federation team in the country, Myanmar Red Cross has shown commitment to embark upon a strategic planning exercise. The first of a series of planning meetings was organised in December in Yangon, between the national society leadership, and the Federation and ICRC delegations in Myanmar. The workshop concluded that need exists to: further strengthen and clarify the working relationship between governance and management; streamline the structure and function of national headquarters; strengthen movement partnership; develop a clear plan of action for 2003; and finalise a strategic plan and CAS by the end of 2003.

Constraints

The main constraint was the precarious funding situation of the programme at the start of the year. Much time was spent securing a reasonable level of funding for 2002, resulting in a delay of activities in the last quarter of the year. Focal persons at national societies, specially trained for selection of BTC candidates, are either no longer in the same job or have left the organisation. There is a clear need to improve the mechanism of BTC selection from 2003 and beyond. No new delegates were deployed from South East Asia in 2002, an issue that needs to be looked at critically.

Regional Cooperation w

Across the Movement in South East Asia, building and strengthening partnerships both internal and external has been and remains the long-term objective. The regional cooperation programme was largely managed through the regional funding and planning unit in the first half of the year and later, as the unit closed down due to funding restrictions, by the head of regional delegation. The programme has ensured the effectiveness of regional national societies achieving their goals and meeting humanitarian needs within the framework of Strategy 2010 and the Hanoi Declaration. It has also aimed at providing an open forum for secretaries-general in the region, and enhancing inter-regional cooperation.

The Asia Pacific conference in Manila provided the head of regional delegation an opportunity to express commitment to implementation of the Manila Action Plan to secretaries-general in the region.

***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.*

Achievements

Partnership among the secretaries-general in the region and their relationship with the Federation and ICRC was strengthened through meetings and visits to various national societies. Commitment to intra-regional and regional work aimed at common goals was also heightened.

As mentioned earlier, the secretaries-general forum in September further strengthened regional cooperation through national society networks, by ensuring these networks are accountable to the forum. Besides taking stock of regional cooperation, it adopted new rules and procedures and agreed to sustain as an institution. Furthermore, the forum agreed that the regional delegation become its permanent bureau.

Constraints

Lack of funding posed constraints on activities, including introductory visits by the newly appointed head of regional delegation to the leadership of national societies in the region.

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

Achievements

Existing partnerships among national societies both in and outside the region have been strengthened, and new ones developed, as a result of the South East Asia Partnership meeting 2002.

Regional technical units established new contacts and maintained and expanded working relations with other organisations in the region.

Constraints

Time spent on internal management issues has limited the involvement of the head of regional delegation on programme implementation and development of partnerships, especially with external organisations.

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

Achievements

Recruitment of a regional reporting officer has further improved the regularity and quality of reporting.

Constraints

Scaling-down of the reporting and planning unit delayed certain reporting process and in some cases resulted in less formal communications with PNSs.

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

Achievements

The objective has been revised and is no longer relevant. The principle reason for this is that by mid-year the unit scaled down to a single regional planning and reporting delegate, and eventually closed down.

Coordination and Management w

Changes in senior management: Changes to Federation senior management in the region included a new head of regional delegation in July, and the appointment of heads of delegation in Cambodia and Myanmar in June and September, respectively. The programme coordinator in Vietnam has been interim head of delegation in the country since October, following the departure of the previous head.

Major restructuring and consolidation of the regional office: In 2002, 14 staff members either completed their contracts or were made redundant. Ten new staff have been employed and three moved on to other internally-recruited positions. The administration unit was completely re-staffed. Despite the high turn over, directions set by the regional head has led to consolidation of the regional delegation as a single entity. There is solid reason to believe these changes will increase the overall office efficiency. Assignment of an assistant to the head of regional delegation (staff-on-loan from Austrian Red Cross) substantially contributed to the overall restructuring of the office, establishment of staff rules and procedures, and hiring of competent local staff.

Fifth Asia Pacific Population conference: As mentioned earlier, at the conference in December Asia Pacific ministers debated and then adopted a Plan of Action on population issues. The Federation was represented at the ministerial segment by a member of the governing board. Representatives of Thai Red Cross, the regional delegation and Geneva Secretariat attended the officials' segment that followed, during which papers on the Manila Action Plan were presented.

As part of the field management and appraisal system, the Federation performance development review was introduced in the delegation and region. The process required training and evaluation of all staff, occupying a significant portion of the regional head of delegation's time.

Objective 1 Strategically managed and coordinated country and regional delegations and other Secretariat activities in the region.

Achievements

Management and coordination structures between country and regional delegations were strengthened through regular heads of delegation meetings, which also included heads of regional programmes and representative from the Asia Pacific department in Geneva. Meetings provided a platform to discuss the Federation's 'change' process, the 2003/2004 appeal process, and a review and follow-up of the Asia Pacific conference.

Constraints

The interval between the departure and replacement of senior managers delayed the process of consolidating the regional team. High turnover in staff in the regional delegation resulted in the weakening of the managerial structure, extra work for individuals, and fewer activities. For delegates and regionally employed staff to fully understand the role of the delegation (facilitating rather than implementing programmes), often takes time. While some have adjusted to the concept, others have found it more difficult.

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

The issue of developing such a strategy was discussed at the secretaries-general meeting in March. Consensus was reached that the region needs more time to develop a common understanding of various issues before embarking on a regional strategy. A revised target date for the RAS will be set in due course.

Objective 3 Coordinated work form the regional technical units and their country technical delegates.

Achievements

Close coordination between country technical units and their respective regional technical units was crucial in preparing the Federation's 2003-2004 appeal. The quarterly head of delegation's meeting also provided opportunities for discussion on programme matters. In 2002, responsibilities of country technical delegates were also extended to provide assistance to the implementation of regional programmes.

Functions of the funding and planning unit were handed over to various people when the unit closed down, including the head of regional delegation, regional technical units, heads of country delegations and the Asia Pacific department in Geneva. This saw an increased responsibility for technical units, sharing in the external relations and coordination functions of the regional delegation and programme managers (budget holders) taking responsibility for programme/project funding.

Constraints

The period between the departure of the former head of regional delegation in May and appointment of the new head in mid-July left a gap of six-weeks. This put pressure on technical staff and posed a challenge for effective management and strategic planning in the region.

Objective 4 A financially well managed regional delegation which does not go into unacceptable financial deficit.

Achievements

As a result of the number of strong cost reduction measures, overall deficit was substantially reduced by September, down to almost zero by the end of the year. Cost cutting measures included scaling down programme activities and reducing the number of staff.

Constraints

Lack of funding remained a serious constraint for implementation of many of the planned activities in the region (mainly related to the slow process of converting soft pledges into hard pledges). In practice this led to the unacceptable situation where programmes ran into considerable deficits during the first half of the year. Cost cutting measures resulted in reduction of the delegation's planning, management and fundraising capacities.

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.*

Achievements

Information systems were gradually strengthened in the region through support from the regional IT officer. Towards the latter part of the year, support was restricted to purely technical support rather than strategy. This met the needs of countries with limited access to email/Internet and/or had general problems with computer systems.

Constraints

Communication between the regional IT officer and country delegations was a constraint, due largely to language problems.

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

Achievements

Shortfalls in regional financial systems were reflected in the Asia Pacific regional implementation plan for the change strategy, and the Federation 2003-2004 appeal. Training for non-financial officers and more guidance from the regional finance unit has been requested.

Constraints

Roles and responsibilities of the regional finance unit and the regional delegation's finance officer need further clarification.

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

As mentioned earlier, Federation policies and the Manila Action Plan were presented at the population conference in Bangkok. In addition, Federation HIV/AIDS advocacy campaigns organised by Thai Red Cross for World Red Cross Red Crescent Day and World AIDS Day, were represented by the regional delegation.

Constraints

Due to the reduction of staff, and head of regional delegation involvement in internal management matters, opportunities (such as attending diplomatic functions) for representing and advocating for the Movement were limited.

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

Significant advances were made in the delegation's daily and long-term cooperation with ICRC, putting intent expressed in 2001 into practice. Regular monthly meetings were held between senior management, with both delegations updated on various issues. Both regional delegations have also been working towards implementation of the Strategy of the Movement. The 2002 regional Partnership meeting was co-funded by both delegations; the 2003 meeting will also be jointly organised.

The regional delegation has also cooperated with ICRC on various regional workshops and activities, most significantly a joint communications internship programme with the information unit. The unit has also worked closely with the ICRC delegation in Indonesia, providing communications planning support to the PMI. Further cooperation is foreseen in 2003. Similarly, the regional health unit has coordinated joint water and sanitation activities with ICRC in Indonesia. During the year, the head of the regional delegation participated in an international ICRC meeting on dissemination and presented a paper on national society statutes and the need for regular revision of these.

For further details please contact:

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All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.30/2002 South East Asia regional
Period: year 2002
Project(s): P51101, 51102, 51160, 51201, 51901, 51902, 51905
Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	4,909,189				
less					
Cash brought forward	431,632				
TOTAL ASSISTANCE SOUGHT	4,477,557				
<u>Contributions from Donors</u>					
American Red Cross (DNUS)	26,410				26,410
Australian Govt.via Australian RC#1 (DGNAU1)	60,444				60,444
Australian Govt.via Australian Red C (DGNAU)	3,535				3,535
Austrian Red Cross (DNAT)	16,500				16,500
British Red Cross # 1 (DNGB01)	23,043				23,043
British Red Cross (DNGB)	146,357				146,357
Canadian Red Cross (DNCA)	5,887				5,887
Danish Red Cross (DNDK)	133,886				133,886
DFID - British Government (DFID)	265,000				265,000
DFID 3- British Government (DFID03)	273,989				273,989
Donor - Unidentified (D000)	6,819				6,819
Finnish Red Cross (DNFI)	24,830				24,830
Japanese Red Cross (DNJP)	74,383				74,383
Japanese Red Cross	344,951				344,951
Norwegian Govt.via Norcross Grant No (DGNNO)	94,467				94,467
Norwegian Red Cross # 2 (DNNO02)	10,496				10,496
Norwegian Red Cross (DNNO)	18,606				18,606
Republic of Korea Red Cross (DNKR)	5,000				5,000
Swedish Govt.via Swedish Red Cross # (DGNSE)	233,788				233,788
Swedish Govt.via Swedish Red Cross # (DGNSE)	16,140				16,140
Swedish Red Cross- #01 (DNSE01)	32,200				32,200
Swedish Red Cross (DNSE)	51,838				51,838
AUSTRIA				64,722	64,722
DENMARK				25,133	25,133
FINLAND				34,661	34,661
ICELAND				59,960	59,960
SWEDEN				53,059	53,059
GREAT BRITAIN				34,497	34,497
TOTAL	1,868,568			272,032	2,140,600

II - Balance of funds

OPENING	431,632
CASH INCOME Rcv'd	1,868,568
CASH EXPENDITURE	-1,978,227

CASH BALANCE	321,973

Appeal No & title: 01.30/2002 South East Asia regional

Period: year 2002

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Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food & Seeds						
Water & sanitation						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total						
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	52,665	16,477			16,477	36,188
Medical equipment						
Other capital expenditures	9,150	5,535			5,535	3,615
Sub-Total	61,815	22,011			22,011	39,804
<u>TRANSPORT & STORAGE</u>	13,910	1,354			1,354	12,556
Sub-Total	13,910	1,354			1,354	12,556
<u>PERSONNEL</u>						
Personnel (delegates)	1,431,076	559,180		272,032	831,212	599,864
Personnel (national staff)	981,026	396,195			396,195	584,831
Sub-Total	2,412,102	955,375		272,032	1,227,407	1,184,695
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	63,300	53,032			53,032	10,268
Travel & related expenses	223,825	216,087			216,087	7,738
Information expenses	249,800	82,192			82,192	167,608
Admin./general expenses	318,337	187,822			187,822	130,515
External workshops & Seminars	1,026,089	246,636			246,636	779,453
Sub-Total	1,881,351	785,770			785,770	1,095,581
<u>PROGRAMME SUPPORT</u>						
Programme management	331,027	133,388			133,388	197,639
Technical services	99,092	39,937			39,937	59,155
Professional services	109,892	44,302			44,302	65,590
Sub-Total	540,011	217,627			217,627	322,384
Operational provisions		-3,911			-3,911	3,911
Transfers to National Societies						
TOTAL BUDGET	4,909,189	1,978,227		272,032	2,250,259	2,658,930