

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

SOUTHEAST ASIA: REGIONAL PROGRAMMES

27 May 2005

In Brief

Appeal No. 01.66/2004; Appeal target: CHF 4,816,294 (USD 3,835,920 or EUR 3,114,797); Appeal coverage: 88.1%.

[\(click here to go directly to the attached Financial Report\).](#)

This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. This annual report also covers the operational period from 1 November to 31 December 2004 not covered by the last programme update. All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>.

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Operational context

During 2004, the Southeast Asia region saw a number of changes and emergencies, challenging both the Federation and the national societies in implementing the planned programmes. Nevertheless, significant achievements were made during the year in line with the *Strategy 2010* in strengthening the national societies through provision of technical support and coordination, and developing regional networking and knowledge sharing.

There has been a more active role played by the national societies around the region in decision making and planning, furthering the development of a regional cooperation framework in various programme areas. In addition, working towards strengthening the capacities of the national societies, there has also been active partnership, links and coordination with the ICRC and the external entities, governments, UN and other agencies to share knowledge and expertise.

In the aspect of health, the emergence of the avian flu tested once more the public health care and social welfare system in the region. Learning from the severe acute respiratory syndrome (SARS) crisis in 2003, the national societies have been working, with the support of the Federation, to improve internal and external systems to deal with future public health emergencies. An annual regional health team meeting was introduced, as a major step to improve coordination, facilitating communication and ensuring broad participation among the national societies in the region.

Furthermore, national societies have increased knowledge, recognition and use of the Federation's disaster response tools. Standard operation procedures for the use of regional response tools were developed to ensure synergy between and among the regional and global response templates. During 2004, the Federation's regional delegation supported more than 20 disaster response operations implemented by national societies, including the Myanmar typhoon in mid-May (the country's first international appeal in over a decade), the Nabire and Alor earthquakes in Indonesia, the Philippines typhoon, and the tsunami disaster across Indonesia, Thailand, Myanmar and Malaysia.

Through ongoing organizational development support and exchange activities, several member societies have recognized the importance of organizational development and have made significant progress in their organizational development/capacity building initiatives. For example, the Malaysian Red Crescent has drafted its first strategic plan; the Thai Red Cross has restructured its youth bureau and achieved gender balance among the youth volunteers; and all chapters of the Philippine National Red Cross have generated 50 per cent more funds than in 2003.

In addition to increased ownership from the national societies, the achievements of regional programmes were a result of better coordination and integration achieved through regular coordination meetings introduced in the latter part of the year within the regional delegation and with its counterparts at country level.

The regional delegation has also established good media relations in Bangkok and facilitated the national societies in establishing relations with their national media. Increased Federation's representation at international and regional events and interaction with the governments, UN and the diplomatic community resulted in an enhanced profile of the Movement in the region in general and created opportunities to explore common areas for collaboration.

In late November, a high-level team, comprising the Federation's secretary-general, head of Asia Pacific department, head of Southeast Asia regional delegation and the head of the DRMU met with the president, vice-presidents and senior managers of the Asia Development Bank. This meeting is expected to herald a step forward in the development of this important partnership.

While the Federation's country support has been strengthened in Vietnam and Cambodia, resources at the regional delegation have been overstretched to support other member societies in the region that have the Federation's in-country presence. This not only highlights the need for additional capacity at the regional delegation but calls for better integration, unity and coordination. During 2004, there were already a number of human resource changes in the regional delegation, including a new head of regional delegation, an information delegate, a water and sanitation delegate and a reporting delegate. This capacity will be reinforced in 2005 to tackle new challenges identified during the course of implementing 2004 programmes as well as to bring forward the recovery programmes in response to the tsunami of 26 December. The regional delegation will manage the expanded regional programmes and the tsunami operations in Thailand and Malaysia while providing technical support for Indonesia and Myanmar.

Health and care

Over the past decades, Southeast Asia has seen substantial progress in disease prevention and control, with a regionwide decline in communicable diseases. However, there are still large social and economic disparities from one country to another and endemic diseases such as malaria and gastrointestinal infections are still widespread. The last few years have seen emerging diseases pose increasing threats in the region. The outbreak of SARS in 2003 was a clear example of how the emergence of a new infectious disease, combined with extensive global travelling and trade, could suddenly threaten a new worldwide pandemic, with potentially catastrophic consequences had it not been contained in time. Again in 2004, both the public healthcare and social welfare system in Southeast Asian countries were put to the test after a rise in poultry and human deaths due to the avian influenza virus. The emergence of two new diseases in the region within the last few years, in addition to the tsunami and other disasters that hit the region in 2004, led to a renewed focus on strengthening the capacity of the national societies for dealing with public health in emergencies (HiE). The HIV/AIDS epidemic is a clear and

present danger, with the Asia Pacific region accounting for one in every five HIV infections worldwide, and the disease continued to be very much in focus during 2004. A new water and sanitation (WatSan) delegate joined the regional health unit in July, enhancing the capacity of the unit for providing support in the area of water and sanitation. Activities in other areas, including blood donor recruitment, strategic planning, and coordination, continued as planned.

Overall Goal: There is a sustainable improvement in the general health of vulnerable communities in the region.

Programme Objective: The region's national societies deliver quality health and care programmes that address the needs of the most vulnerable communities.

Expected Results

- There is increased capacity in the region's national societies for effective design, planning, implementation and management of relevant high quality health and care programmes. The regional health unit will support this capacity building process by providing technical assistance and advice to national societies in accordance with specific needs and development plans.
- Enhanced regional networking for cross-border transfer of technology, information sharing, advocacy, and effective resource mobilization and utilization within the region. Underpinning the regional networks will be enhanced focus on increasing the ownership of the membership, with national societies taking on the chair/secretariat role of the networks and, importantly, becoming more committed to supporting one another. The regional health unit will be instrumental in assisting the networks in developing and implementing cross-border activities.
- Improved coordination of health and care activities within the International Red Cross and Red Crescent Movement, and with relevant external agencies in the region, to ensure development of sustainable national society health programmes. The regional health unit will act as a facilitator in the coordination of health and care activities in the region.

Achievements

Health strategic plans: Development of national society health strategic plans continued in 2004. By the end of 2004, Myanmar, Cambodia, Vietnam, Laos and Indonesia all had strategic plans in place, while the process is under way in Timor-Leste and at the planning stage in the Philippines. The planning process in Laos and Vietnam was jointly supported by the regional health unit, the Danish Red Cross and the Australian Red Cross. In October 2004, 25 participants from the host and partner national societies, and the Federation joined a three-day strategic planning workshop with the aim of developing a comprehensive and consolidated regional health strategic plan. The plan sets forth the following vision, mission and main objectives:

Vision: Improved health of the most vulnerable in Southeast Asia.

Mission: Guided by the Fundamental Principles, the Red Cross and Red Crescent regional health team coordinates, supports and strengthens the national societies in Southeast Asia as the key auxiliaries to meet the health needs of the most vulnerable.

Objectives:

1. By the end of 2008, the regional health team will have strengthened coordination and cooperation amongst key strategic partners at inter- and intra-regional level;
2. By the end of 2008, the regional health team will have supported national societies in technical, financial and advocacy terms in order to strengthen programmes and maximize regional resources;
3. By the end of 2006, regional health team will have strengthened the capacity of the national societies to develop and manage responsive community-based health programmes; and
4. By the end of 2005, regional health team will have built the capacity of national societies to identify and access funding opportunities in order to implement activities outlined in their respective strategic plans.

Health in emergencies: In February 2004, 19 HiE managers from 10 national societies and the Federation met in Bangkok to discuss lessons learned from the Red Cross and Red Crescent response to SARS in 2003. The purpose of the four-day workshop was also to strengthen the capacity of national societies to respond to future epidemics, especially the then prevalent avian flu, and manage future public health emergencies. The forum documented how national societies throughout the region had developed and implemented SARS prevention and control programmes, featuring a large variety of activities according to the needs and priorities of each country and adjusted to its own capacity and mandate. With particular focus on health information and other prevention activities, and with the ability of the national societies to access vulnerable groups including remote and/or marginalized populations, there is no doubt that the Red Cross and Red Crescent efforts contributed to the detention of the disease. Some countries even reported seeing long-lasting impacts of their activities in terms of improved health and hygiene behaviour. The workshop led to the formulation of a set of generic guidelines for the Red Cross and Red Crescent to deal with public health emergencies, such as SARS and avian flu, and to prepare for and respond to health needs in disasters. The forum also decided to establish a working group with the aim of developing more detailed and comprehensive guidelines for national society preparedness and response to public HiE. The working group, consisting of three HiE managers (from the Philippines, Hong Kong and Singapore national societies), one staff member from the regional disaster risk management unit, and one staff member from the regional health unit, held its first meeting in September 2004 and development of the guidelines is now under way.

Based on the lessons learned from the SARS response in 2003, the Philippines Red Cross, with support from the regional health unit, is spearheading two projects in public HiE. One project provides community information and prevention activities in areas prone to outbreaks of malaria, dengue, measles, avian flu and SARS, while the other is a measles surveillance and malaria prevention project, funded by the New Zealand Red Cross.

The end of 2004 saw two serious disasters, namely typhoons, floods and landslides in the Philippines in November and the tsunami hitting the region on 26 December 2004. The regional health unit was heavily involved in supporting the national societies in responding to both of these disasters, providing on-site technical support, participating in assessments, facilitation coordination within the Movement and with external organizations, planning for long-term recovery and rehabilitation, etc.

HIV/AIDS: 2004 was the first year of implementing the new Asian Red Cross and Red Crescent AIDS Network (ART) strategic plan for 2004-2008. As planned, the secretariat was transferred to the regional health unit in January 2004 and the regional HIV/AIDS programme officer was appointed part-time ART secretary. Subsequently, the network was restructured according to the plan, among others, with the institution of quarterly management meetings. In July 2004, the 15th International AIDS Conference (IAC) was held in Bangkok. Prior to the conference, the secretariat, supported by the regional health unit and the regional information unit, produced a series of publications, including:

- The ART 2003 evaluation report and ART 2004-8 strategic plan;
- The ART folder, leaflet, logo/sticker, and letter head;
- The ART newsletter's 13th edition;
- The poster/lesson learned from the ART Network (accepted for poster presentation).

These publications were widely distributed during 16th ART meeting and 15th IAC.

The 16th ART meeting, preceding the 15th IAC, focused on partnership and included participation from 13 national societies, the Australian Red Cross, the Federation's Secretariat, Global Network for People living with HIV/AIDS (GNP+) and observers from national societies from other regions. The new ART structure, as proposed by the management committee, was discussed and approved by the other members, and a follow-up on the strategic plan showed timely progress in most areas. The meeting report was distributed in August. The 16th ART meeting was followed by a global Red Cross and Red Crescent HIV/AIDS workshop with participants from around the world. At the global workshop, the Joint United Nations Programme on HIV/AIDS (UNAIDS) 'AIDS Competence' toolkit, developed in May 2004, was introduced and the ART members, working as a separate group, excelled in their presentation. Later, 11 of the 13 ART members remained in Bangkok to participate in the

15th IAC. Several national societies, as well as the network as such, had been accepted for poster presentations. Most ART members also took active part in staffing the Federation booth, distributing materials and publications, and providing information about the Red Cross and Red Crescent work in the region to all interested.

In August 2004, implementation of the ART strategic plan 2004-2008 was discussed as a focal point at the secretary-general's forum in Laos. The idea of introducing a membership fee had previously been suggested but at the meeting in August, the secretaries-general reiterated their commitment to the strategy and formally expressed their support to the proposal of introducing a USD 500 annual membership fee, effective from January 2005. In December 2004, in a joint meeting with AIDS Programme supported by the Australian Red Cross (ARCAIDS), ART, the regional health unit and the Norwegian Red Cross, the structure for future better-coordinated joint support to the network was discussed and it was agreed to seek some level of integration between the Australian Red Cross regional office for HIV/AIDS and the regional health unit during the course of 2005.

Implementation of the HIV/AIDS programme funded by the Organization of Petroleum Exporting Countries (OPEC) continued throughout 2004. A mid-term evaluation of the programme took place in May-June to assess the impact and added value of OPEC-funded Asia Pacific HIV/AIDS programme jointly implemented by the Federation, the Australian Red Cross and relevant partner national societies. The general finding of the evaluation pointed to significant added value achieved at community level, especially in the areas of prevention of further infections and the reduction of stigma and discrimination.

Blood donor recruitment: In early 2004, the Lao Red Cross, with support from the regional health unit, finalized a five-year strategic plan for the blood programme. In March, two regional health unit members participated in an evaluation of the programme, conducted by the Japanese Red Cross. The evaluation recommended that the Japanese Red Cross continue providing some support to the programme alongside the planned funding and exit strategy. The funding situation beyond 2004, however, still remains uncertain.

In April 2005, the Federation, the Chinese Red Cross and the World Health Organization (WHO) conducted the 9th International Colloquium on the recruitment of voluntary, non-remunerated blood donors. From Southeast Asia, staff from the regional health unit and blood donor recruitment managers from several national societies participated in the colloquium in order to learn and to share the experiences from this region. Led by the Singapore Red Cross, numerous national societies from Southeast Asia contributed to the preparation of a poster illustrating blood donor recruitment activities from throughout the region. The poster was presented at the colloquium.

November began with the 4th Thai Red Cross and Japanese Red Cross joint symposium on blood services, held in Bangkok and with participation from across Asia, followed by the first training-of-trainers (ToT) training on the '*Making a Difference*' toolkit on blood donor recruitment, hosted and facilitated by the Singapore Red Cross. Both the symposium and the ToT training were very successful and follow-up plans during 2005 were made. The regional health unit supported and participated in both events.

Water and Sanitation: In the past year, the regional health unit supported developmental regional health unit projects in Laos, Cambodia, Myanmar and Timor Leste. The regional WatSan delegate visited these countries to monitor/evaluate, supervise and plan the activities in close coordination with the national societies and other partners working in country. On several occasions, the regional WatSan delegate met with partner national societies working in the region to discuss coordination and implementation of regional health unit activities. In meetings with national society management, these activities are advocated as an integrated part of health programmes. Several national societies in the region consider water and sanitation as one of their priorities, and the corresponding programmes in the region are increasing. During the regional health team meeting held in October, participants from almost all countries in the region identified, among others, the following needs and expectations from the WatSan delegate:

- more involvement in monitoring and evaluation of programmes;
- collecting best practices and facilitating sharing of experiences within the region; and
- providing training on water and sanitation in emergencies.

By the end of 2004, the regional WatSan delegate participated in the initial assessment in the Philippines following the typhoons and floods in the beginning of December and was involved in the general assessment in the south of Thailand following the tsunami. During these emergency assessments activities were coordinated with external bodies and donors, including government bodies, the United Nations Disaster Assessment and Coordination team, the European Community Humanitarian Office (ECHO), the Office of US Foreign Disaster Assistance (OFDA) and NGOs. Coordination with the ICRC was established at regional and country levels.

First aid: A process of developing minimum standards for an Asian certificate for first aid training was initiated in 1998 and put on hold in 2002 due to lack of funding. With funding secured for 2004, the process was resumed and the minimum standards were finalized. Many have already revised their first aid curricula in accordance with the draft standards, and the next step is to develop a system for formal accreditation and quality control. A regional working group will be established to develop this system.

Coordination: The annual regional health team meeting was held in Bangkok in early October 2004 with 25 participants from ten national societies, two partner national societies, two country delegations, the regional health unit and the Secretariat's health department in Geneva. The meeting covered four main areas of common concern and interest:

- the policy foundation and strategic framework for the work of the movement;
- water and sanitation;
- health in emergencies; and
- cooperation and coordination.

Throughout the meeting, national societies shared their experiences, followed by group discussions leading to concrete recommendations for the future work. The HiE session included a presentation by the WHO's Southeast Asia regional advisor for emergency and humanitarian action. The annual meeting was followed by a three-day strategic planning workshop, which led to the formulation of a joint movement platform for working as a regional health team.

Throughout 2004, the regional health unit continued to develop links with relevant external agencies and regional bodies by participating in international and regional meetings and conferences and strengthening links with a variety of national and international organizations. These included participation in the Asia Pacific Alternative Community Forum on HIV/AIDS in Bangkok, the Siam Care's Third International Conference on Sexual and Reproductive Health in Chiang Mai, the Meeting on Development of Health Collaboration Along Thailand-Myanmar Border Areas organized by WHO in Chiang Mai, the United Nations Regional Task Force on Mobility and HIV Vulnerability Reduction Meeting in Dili, Timor Leste, and others.

Impact

As mentioned earlier, a regional workshop on SARS 2003 conducted by the regional health unit in February 2004 identified some of the constraints faced and achievements made in dealing with SARS. Obviously it was a very difficult and complex situation, not only for the Red Cross and Red Crescent, but also for other agencies, such as the ministries of health and WHO. SARS was a new disease with unknown modes of transmission, clinical features and epidemiological patterns, although it soon became clear that the world was facing a potentially devastating pandemic. For many national societies it was also the first time in decades that they witnessed the emergence of a new epidemic disease, and most did not have preparedness plans or structures in place to deal with such a situation. Because of these factors, the Red Cross and Red Crescent response was somewhat delayed.

However, given the constraints, it is commendable that national societies throughout the region developed and implemented SARS prevention and control programmes, featuring a large variety of activities according to the needs and priorities of each country, and adjusted to the capacity and mandate of each national society. With particular focus on health information and other prevention activities, and with the ability of Red Cross and Red Crescent to access vulnerable groups including remote and/or marginalized populations, there is no doubt that the Movement's efforts contributed to the detention of the disease. Some countries even reported seeing prevailing impacts of their activities in terms of improved health and hygiene behaviour. SARS also led many national societies to realize the need for improved preparedness for dealing with such epidemics. Most of them are now

working in that direction, establishing necessary internal and external systems for dealing with future public health emergencies. The workshop resulted in a set of generic guidelines for HiE preparedness and response, which will pave the way for better and timelier future Red Cross and Red Crescent action.

The mid-term evaluation of the OPEC-funded HIV/AIDS programme conducted in the second quarter of 2004 points to significant added value achieved at community level, especially in the areas of prevention of further infections, and the reduction of stigma and discrimination. Significant outcomes in care and support activities are beginning to be realized and are likely to expand as the work of the programme becomes more fully embedded among its target communities. So far, the strengthening of national societies has mainly taken place at programme level. The evaluation team found that OPEC funding enabled national societies to gain an understanding of effective and ineffective measures in communities, providing them with a solid platform for future HIV/AIDS work, often in partnership with government and other strategic stakeholders such as national AIDS authorities and other key sector actors. OPEC funding also enabled significant scale-up in both programme activity and geographical coverage to take place, but through this expansion some concerns have developed regarding the longer-term sustainability of the programme's work as funding winds down. The evaluation report lists a number of recommendations and recognizes the considerable added value of OPEC funds on the existing HIV/AIDS programme. Perhaps the most important finding is that the partnership between OPEC and its Red Cross partners has made a real difference to the lives of positive people and their families, demonstrated throughout some case studies.

The health strategic planning workshop started out with an assessment of achievements and constraints in the development and implementation of the regional health programme. The introduction of an annual regional health team meeting, and especially the participation of national societies in the region in 2004, was highlighted as a major achievement in terms of improving coordination, facilitating communication, and ensuring broad participation. This was further underscored by the developments in coordination with other organizations, such as the Australian Red Cross regional office for HIV/AIDS, the collaboration with GNP+ and the memorandum of understanding with WHO's Southeast Asia regional office. The third area recognized by most participants as a significant achievement is the development of regional networks and working groups, with ART being highlighted as a successful and dynamic network. Finally, the promotion of health strategic planning, at both national and regional levels was seen as an important contribution to capacity building of national societies.

Constraints

The regional health unit was without a WatSan delegate from March to July 2004. The lack of capacity in this area resulted in some delay in the development of and support to WatSan programmes to national societies. However, after the new delegate joined the team in July, the programme is now put back on track.

Main constraints for the regional health work, identified by the participants at the health strategic planning workshop, include:

- Financial support more dependent on available funds than on actual needs, leaving some national societies with insufficient support;
- Insufficient technical support to some national societies with no in-country health delegates (Cambodia, Laos, Vietnam, and the Philippines);
- Limited follow-up on training programmes and insufficient capacity building and technical support to some national societies; and
- Inadequate monitoring and evaluation.

Disaster management

Overall Goal: National societies are well prepared, able to respond to disasters in a timely, efficient and coordinated manner, clearly linked to and utilizing the Federation's response systems and thus able to improve the ability of communities at risk to cope with and respond to disasters.

Programme Objective: The disaster preparedness and response capacity at national and regional level is substantially improved and the linkages and mobilization of the Federation's global response system assured, through a comprehensive, integrated regional disaster management approach.

Expected Result 1: Development of disaster management

All national societies are systematically addressing their disaster management development needs, based on well-developed plans and through strengthened regional cooperation.

Achievements

At the end of 2004, the regional disaster risk management unit (DRMU) comprised four persons: a head of unit, a senior emergency response and preparedness programme officer of Indonesian nationality, a disaster management programme officer of Philippine nationality outposted to the Philippines and a disaster management programme officer of Myanmar nationality. The unit forms part of a regional disaster management team, which includes two delegates in the Federation's country delegations (one in Indonesia and another in Myanmar). An essential part of the work of the unit is to support and be responsive to ongoing disaster management needs of the national societies. To achieve this, the unit staff undertook regular visits to six prioritized countries in the region, namely Cambodia, Laos, Myanmar, Indonesia, Timor-Leste and Vietnam. It also facilitated disaster management training workshops using external consultants wherever appropriate, from the Centre for Disaster Preparedness (CDP), the International Institute for Disaster Risk Management (IDRM) and Action Against Hunger, including:

- A total of three tailor-made community-based disaster management (CBDM) workshops organized during 2004 for 77 staff members and volunteers of Cambodia Red Cross, Lao Red Cross, Myanmar Red Cross, Thailand Red Cross and Vietnam Red Cross. These workshops encircled concepts and principles of the community-based disaster risk management framework, hazards, vulnerability, capacity assessment, participatory rural appraisal (PRA) tools, the identification of risk reduction measures, the community planning process, community-based early warning systems, the disaster management information system (DMIS) and the Federation's global response tools.
- A disaster management course held in Dili in May for 25 Timor-Leste Red Cross (Cruz Vermelha de Timor-Leste - CVTL) staff members and volunteers from the headquarters and branches. This course was followed by a strategic planning workshop wherein CVTL was able to formulate a three-year strategic plan. A disaster management working paper including a detailed plan of action was also developed.
- Two strategic planning workshops held in Laos and Myanmar for over 55 Red Cross staff members and volunteers. Myanmar Red Cross developed its three-year strategic plan.
- Two ToT workshops held in Cambodia and Vietnam for the Red Cross volunteers, piloting the effectiveness of the training material developed in 2003. The participants will be expected to use the modified material for more extensive volunteer training in 2005.
- Two regional leadership and management development programme courses held in Bangkok and in Manila during 2004 for disaster management directors and deputy director/senior programme staff from the national societies. The course provided them with opportunities to enhance their skills in leadership, management, negotiation, monitoring and evaluation, coordination and networking, as well as understanding of the Federation's reporting procedures. A separate training course was arranged for Vietnam Red Cross senior managers as they were unable to attend the regional course.

The DRMU also provides the following support to the national societies in developing their disaster management capacities:

Laos: The unit hired a consultant, supported by the Australian Red Cross, to make a study on the *Hmong* ethnic group specifically relating to issues of displacement.

Indonesia: The unit supported a disaster management programme officer of Indonesian Red Cross (Palang Merah Indonesia – PMI) to attend two RedR humanitarian management courses in Australia.

Philippines: The unit has marked involvement in national level, disaster management activities in the Philippines since the outposting of a disaster risk management programme officer. The unit was involved in designing the national disaster response training curriculum, field assessments during the series of floods and typhoons, reporting, monitoring and technical guidance to the Philippine National Red Cross disaster management activities.

Vietnam: The unit provided technical support to the evaluation of the Vietnam Red Cross disaster management programme funded by the European Community Humanitarian Office Disaster Preparedness Programme

(DIPECHO) and Australian Government's Overseas Aids Programme (AusAID). It also assisted with the re-establishment of the AusAID-funded disaster preparedness/mitigation activity after some considerable delays in the Mekong delta provinces. The unit also hired an IDRM consultant to facilitate the Vietnam Red Cross in finalizing a framework agreement with the government, which outlines the roles and responsibilities of the national society in disaster management. It is anticipated that the agreement will be approved in early 2005 by the government's central committee for flood and storm control. The consultant also facilitated the development of the Vietnam Red Cross' disaster management policy which is expected to be endorsed by its leadership in 2005. The head of unit also undertook several monitoring visits to Vietnam as part of continued support to the ongoing programmes, e.g. for DIPECHO – participating on a study of gender relations in disaster management, as a resource person for the Vietnam Red Cross staff training and to attend the feedback session on the evaluation of the DIPECHO/AusAID-funded projects. In addition to the various country visits, the unit was involved in raising funds for the regional disaster management committee (RDMC) activities, developing partnerships, financing studies, exploring ways to take forward the Manila Action Plan (MAP), for example on population movement issues, and co-facilitating several leadership management courses.

The regional disaster management received funding support from the Netherlands government through the Netherlands Red Cross, from the Danish International Development Agency (DANIDA) through the Danish Red Cross, the Red Cross Societies of Great Britain, Australia, Sweden and Japan, and from the Institutional Strategic Partnership (ISP) of the British Government's Department for International Development (DFID).

The DRMU continued active partnerships with important regional institutions. Discussions took place with the Asian Disaster Preparedness Centre (ADPC), and further progress made towards developing a memorandum of understanding (MoU) between the organizations (covering material and human resources, cooperation in research, training, reviews and proposals). The MoU will be signed in 2005. Support was provided for one Thai Red Cross staff to undertake an outreach course held at the ADPC in July along with the senior emergency response and preparedness programme officer. Regular engagement with the IDRM in training, policy development, evaluations, etc. took place. Further discussion took place with RedR over joint training initiatives for Red Cross and Red Crescent staff in 2005.

The unit participated at the national consultative meeting held by DIPECHO in Bangkok during March as well as at several similar country-level consultative meetings to ensure good representation. Significant progress was also made in developing relationship with the ASEAN disaster management committee. As a follow-up to the eighth RDMC meeting (see below), DRMU and RDMC members from the Thai, Indonesian and Vietnamese Red Cross societies attended the social and community service workshop initiated by the ASEAN committee on disaster management (ACDM) in Hanoi in November 2004. The unit partially financed this meeting along with UNICEF and UNHCR. In addition, ACDM requested assistance from the Federation's legal department to provide guidance and input into the ir legal instrument (scheduled to be presented before ministers in early 2005).

A one-day population movement workshop was held in November with the participation of Federation staff, ICRC and UNHCR in Bangkok. Participants discussed population movement trends in the Asia Pacific region and challenges facing national societies. The workshop was aimed at seeking ways to develop awareness and activities of national societies in population movement issues within the Southeast Asia region.

In February, an urban disaster risk management study was conducted by a consultant in four urban centres in the region: Jakarta, Da Nang (Vietnam), Vientiane and Bangkok. The study report was presented during the regional disaster management committee meeting in late May.

Constraints

A number of planned regional events were postponed to 2005 owing to scheduling realities, including the first Southeast Asia regional disaster management team meeting with three national societies and partner national societies, the disaster risk management meeting for leaders of national societies, and an advocacy workshop for selected national society managers.

In Vietnam, the framework agreement is still to be translated and disseminated amongst the Red Cross network and to other stakeholders. In Cambodia, a similar challenge was faced with the agreement between the Cambodian

Red Cross, the government's national committee for disaster management and other partners as a second meeting for stakeholders scheduled for late 2004 was postponed till 2005. There were also a limited number of representatives from the other sectors present in the strategic planning workshops. Although all the strategic plans produced during the workshops in Cambodia, Myanmar, Laos and Timor-Leste were both in English and in the national language, the plans were not disseminated to a wider audience during the year. The DRMU will need to prompt this in 2005.

The Brunei Red Crescent disaster management focal person and disaster managers from Singapore and Malaysia were unable to attend the leadership and management development courses due to health reason and conflicting schedules. In the Philippines, the protracted illness and death of the former director of the Philippine National Red Cross' disaster management services created some challenges within the national society and impacted on its disaster response operations, e.g. in the Southern Leyte operation, as well as on the delivery of basic disaster management services.

Expected Result 2: Improved capacity in disaster response and preparedness

The disaster response and response preparedness capacity within the region is further strengthened, at both individual national society and regional levels, and the understanding of and linkages to the Federation's global response system are assured.

Achievements

Response mechanism: The ToT workshops for Red Cross volunteers (that took place in October in Cambodia and in December in Vietnam) facilitated by the DRMU aimed to provide a curriculum for future volunteers, who in national societies form the backbone of the disaster management work and thus play a crucial role in the local-level response mechanisms in country.

The DRMU provided ongoing support to the operation implemented by the Philippine National Red Cross in Southern Leyte. The regional disaster risk management programme officer outposted in the Philippines provided direct support to the national society in its operations. In addition, the DRMU provided support to the relief and recovery operation in the aftermath of the floods and typhoons that affected the country in November and December.

Standard operational procedures (SOP) for the Southeast Asia regional disaster responses team (RDRT) were further developed in a three-day workshop held in August in Manila. Disaster management directors and senior officials from the national societies of Malaysia, Philippines, Thailand, Timor-Leste and Vietnam participated. This activity aimed to develop a set of user-friendly, SOP which would be applicable in the context of Southeast Asia. A consultant (formerly working in the Federation's operations support department on global SOP) facilitated the process.

The progress towards the development of international disaster response law (IDRL) continued in the region with research in Indonesia undertaken in November by the IDRL project coordinator. The coordinator met with senior officers from different ministries and international organizations who are concerned with the development of the laws. In addition, a one-day workshop was organized on IDRL with PMI for staff from various government agencies and international organizations.

A human resource database of disaster management staff and volunteers continues to be developed and maintained for national society and Federation staff members who attended RDRT, field assessment coordination team (FACT) and emergency response unit (ERU) training events. During the year, seven national society staff and one delegate had an opportunity to participate in training events organized by the Federation's Secretariat in Geneva, including one from the Philippines, one from Indonesia and the disaster management delegate from Indonesia, who participated in the FACT training in Australia during March. Four national society staff members (two from Myanmar and two from Indonesia) participated in the basic training course for potential delegates in Australia in June and one PMI staff also participated in RDRT/FACT/ERU simulation exercise training in Finland in November. Disaster management staff from the DRMU and one person from the Thai Red Cross attended a ToT in Sphere and the essentials of humanitarian practice training conducted by RedR in Bangkok.

During the latter part of the year, the DRMU and regional delegation health unit initiated work in order to develop a more integrated approach to HiE. A HiE working group, comprising staff from Hong Kong, Philippines and Singaporean Red Cross societies, was established in September in order to develop guidelines for national societies in dealing with health emergencies and public health emergency cases.

The RDMU supported the linkages of the RDMC with the ASEAN disaster management committee and attended several meetings providing the Federation perspective and encouraging further cooperation (see below). The unit hired the main facilitator and worked together with ADPC, UNESCAP and ECHO to facilitate the third disaster management practitioners workshop for Southeast Asia held in Bangkok on the theme of institutionalizing community-based disaster risk management in government policy-making, planning and programme activities. Over 60 participants from four national societies and other partners in Southeast Asia attended this four-day workshop.

Training: The DRMU through various meetings and training events continued to stress the importance and understanding amongst national societies of a coherently linked system from bottom to the top: branch-level rapid response team, national intervention team, RDRT and the global FACT; all having their own characteristic roles but with some standard components and in certain cases, the same human resource.

The DRMU also funded the participation of three national society staff in the RedR co-facilitated Sphere ToT (in January) and an outreach ToT on refugee protection (in September) in Bangkok.

In the Philippines, a disaster response team regional training was held in Iloilo city with 28 participants from seven PNRC chapters (who were unaware of Sphere or the Code of Conduct for disaster response). The training objectives were to provide technical guidance to the disaster response team training, Sphere standards and a simulation exercise on emergency assessment for national society staff and volunteers. The training was conducted mostly using group exercises, plenary discussion, workshop and group works and simulation. The training was funded through a Hong Kong Red Cross grant which aims to upscale the response capacity of the Philippine National Red Cross chapters.

Disaster response incidents/operations: During the year, the DRMU was involved with more than 20 disaster response operations implemented by national societies, from moral support, advice and assistance for drafting documents and liaising between donors and the host national societies, to the deployment of its staff. For example:

- In Myanmar, the DRMU liaised with donors and assisted with the development of an international appeal to respond to the typhoon that ravaged the northwestern state of Rakhine in mid-May. Later in July, the unit conducted a brief interim review of the emergency operation, assessing the progress and challenges to date. Being the first international appeal launched for over a decade, expectations were high, but the Federation through its delegation maintained a high level of support to the Myanmar Red Cross Society and sound implementation, and progress was reported. The operations ended in October and a final report was published in December.
- In Indonesia, support was provided to help secure disaster relief emergency fund (DREF) for the Alor and Nabire earthquake operations; and one DRMU programme officer was also sent to Indonesia in response the earthquake and tsunami in late December.
- In the Philippines, the unit supported the Philippine National Red Cross disaster response operation in response to the multiple cyclone by sending two programme officers to Manila in the first weeks of the disaster, preparing and launching an international appeal.
- The DRMU also actively supported the Malaysian Red Crescent in preparing the deployment of its RDRT members to the Philippines (multiple storms/typhoons) and Indonesia (earthquake/tsunami).

Constraints

The postponement of the second RDRT training event for Mekong countries due to overlapping schedules of the DRMU or colleagues from the Federation's Secretariat and from elsewhere, along with the lack of preparedness of the host national society and language problems, was a major disappointment. However, funding was secured

from the Japanese Red Cross and the course will be rescheduled to mid-2005 to be held in the central provinces of Vietnam.

In the Philippines region of Southern Leyte, the situation remained delicate with challenges due to unresolved operational issues in procurement and local management of the rehabilitation project. A letter of understanding signed between the Federation and the national society leadership is expected to expedite the completion of the project.

Expected Result 3: Improved information and knowledge sharing

The linkages and mechanisms for disaster management information and knowledge sharing between the national, regional and global levels are substantially improved.

Achievements

Training in DMIS remained a priority of the unit. The team organized and co-facilitated a training session for DMIS in the Philippines during August with the operations support department from the Federation's Secretariat. Some 22 people from the Southeast Asia/East Asia region attended. All focal persons from the disaster and health units of 11 national societies participated together with representatives from partner national societies. This workshop aimed to enhance skills and knowledge of the system, increase the practical understanding of how the system worked and broaden the needs and requirements of focal persons. Information in the form of alerts and updates is now input almost immediately from the field into the system.

The visits also aimed to develop further knowledge of the trained national society DMIS focal persons and to develop a better understanding of the importance and use of this tool by other staff. Opportunities for further training were made during other training events such as RDRT and logistics training. In Indonesia, the Philippines measure has now been taken to appoint focal disaster information people at various branches in order to provide the headquarters with timely information and to profile the branches' response (even in cases where external help is not required). Further training of other national society branch staff is required to improve timeliness and accuracy for DMIS entries. Clearly though, more timely entries were completed and confidence is growing amongst all focal persons to make submissions. There are more frequent users of the DMIS in the region and the number of field report entries has risen to over 140 during 2004. The Southeast Asia region has become the global leader for timely monitoring reports and was considered the most disaster-prone in the world in the later part of the year. Regular DMIS reporting has helped also national societies to expand and improve their funding base. However occasionally, concerns arose about the timeliness of reporting and the need for improved coordination within the secretariat and the national society.

A questionnaire on national society capacities in disaster management and knowledge sharing was prepared by the working group, and shared for comment at the seventh and eighth RDMC meetings held in Vietnam and the Philippines respectively before being sent out to all Southeast Asia national societies for completion. Results of this questionnaire were collated in 2004. These meetings with the inclusion of several representatives from the national societies of Indonesia, Laos, Myanmar and Timor-Leste as many tailored to meet individual staff needs, focused on developing coordination, negotiation and influencing skills.

Cross-learning resulted from an exchange visit between four disaster management staff from the Lao Red Cross to see the work of the Cambodian Red Cross' CBDM programme was supported in September. The visitors reported that they had a much clearer understanding of the work of the Cambodian Red Cross in this area and further strengthened ties between these two neighbouring national societies. The Lao Red Cross also conducted visits to the Vietnam Red Cross in the communities under the CBDM programme. In Vietnam, the team visited three provinces. Such visits are considered to be helpful for national society staff members who are able to see first hand the challenges and success of projects undertaken by other national society colleagues, to learn from these and apply best practice in their own countries. Visits by RDMU staff to other national society programmes are very much appreciated by all those involved and go a long way to building greater trust and confidence as well as mutual understanding between national society staff who often struggle with similar issues.

During the year, the unit staff, along with other members of the regional unit, the head of regional delegation, programme coordinator and all heads of country delegations attended three regional management meetings all

held in Bangkok. Staff members from the Federation's Secretariat in Geneva including the head of Asia Pacific department also attended. The meetings discussed a wide range of issues, including support to the various country delegations before, during and after disaster. Generally, a more supportive and proactive role assumed by the DRMU to country delegations and the national societies through regular visits, follow-up on activities and assistance to secure long-term funding for each national society was welcomed and appreciated. Challenges facing the various components of the Movement at times of emergency were also openly discussed.

The unit's staff and other regional unit staff attended the regional reflection, learning and planning workshop held in Bangkok. The meeting discussed the implementing *Strategy 2010* and MAP, the strategy for change and next steps for the regional staff. At the end of October, the DRMU collaborated with the information unit to launch the World Disaster Report. This report detailed and announced activities implemented in the region. Case studies from the national societies of Thailand and the Philippines were presented and discussed.

Constraints

No major constraints were experienced in this aspect of the DRMU work.

Expected Result 4: Development of cooperation

The Federation's regional disaster management cooperation framework is further developed, maintained and sustained.

Achievements

The seventh RDMC meeting was held in May in Hanoi. The five-day event was attended by disaster managers from 10 national societies in the region and by most regional disaster management team members. Updates from individual national society's disaster management programmes and from the four working groups on progress against action plans were provided. Thematic discussion on areas of major concern to the region such as urban disasters, climate change, population movement and CBDM also took place. Members sought improvements on information sharing about RDMC activities, the need to better use the Federation's tools (particularly DMIS), the production of regular bulletins (by the RDMU) and an information brochure (on the committee). The integration with ICRC was also another important issue (an ICRC representative was invited to attend the next committee meeting and asked to present on conflict preparedness in the region in particular, as well as introducing 'safer access' concepts as an approach in conflict preparedness). A resolution adopted at the meeting agreed that steps towards the formation of a regional disaster management secretariat should be considered at the eighth committee meeting. One of the significant results of the meeting was agreement on the new structure of the unit.

The eighth RDMC meeting was held in early October in Manila. In total, there were 16 attendees from nine national societies in the region and representatives from ICRC, and the Spanish and Hong Kong Red Cross societies. The meeting brought together the disaster management directors from the national societies, five months after the last gathering in Hanoi. A resource person also attended the meeting from ACDM, sharing the organization's objectives and discussing further potential for cooperation with RDMC. Updates from the disaster management programme update from each national society was shared between participants, in-depth discussions were held on thematic issues including climate change, disaster management policy documentation, roles and responsibilities, the UN's Millennium Development Goals (MDG), the launch of the World Disaster Report and the MAP. Opportunity for information exchange and new learning on important issues that effect the region was appreciated as was the frank dialogue on the RDMC and the challenges ahead. Subsequent to the next meeting, action will be taken to try to improve communication flow and to encourage the DMIS focal persons of the national societies to produce timely disaster management information. The ninth RDMC meeting was scheduled for April 2005 in Yangon.

The head of the regional DRMU attended the annual global disaster management coordinators meeting in Ankara in October. He also attended the disaster preparedness/disaster response meeting held in Geneva in March 2004 as a resource person and as a panellist in two of the pre-conferences for the UN World Conference on Disaster Reduction (to be held in Kobe, Japan in February 2005) one in Siem Reap (Cambodia, in February) and the other in New Delhi in August. The senior emergency response and preparedness officer participated in the UN Disaster Assessment and Coordination training in Beijing as part of the continuing coordination with the UN disaster response system.

Constraints

The regional DRMU hopes to reach full capacity by early 2005 with the appointment of another staff member from the region. Challenges remain in ensuring an adequate level of support to the region's national societies and unexpected disasters particularly with their ongoing disaster management programmes.

Coordination

The coordination with ICRC improved with their active participation in the eighth RDMC meeting. Ties continued with partner national societies operating either bilaterally in the region or supporting programme work of national societies or the RDMU. Good working relationships were established particularly with the main partners of the RDMU, namely the British, Danish, Swedish, Japanese, Netherlands and Finnish Red Cross societies. More coordination work is required, particularly, with partner national societies operating bilaterally in the region who are active in disaster management.

RDMC and RDMU members attended several ACDM meetings during the year, representing an important step in improving regional networking with this body.

Continued effort is being made amongst the teams at the regional delegation to better integrate the different sectoral programme work.

Organizational development

Overall Goal: A greater number of people in the region have access to humanitarian services and relief interventions through the Red Cross and Red Crescent.

Objective: Southeast Asia national societies are aligned with the criteria defined in the document, 'Characteristics of a Well-Functioning National Society', and are in a position to deliver quality humanitarian services to the most vulnerable people.

Expected Result 1: Regional cooperation and coordination

National societies in the region achieve significant improvements in regional cooperation and coordination through a strong regional network of organizational development practitioners and practical training in related issues.

Achievements

Nine national societies from the region attended the 4th regional Project Planning Process (PPP) training event organized by the unit in April 2004. Participants worked in groups to plan a relief operation – based on a case study – creating an environment for active discussions, decision making and healthy competition among groups. The course facilitator provided guidance and graded them on the viability of plans. Feedback from participants showed they would like to use PPP as a basis for their project planning.

Nine national societies from the region attended the 4th Regional Organizational Development Forum meeting co-hosted by the Malaysian Red Crescent Society in May 2004. Issues on governance and management and identified areas for internal and external assistance were discussed. The forum proved useful for sharing information and tools, and in boosting initiatives of new organizational development work/processes in national societies. Significant developments from this are as follow :

- Following the organizational development forum in 2003, the Lao Red Cross organizational development department developed an operational plan to raise funds in 2004 and has started new fundraising activities. The society raised USD 12,000 on 8 May using plans formulated with the Thai Red Cross. The society also adapted a Myanmar Red Cross branch development survey format and has used it for strengthening the capacity of its branches. The society is also developing a database of human resource specialists at its headquarters and in the branches. In another initiative, the organizational development focal point presented a report with recommendations on leadership and management.
- Learning from the Cambodian Red Cross update in the last forum, the Malaysian Red Crescent has prepared a draft strategic plan, to be finalized shortly and presented to the board for approval. After recommendations

during the 2nd Organizational Development Forum, the fundraising and income generation project was boosted with the appointment of a new head of the communication and fundraising department.

- The Philippine National Red Cross has produced a branch development manual which the society has tested in one of the regions. The society is now focused on decentralization and working towards sustainable development of branches while developing a human resource policy, a training needs assessment tool for human resource development and a code of conduct for staff.
- The Thai Red Cross has restructured its youth bureau and amended youth activities to achieve gender balance among the youth volunteers.

The Federation's regional organizational development unit reviewed and subsequently revised its section in the Southeast Asia Plan 2004-2005 in a two-day meeting with the Asia Pacific organizational development coordinator. The plan is framed in direct response to most of the requests for support from national societies, which were collated at the 4th Regional Organizational Development Forum.

Members from nine national societies in the region attended the 2nd Regional Youth Directors/Managers Meeting co-hosted by the Thai Red Cross. They discussed issues around policy and implementation, and identified areas for internal and external assistance. The meeting proved useful in the area of sharing information and problem solving and helped boost initiatives of new organizational structures for developing youth work/processes in national societies. Significant developments are as follows:

- Cooperation between Thai Red Cross and Philippine National Red Cross in further developing Thai Red Cross youth activities to move towards more community-based approaches.
- Cooperation between Singapore Red Cross and Thai Red Cross to develop agreement on the regional exchange programme to enhance community service activities of the Singapore Red Cross through assisting in Thai Red Cross activities at community level.
- Cooperation between Thai Red Cross and Lao Red Cross in developing dissemination and training material.

The regional organizational development unit supported the national societies from Southeast Asia in attending the Asia Pacific monitoring and evaluation workshop in Kuala Lumpur in November 2004. Four key challenges to monitoring and evaluation and their potential solutions were identified during the meeting. Participants agreed to make progress on these solutions in any possible way within their national societies and called on the Secretariat to take the lead in strengthening monitoring and evaluation of multilateral programmes.

In total, 10 national societies in the region participated in the 5th Regional Organizational Development Forum in Indonesia co-hosted by PMI in December 2004. National societies identified challenges in the course of implementing volunteer management development and reported on the agreed actions points on governance and management. The facilitator from the Swedish Red Cross who conducted the Southeast Asia and South Asia volunteering review, the Asia Pacific organizational development coordinator, the South Asia regional organizational development delegate and the ICRC regional cooperation delegate engaged in the forum.

The national societies will demonstrate continued ownership of the forum; each national society will rotate as hosts and partly contribute to the in-country cost and the needed human resources related to the forum. Additionally, the forum coordinator is selected from the national society's organizational development focal point and is rotated yearly. The function of the coordinator will be to collect tools, data, and relevant information, and to assist in producing the regional organizational development bulletin for the member societies.

The available global and regional tools and best practices were introduced and shared in the forum by the Asia Pacific organizational development coordinator, the South Asia regional organizational development delegate, the regional organizational development unit and other national societies. The participants discussed the most and least useful tools; certain tools which were unavailable are being requested.

Following up the previous organizational development forum, the national societies reported the following changes in their organization on governance and management:

Cambodian Red Cross: The Movement's guideline on governance and management was presented in the management meeting at the national headquarters and branch level. The staff members are now better aligned with roles and responsibilities; the national society assessment survey was carried out by 100 members of staff and board at the headquarters and in all 34 branches. The results will be used as a tool for learning and three task force teams responsible for organizational development of health and finance will be set up at the headquarters in 2005, integrating across the nation and with partner national societies.

Thai Red Cross: Electronic procurement and purchasing are in place. Software will be introduced to monitor incoming and outgoing expenses so that the governance can verify the current situation.

Malaysian Red Crescent: The strategic plan was finalized and new structures are in place at the governance level – task force teams for organizational development, health, disaster and communication – were set following the new strategic plan.

Myanmar Red Cross: Constitution was revised.

PMI: The workshop on governance and management was conducted at the national office and branches; the strategic plan will make a wide range of improvements and new board members have been asked for commitment by the chairman personally and all have responded favourably.

Timor-Leste Red Cross (CVTL): New salary structure is in place, the governance workshop was conducted and a staff meeting is now held every week.

The national societies each presented the progress and priorities of their organizational development and volunteer works. The following are the agreed future volunteering cooperation in Southeast Asia. The regional organizational development unit will provide technical assistance.

- **PMI** will invite other national societies in the region to participate in the upcoming bilateral jamboree.
- **Philippine National Red Cross** will share the volunteer manual and the document of the volunteer action plan, the 5th Volunteer Conference and national action plan, and will share knowledge on the development of the volunteer database.
- **Cambodia Red Cross** will promote Volunteer Day in the country and will develop the volunteer core group in its national society.
- **Singapore Red Cross** will develop terms of reference for a task force using the same methodology as Cambodia Red Cross.
- **Myanmar Red Cross** will further develop its volunteer management system.
- **Malaysian Red Crescent** will shortly set up the organizational development task force teams at different levels and will organise the study visits of the PMI volunteers.
- **Thai Red Cross** will host the Malaysian Red Crescent exchange visit in various areas including volunteer management development.
- **Vietnam Red Cross** will share the outcome of the meeting with the leadership with the possibility to formulate a plan of action.

The participants discussed the recently carried out study on volunteers in the region. The national societies agreed to follow up with their counterpart in the volunteer department by reviewing actions according to the recommendations. Discussions on integrated programming approach and planning took place.

The regional organizational development unit facilitated the regional gender meeting in Cambodia in November 2004. Five national societies participated including the Cambodia Red Cross board members and leadership, and the Federation's head of regional delegation. The participants agreed to take further steps in their national societies in raising awareness, engaging staff and volunteers at all levels, building capacity actively, retaining well trained human resource, promoting practical implementation in the field, sharing and disseminating documents between departments and reflecting lessons learnt. Gender mapping in the region is now available as an outcome of this meeting.

Expected Result 2: Human resource development

The capacity of national societies in Southeast Asia in the field of human resource development is enhanced in order to ensure the engagement and retention of a sufficient number of qualified people to carry out the required programmes and activities.

Achievements

The partnership between the Thai Red Cross and the Philippine National Red Cross is strengthened through a joint initiative of visiting the Philippine national society's youth department. The Thai Red Cross reorganized its youth bureau structure, now completely separate from the government's education department. From the first youth director's meeting in Manila last year, the Thai Red Cross youth bureau learned that the youth department of the Philippine National Red Cross is well structured and has an independent constitution and an impressive plan of action. Since then, both societies have agreed to have exchange visits and the process is supported by the regional organizational development unit.

Key staff members from the Myanmar Red Cross and PMI attended the Federation's basic training course in Australia in June 2004 with the support of the regional organizational development unit. The newly recruited fundraising manager of the Malaysian Red Crescent, the director of the Philippine National Red Cross and two staff members attended the fundraising skill sharing workshop held in the Philippines to share and learn new techniques available/used by other organizations.

Expected Result 3: Information development

National societies in Southeast Asia are motivated and able to generate a high degree of visibility, credibility, cooperation and support for Red Cross and Red Crescent activities.

Achievements

The regional organizational development unit provided financial and technical support to the regional information unit in organizing the regional information meeting in December 2004. For details of the meeting, see the section on humanitarian values.

Expected Result 4: Direct country-specific organizational development support

The Lao, Philippine, Cambodia and Vietnam Red Cross societies benefit through direct assistance from the regional unit in, respectively, general organizational development and capacity building, human and financial resource development and gender mainstreaming.

Achievements

Lao Red Cross: Since the Federation's office in Laos closed at the end of 2003, the regional organizational development unit has been working closely with the Lao Red Cross on organizational development and capacity building in various areas. As planned, the national society has been implementing its activities since February 2004. The Lao Red Cross has developed a work plan which has been agreed by all concerned parties. Its implementation, which includes a revision of statutes, management and skill training, financial systems development, recruitment/retention of volunteers, has started and will be regularly monitored by the regional staff. Further, since drafting its gender policy in December 2003, the society has increased integration of gender sensitivity to its planning process. A committee group comprising the president, secretary-general, directors, staff and volunteers is revising the statutes.

A gender advisory committee group was formed and a ToT was conducted at the headquarters and at branch level. The society had a volunteer management training event for the Vientiane branch with a tailor-made course curriculum. Activities of the youth department kicked off with youth volunteers conducting public education on community-based first aid in Vientiane and several branches. New activities in the youth department in cooperation with the fundraising unit such as on the income-generating project are being implemented. The society plans two major joint fundraising activities at the headquarters and provincial chapter to celebrate its 50th anniversary. The income from this activity will support branches with financial challenges. The statute was revised and translated from French to Lao; the draft was shared in the Cooperation Agreement Strategy (CAS) meeting. A new financial and accounting system is in place and the staff at the national headquarters is being trained to use the software. Training for the monitoring system and software was provided for CAS officers and the blood centre, while the rest of the technical department will be equipped during 2005. Technical staff members from different divisions attended English and computer courses. School teachers working with Red Cross youth received ToTs on first aid and humanitarian values. This is an initiative on the education of humanitarian concepts and first aid in volunteer work in primary schools in order to retain recruited volunteers. A

ToT on the gender advisory group was carried out for its members and other branches. The regional unit provided also some financial support to the CAS office.

Philippine National Red Cross: The unit conducted PPP training for the Philippine National Red Cross. Though the training was not part of the plans for 2004, the unit accommodated the society's request early this year by allocating some funds from the regional PPP training. The national society also contributed to this training and their staff found it very useful and practical. Other countries without Federation delegations have also requested the unit to conduct national-level PPP training. The societies in the region still need project management tools to better plan and implement projects.

Since drafting its fundraising plans, the Philippine National Red Cross has intensified its internal fundraising activities. Training in financial resource development at chapter level has resulted in 105 trained people. Focal points were identified in each chapter to work closely with the chapter's board of directors to design and implement the plan. Chapters have tried new means of fundraising and the best practices are available to share within the national society and among sister societies. A significant improvement in resource generation is expected. In early 2004, all chapters of the national society raised 50 per cent more funds than the previous year. The national headquarters no longer subsidizes the regions as in the past, and the fund generation department and income generating chapters support some financially challenged chapters in expanding their services. The society has developed course curricula in resource generation development and planning, and the manual is used nationwide. The headquarters reviewed its fund generation policy in consultation with all departments and chapters. In the past, there was no monitoring system to link fund generation with service delivery. Currently, a monitoring system is in place and the process is monitored every month. This enables the Philippine National Red Cross to link fund generation to increase in service delivery. There was a 48 per cent increase in activities as a result of the resource mobilization project from the beginning of 2004 to June 2004. The statistics also indicate that the headquarters and some chapters have reached their target for this year while others will achieve that soon. Overall, community services have improved and expanded 50 per cent more than last year. The national society is working towards long-term financial sustainability by changing mindsets at headquarters and chapters towards diversification of funding sources. Its fund generation network has expanded and is based on the Federation's code of ethics for fund generation.

CVTL: The regional organizational development unit staff, a Philippine National Red Cross staff member and the ICRC conducted an income-generating workshop for the CVTL, formulating fundraising plans for chapter and national levels, participated by volunteers and staff. It was found that volunteers have great potential to further develop viable fundraising activities with supervision and guidance from society staff. The workshop also enhanced partnership and cooperation with the two national societies and the ICRC. In total, 10 newly selected and other senior governance members of the CVTL attended a two-day governance workshop organized by the Federation's delegation in Timor-Leste. The regional organizational development unit provided technical support in finalizing workshop modules and facilitating the workshop. Interim draft rules on conducting governance meetings have been developed in a participatory process which will be submitted to the board for further discussion and approval.

Cambodian Red Cross: The regional organizational development unit arranged for Federation resource personnel in the region to train Cambodian Red Cross staff members in the monitoring and evaluation of its programmes.

Vietnam Red Cross: The organizational development unit has provided technical support to the strategic planning process of the Vietnam Red Cross through the organizational development delegate in Cambodia. A third meeting/workshop was organized in April 2004; the previous two were held in the south and north of the country where representatives from the branches/units participated, sharing challenges and thoughts. The fourth draft of the society's strategic plan is on its way, and the English version will be circulated for feedback from stakeholders.

Thai Red Cross: In the past, the Thai Red Cross youth development programme was undertaken by the government's education department and the target group was junior students (8-15 years of age) in school. The activities were very limited and there was an issue of gender imbalance – the activities of the Thai Red Cross

youth bureau had the image of being considered to be suitable only for girls. The target group is now expanding to colleges, universities and the public under Federation guidelines using the participatory method with youth volunteers. Gender issues are addressed by adjusting activities and disseminating Red Cross principles. The new activities carried out at community level (including school, small villages and prisons) include dissemination of the Red Cross services, international humanitarian law, health education (HIV/AIDS, drugs, etc), recreation, personal hygiene and environment protection.

Youth volunteers conducted fundraising and income-generating activities and contributed to 70 per cent of the overall budget of the Red Cross youth activities in their community. The bureau gathered information from the first Southeast Asia youth directors' meeting to develop its activities and to adapt models from other national societies, such as those of the Singapore and Philippine Red Cross societies. They are now in the process of further developing new approaches to youth volunteerism.

Technical inputs were given to the Thai Red Cross during the provincial chapter gathering attended by some 500 participants from 73 provincial chapters. The result was a baseline to begin their strategic plan for the next five years. This tool was also used in the planning process.

The regional organizational development unit provided technical support to the Philippine, Malaysian, Timor-Leste, Myanmar, Cambodian and Vietnamese national societies to develop proposals and submission for the capacity building fund. The applications of two societies have been accepted, with the Philippines submission on hold. Both will begin implementation of the project from the next quarter. The Philippines has started the implementation of its volunteering project, with the support from regional organizational development funding.

Impact

The process of regional human resource exchange has indicated enhanced regional cooperation among national societies. The high-level visit from the Thai Red Cross Society to the Philippine National Red Cross is expected to initiate cooperation between the two national societies, initially in the field of youth development and expanding to other areas in the future. The training workshop for CVTL conducted by the Philippine National Red Cross is also another good example of the regional cooperation. Both cases serve as an example of partnership and use of resources from within the region.

The regional and country delegations, by training 140 people in the region in PPP, have helped strengthen the planning processes of national societies. The start of a Lao CAS office is a positive step for the Lao Red Cross to take ownership of the implementation of all internationally-supported programmes and coordination with partner national societies.

The direct support to national societies had a significant impact at national level and can be linked with services at community level in Laos, Philippines and Thailand:

- The Philippine National Red Cross raised nearly 80 per cent more funds than the previous year, marking zero deficit after 17 years. With improvement in capacity, about 79 per cent of its chapters now generate income, thereby linking resource generation with service delivery.
- The Lao Red Cross has been implementing organizational activities without Federation in-country representation since 2004; most of the activities were implemented using integrated approach while some are expanding, such as youth volunteers, fund generation and health activities. The ownership of the process remains with the national society.
- The Thai Red Cross has increased the number of young men in youth volunteers; activities are adapted to be more community-based and continue to promote sustainability at community level using the youth volunteer network. The director of the bureau is designated from the national society.

Regional events that began last year are demonstrating impact at national level. Furthermore, there was a need to follow up closely on the process by the regional organizational development unit. The societies showed greater ownership of processes at both regional and national events/activities. Newly-initiated activities have been implemented across the region. Both cases served as an example of partnership and use of resources from within the region. Relations and reporting between the Vietnam Red Cross headquarters and the society's provincial

accountants have improved. As a result of the successful assistance given to Thai Red Cross since last year, the national society is showing interest in improving further collaboration with the regional organizational development to strengthen their capacity. This is an entry point to intervene in organizational development particularly in the organizational structures.

The Lao Red Cross technical staff members are more able to carry out activities with the necessary tools and skills. This is the first year that the national society has worked without the Federation's presence. Nevertheless, all technical and monitoring aspects were managed at the regional unit and were facilitated through regular visits by the organizational development delegate. As far as the programme is concerned, the national societies are developing enthusiastically and have demonstrated a high level of programme ownership.

Constraints

The replacement of a regional organizational development delegate has taken longer than expected; during this time the unit has been supported by the regional programme coordinator. Consistent support to the CVTL – a new society with several organizational needs – in the absence of a country organizational development delegate during the first quarter of the year, further stretched the resources of the unit.

Moving towards direct support to national societies is a sustainable way of improving organizational development. However a unit with only two persons has difficulty in providing support in person to national societies or delegations when multiple requests arrive together. Utilizing regional resources instead of external consultants is ideal but requires much coordination, communication efforts and flexibility. There was also a need for the unit to move towards direct support to national societies while maintaining the number of regional events held; this requirement stretched its limited resources. Strengthening the human resource capacity of the unit is required with national staff in Bangkok and outposted experts/delegates specifically responsible for two to three countries in the region.

Expected Result 5: Regional finance development

National societies in the Southeast Asia region have increased their capacity and performance in financial management, planning and reporting so that services to the vulnerable are delivered in a timelier, cost-effective and efficient manner.

Achievements

The finance development project was incorporated into the regional organizational development programme in mid-2004. Since then, the regional finance development delegate, based in Vietnam, has made a number of assessment visits in Vietnam, Myanmar, Philippines and Timor-Leste. The assessment findings have been the basis to define the modality of implementing finance development within the overall organizational development programme.

Relations between the headquarters' finance and non-finance staff have also started to improve, which hopefully will result in improved quality in reporting and understanding of responsibilities. The Vietnam Red Cross leadership is very supportive and encourages the staff (see details of achievements, impact and constraints of financial development in Vietnam's annual report). It is still too early to see the impact of finance development in Myanmar, Timor-Leste and Indonesia but the heads of finance appear to have potential to work on improvement.

Timor-Leste: An assessment of needs and requirements with recommendations was conducted in June 2004, followed by an external audit in September 2004. The regional finance development delegate undertook a three-week mission in October 2004. The Timor-Leste financial systems were considered to be below minimum requirements by both the finance development delegate and the external auditors. Temporary spreadsheet formats were set up to resolve 2004 accounts and to start 2005 anew. The process of developing finance regulations started and the national society agreed to advertise for another accountant. The finance development delegate will make another visit in January 2005. A proposal was brought up to obtain a staff-on-loan from a sister national society in the Asia Pacific region to support/train the Timor-Leste finance department.

Myanmar: An assessment of needs and requirements with recommendations was carried out in April 2004. The regional finance development delegate undertook a two-week mission in July/August 2004. Main topics discussed

were the budget process, the selection process for accounting software, and meetings with national societies' heads of department and the Federation's delegation budget holders. A workshop was held in July 2004 for the appeal/budget process and an external audit was completed in December 2004. Three additional staff members for the finance department were employed. The selection process and purchase of a computerized accounting system as well as the draft financial procedures were completed.

Constraints

A second mission to Myanmar was planned in December 2004 but was postponed to early 2005 as the finance development delegate was requested to visit the Philippine National Red Cross due to the floods in December 2004. The objective was to assess the national society's capacity in financial management during the relief situation. In Timor-Leste, the main constraint is that the accountant is unable to fully devote time and effort as required. Governance and the secretary-general could have responded more quickly to the problems of the financial systems in Timor-Leste.

Humanitarian values

The regional information unit in Bangkok implemented in 2004 two projects for humanitarian values across Southeast Asia: enhancing visibility and training national societies in communications. In previous years, the unit covered a larger region of East Asia and the Pacific in addition to the Southeast Asia. Later, after a communications survey in Asia Pacific and a meeting of regional information managers in September 2003 and following the recruitment of a regional information delegate for East Asia, it was decided that the unit would concentrate on the Southeast Asia subregion.

The two projects mentioned above were brought up during the meeting in which it stated the priority of information work as "positioning the Red Cross and Red Crescent as the primary, credible source of information on humanitarian issues and disasters in the region." In summary, in 2004 the Southeast Asia information unit worked to build the organization's image and profile through developing a greater media presence in the region and by generating a regular flow of publicity material. The unit also cooperated and trained national societies to help increase the visibility of the national societies concerned and that of the Movement. Furthermore, with national societies and sometimes on its own, the unit worked to ensure effective and timely communications on the four core areas in Strategy 2010 – disaster preparedness, disaster response, health and care, and humanitarian values. The unit also took the opportunity of the secretaries-general forum in August as well as the partnership meetings in Myanmar and Cambodia in October to present the new focus in information to a large cross-section of the Red Cross and Red Crescent community.

Regarding personnel, a delegate funded by the New Zealand Cross Society ended contract with the unit at the end of the year. A Myanmar Red Cross Society staff-on-loan joined on a six-month contract in August.

Overall Goal: The awareness and application of humanitarian values are enhanced across the region.

Objective: National societies in Southeast Asia are motivated and able to generate a high degree of visibility, credibility, cooperation and support for Red Cross and Red Crescent activities.

Expected Result 1: Visibility

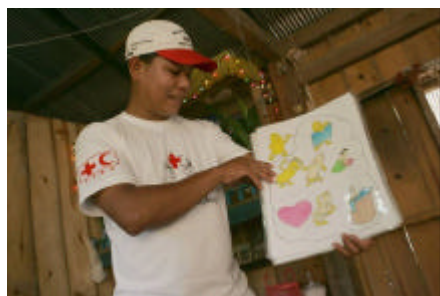
Links with regional and international media, as well as Federation and national society outlets, will be strengthened to secure high profile media coverage for the activities of the Federation and national societies in the region, particularly in times of emergencies.

Achievements

The unit produced nine issues of the e-mail based publication *Southeast Asia Link*¹ during 2004. National societies contributed stories to most editions. The purpose is to share information among national societies, and encourage stories and photos but it is believed that this publication will benefit donors as well.

The unit commissioned two videos on HIV in Cambodia. The first got extensive coverage on BBC World and BBC Asia Today in July 2004 before the International AIDS Conference was held in Bangkok in the same month. The second was a 10-minute case study of how the Cambodian Red Cross deals with anti-stigma, prevention and care.

The unit has a photo archive with a collection of more than 8,000 photos of varying quality, many with captions. It has photos on disaster management and health activities of the Red Cross societies in Cambodia, Indonesia, Myanmar, Thailand and Vietnam, including those taken by a visiting volunteer Icelandic photographer. The purposes of the photo archive are to be the source of information on national society activities in the region and to help raise the profile of this picturesque and dramatic region.



A project staff from the Myanmar Red Cross Society gives HIV education (from photo archive).

A total of 31 stories about Southeast Asia appeared on the Federation's website in 2004 and 14 of these were filed by the unit while the rest were joint-written with national society members or submitted by other delegates. The unit was involved in the publications of other units in the delegation. It helped edit and design the layouts of the ART brochure, its biannual newsletter and a poster, all of which were produced before the International AIDS Conference.

The unit was present at the Federation's booth at the International AIDS Conference in which the delegate and other staff members invited participants and others at the meeting to take part in the Federation's anti-stigma stamps campaign.

The planned disaster publication that will cover major disaster themes such as population movement and climate change, and provide country profiles was only completed halfway through the year 2004.

In order to increase media presence, the information delegate met journalists and bureau chiefs from newspapers, radio and television organizations based in Bangkok and other centres. The delegate also attended several events and presentations at the Foreign Correspondents Club of Thailand to strengthen media contacts. Specific actions included interacting with the media people during the International AIDS Conference in July and the launch of the 2004 World Disasters Report in October. The media turnout was relatively low because it coincided with the incident in the south of Thailand but the launch generated quite a few stories for the international media.

Constraints

It was difficult at times to convince national society leadership and Federation colleagues of the importance of information. A non-ASEAN national requires a visa to visit certain countries in the region such as Indonesia and this poses an obstacle in gaining early access of information, especially during times of emergencies or disasters.



A boy shows off a Red Cross relief pack (photo from Southeast Asia link cover).



ART newsletter cover.

¹ A regular forum for the Red Cross and Red Crescent societies in Southeast Asia, regional staff, country-based delegations, the Federation's Secretariat, partner national societies and other stakeholders.

Expected Result 2: Capacity

The region's national societies have a strong and well-developed communications capacity integrated into programme areas.

Achievements

The unit staff interacted with national societies in the region to raise the visibility and enhance the image of national societies and the Federation. The staff made efforts to understand better the communications capacity of national societies, share strategies in information and encourage them to bring in stories from the field. Collaborations in the field with communications staff in Cambodia, Myanmar, the Philippines and Vietnam included jointly writing stories for visibility (for example, stories on married women under threat from HIV in Cambodia and on Filipinos coming home after the typhoon), small group discussions and one-on-one coaching. The coaching was meant to improve the capacity of national societies in conducting interviews, writing stories and photography. The unit also coached a few national societies through distance learning to produce website-quality stories and photos. The unit helped national societies identify topics, draw up questions to be answered, and structure stories. Topics written included the World Red Cross Day, the World First Aid Day and the World AIDS Day, disaster preparedness and disaster response, discrimination against people living with HIV/AIDS, water and sanitation, typhoons, landslides and bombings.

Some of the stories were also used in internal publications of the societies or for national media. In some instances, national societies took the initiative to submit stories and photos to the regional information unit for the Federation's website at www.ifrc.org or for the regional newsletter, *Southeast Asia Link*.

There was also an information component in the RDRT training course held in Manila, Philippines. The director of communications in the Philippine National Red Cross and the regional information delegate conducted a presentation on the role of communications during disasters. They focused on interview skills, important points for inclusion in a news story, photography and quick responses to information requests.

The unit held the three-day Southeast Asia regional information meeting in Bangkok from 13-15 December 2004. It was the first meeting of its kind in two years and attended by more than 20 information and publications staff members from various national societies in the region. The purposes of the meeting were to share project ideas, enhance skills and discuss working together in the future. A group of five energetic representatives was formed to collaborate on regional projects in 2005.

The staff-on-loan from the Myanmar Red Cross contributed to information and public relations activities in the second half of 2004. He contributed stories to and edited the last three editions of the *Southeast Asia Link*; helped train information staff of the Lao Red Cross; gave a presentation at the partnership meeting of the Myanmar Red Cross and compiled national society country profiles for a disaster management booklet to be published.

Constraints

Although the disaster management teams in national societies often collect detailed information, it may be used for visibility much later. This is because less priority is given to visibility by certain national societies or due to complexities involved in passing on disaster-related information by some national societies in the region.

Information is often not directly accessible to information managers in national societies, who may not be at the disaster site and are often busy with various other tasks, such as volunteer management, fundraising and speech writing. In several national societies, apart from having limited funds, there is a shortage of skilled information staff. These constraints are unlikely to be resolved in the near future but the regional information unit will continue to support communications departments to build their capacity.

Representation, management and implementation

Coordination, cooperation and strategic partnerships

Moving towards the strategic direction of "working together effectively" as a Movement, the delegation, Lao Red Cross and its international Red Cross partners jointly invested in a coordinating office in Laos (also known as the

CAS office). It was the first year after the closure of Federation's office in Laos at the end of 2003. The CAS office, now managed by Lao Red Cross staff, replaced the Federation's office by both its presence and function. The regional programme coordinator and the organizational development delegate attended the quarterly CAS committee meetings and have been providing support and undertaking monitoring of the CAS office continuously over the year. The main objectives of the CAS office are to carry out coordination, cooperation and partnerships, reporting, facilitation, and monitoring and evaluation, which included the development of a new monitoring system and a financial system. The monitoring system still needs reorientation within the new work plan 2005 whereas the new financial system is ready for the next phase means countrywide expansion to the branches.

During the same trip, the programme coordinator followed up with the secretary-general on hosting the next secretaries-general forum, as agreed at the last forum in Hanoi in October 2003. The forum is an information sharing and decision making body of the leadership of the 11 societies in the region. The regional delegation, as the secretariat to the forum, is to assist the chairman in planning and conducting the next meeting in Laos.

The forum took place in August in Laos as scheduled. Participants shared their experiences and viewpoints on human resource development in the region, follow-up on MAP, development of the implementation of *Strategy 2010* and *Strategy for Change*, the 7th Asia and Pacific Red Cross and Red Crescent Conference 2006 to be hosted by Singapore Red Cross, Lao CAS office experience, the regional disaster cooperation plan and the ART strategic plan.

One major issue raised by some member societies at the forum was the limited time for in-depth discussion with their potential donors if partnership meetings were to be held at regional level. To accommodate the needs of these national societies, two country-specific partnership meetings convened in Myanmar and Cambodia respectively, both in October, while a joint one was planned for Indonesia and Timor-Leste in February 2005. A regional basic training course is being included in Appeal 2006 and will focus on RDRT-trained personnel. The regional delegation would consolidate a summary based on the completed MAP questionnaires from the national societies before submitting the final draft to Geneva secretariat. Out of the discussion during the forum it became clear that the leadership of the national societies need more background knowledge about issues not only related to disaster management. Two workshops were proposed subsequently, one on the Federation's disaster response template and the other one to be jointly organized with the ICRC on population movement.

As an interlocutor for the Federation's Secretariat in Asia Pacific, the head of regional delegation had preliminary discussions with the chief of the social issues division of the UN Economic and Social Commission in Asia Pacific (ESCAP) in March. The delegation and its UN counterpart, headquartered in Bangkok, agreed to identify common areas for collaboration. Subsequently in the second quarter, the Secretariat's head of external relations and the head of the regional delegation met with the chief of the social issues division to discuss in detail professional areas that would be beneficial for both parties and procedures that would lead to achieving a positive cooperation.

During 2004, the regional delegation's technical units and the country delegations organized various professional, technical and knowledge-sharing workshops to help build capacity that lays the ground work for coordination, cooperation and strategic partnerships. These were complemented by different meetings and workshops designed to prepare the mindsets of middle and senior leadership of the national societies.

The new head of regional delegation conducted discussions with the leadership of the national societies of Laos, Malaysia, the Philippines, Vietnam and Myanmar during his visits and attended some of the above workshops and partnership meetings. He also held dialogues with staff and delegates, and reviewed the management efficiency and effectiveness of the regional delegation. He shared his first impression report with the partner national society desk officers in a telephone conference held in October and collected their viewpoints for improvement. During the visit to Vietnam in October, he also met with the Federation representative, partners and the national society and successfully resolved a conflict between the regional delegation and the country representative on the roles of coordination and strategic partnership. Conflict resolution is an important element to achievement successful coordination, cooperation and strategic partnerships.

There was a good flow of information and interaction between the regional delegation and the member societies in the region during 2004. National societies have sought for opinion and advice from the regional delegation. There remains however a need to agree more on the objective and the instruments of the relationship before starting relations to clear and manage expectations from all sides. Both regional and country delegations should grow into their new role of coordination and building strategic partnership rather than constraining to their operational capacity.

Effective representation and advocacy

The regional delegation has established good media relations in Bangkok and facilitated the national societies in establishing relations with their national media. The launch of the World Disaster Report in Bangkok helped portray the Federation through the media as one of the important authorities on disaster management in the areas of preparedness, response, mitigation, recovery and rehabilitation. The head of regional delegation also attended a number of UN conferences, organized interagency meetings and paid courtesy visits to embassies, government ministries and UN organizations and others. This not only provided the opportunity to profile the mandate and programmes of the Federation in the region, the guiding principles and added value of the Movement, but also enhanced mutual understanding of roles and explored common areas for collaboration. These representation and advocacy activities have generated respect for the Movement in general, and to the Federation and the national societies of the region in particular. The number of invitations that the Federation's regional delegation receives today to conferences, workshops and meetings has increased significantly, indicating higher expectations of Federation's actions. The Red Cross and Red Crescent response and contribution to both the Philippines typhoon disaster and the tsunami crisis have been profiled positively in the region.

International disaster response

As highlighted in the disaster management section, during 2004, the regional delegation supported the national societies to respond to more than 20 emergencies. These included an international appeal for Myanmar – the nation's first international appeal in over a decade – to respond to the typhoon that ravaged the northwestern state of Rakhine in mid-May. The delegation also supported the two earthquake operations in Indonesia through securing DREF. The regional programme coordinator, two DRMU programme officers, the information delegate and the WatSan delegate were deployed to the Philippines when a series of cyclone devastated a large part of the country since late November. In response to the 26 December tsunami, the regional programme coordinator was again deployed within days of the disaster and together with the senior DRMU programme officer, who was already in Indonesia when the disaster struck, had been supporting the country delegation and the national society in coordinating relief activities. The programme coordinator took the function as the head of operations in Indonesia for three months. In addition, the regional delegation also mobilized delegates and staff to undertake a series of assessments in Thailand and Malaysia to evaluate the immediate and recovery needs of the tsunami-affected populations.

The regional delegation also actively supported the deployment of Malaysian Red Crescent RDRT members and coordinated resources contributed from the national societies in the region to support the Philippines typhoon operation and earthquake/tsunami crisis in Indonesia. The immediate responses along with the ongoing community-based preparedness programmes have yielded positive results with increased funding and recognition from donors and governments in the region. The Federation has also been called upon by governments and agencies for support and advice.

The regional delegation has also been actively involved in skills development and regional networking to enhance disaster response through various training workshops, exchange visits and forums. There is increased commitment from the leadership of the national societies in Southeast Asia to integrate their national response mechanisms into the regional and global templates developed from response experience gained over the years.

Governance support

Although currently the Southeast Asia region is not represented in the Federation's governing board, the delegation has been taking a proactive role in using Bangkok's established position to facilitate the participation of a board member in a meeting of the International Union for the Conservation of Nature. Several leaders from the national societies in the region were nominated to participate in governing board committees. Singapore Red Cross has a member sitting in the health and community service commission who has been actively involved in

developing a regional health strategic plan and other health activities in the region. In addition, the Secretary-General of the Singapore Red Cross was a member of the *Strategy 2010* review committee which approved the review report. The report indicated that the strategy was well implemented in the Southeast Asia region.

Delegation management

The Federation structure and personnel in the Southeast Asia was strategically reshaped during 2004. A new Federation representative took office in Vietnam in May and assumed the management responsibilities from the Bangkok office. Since the departure of the interim head of delegation in February, national staff members supported by the regional programme coordinator had taken the responsibilities in managing health, disaster management, organizational development and information programmes. The attachment of the new representative to the Vietnam Red Cross was perceived as highly important by all stakeholders but complications related to securing the funding of this position and finding a suitable person kept delaying the process for several months. The new Federation's representative in Cambodia also took office in August 2004. He organized the partnership meeting and supported the implementation of the joint decisions of the partners and the national societies. In September, the previous head of regional delegation completed his two-year mission and was replaced by a new one who has since been actively involved in establishing relationships and contacts with the leadership and the management of the national societies in the region. A small and time-bound delegation, comprising a head of delegation, a logistics delegate and a Bangkok-based reporting delegate, was also created in December in the Philippines in support of the Philippine National Red Cross in responding to the typhoon disaster. The recruitment of a Bangkok-based human resource officer to replace the one based in Kuala Lumpur was only materialized in early 2005. The delay has hampered a number of human resources issues raised by the national societies, including the organization of a regional basic training course and promoting recruitment of delegates from the region for international and regional deployment.

In its first management meeting for 2004 with the regional team, the regional delegation emphasized the importance of strategic planning in the region. Team members agreed that long-term planning provides a strategic direction to efforts of developing well functioning national societies in the region. During April, the work on the formulation of a regional strategy for 2004-2005 continued and priorities for the 11 societies in the region were defined. Following this meeting, the head of delegation visited four societies without Federation's in-country presence (Singapore, Malaysia, Philippines and Thailand) to discuss their strategic objectives and needs for support.

The second regional management meeting took place in September and clarified intra-regional roles and reporting lines. It was agreed that apart from two regional management meetings in a year, a telephone conference will be held among the heads of delegations and representatives once a month and a weekly unit heads meeting will also be held in the regional delegation. Regular weekly staff meetings and management meeting have been initiated in the last quarter of the year following the arrival of the new head of regional delegation. A Red Cross and Crescent dissemination meeting was also organized for national staff in the regional delegation to improve their knowledge about the Movement, its mandates and their roles in the Federation. This was followed by a three-day retreat on team building in which the staff openly debated on the regional delegation's plans, the *Strategy for Change*, the qualities of a good manager/supervisor, a good team member and a good staff. Some concrete recommendations were also made and are being implemented in the delegation. Open, objective and two-way communication between the staff and managers have been encouraged in the delegation.

Following up on the recommendations of the exercise in March to streamline management procedures with the *Strategy for Change*, the regional finance delegate helped revise the office financial procedures aiming to make monitoring of programmes and other financial transactions become easier and more effective. During the second quarter, a workshop on the Federation's financial management cycle was organized and attended by delegates and local staff, most of who have little or no training and experience in financial management. Towards the last quarter of the year, there was a substantial improvement of the qualities of support from the finance officer to the programme managers.

In the second quarter, the allocation of funds for the core costs of the regional delegation was reduced by 38 per cent from the beginning of year. Consequently, a massive budget revision was undertaken to secure the availability of funds to cover legal expenses such as salaries and office rent. This, however, left the management

with very slender resources to cope with unavoidable variations of real costs compared to anticipated expenses as shown in the budget. In order to keep administrative and support services to programmes at the required standard, the management had no alternative than to place expenses directly under some programmes such as communication, support staff salaries and maintenance. In spite of serious efforts, the situation is far from being satisfactory and it is imperative to find additional sources to sustain expenses and to avoid deficits or at least keep them to a minimum. Despite the difficulties enumerated, the delegation managed to finish the year without deficit. It is anticipated that the funding situation will improve in 2005.

The administration unit in the regional delegation facilitates travels/visa arrangement of Red Cross and Red Crescent staff from the Southeast Asia region, assists in medical treatment for delegates from the whole Asia Pacific region and facilitates events and workshops in Bangkok within and outside the delegation.

A very good team spirit has been established in the regional delegation and with the country delegations. This has improved staff performance significantly and enhanced the level of implementation and coordination of programmes. However, despite some progress, the capacity of the delegation has very much stretched to respond to a number of emergencies particularly in the last quarter of the year, delaying the delivery of committed initiatives for enhancing management effectiveness.

[Financial Report below; click here to return to the title page.](#)

International Federation of Red Cross and Red Crescent Societies

01.66/2004 SOUTH EAST ASIA REGIONAL

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA066
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	1,686,411	1,677,747	294,979	749,502	407,656	4,816,294
Opening Balance (B)	214,500	328,569	127,129	218,295	22,200	910,693
Income						
<u>Cash contributions</u>						
Australian Red Cross	779	200,462				201,241
Austrian Red Cross					2,009	2,009
Belgian Red Cross					6,116	6,116
British Red Cross	64,619	302,262		230,681	86,718	684,281
Capacity Building Fund				100,450		100,450
Danish Red Cross	17,426	24,039		21,759	49,048	112,272
Finnish Red Cross		6,518				6,518
German Red Cross					68,574	68,574
Icelandic Red Cross			2,756			2,756
Japanese Red Cross Society	72,895	405,444	65,530		67,696	611,565
Netherlands Red Cross	2,284	76,450		34,470	36,630	149,833
New Zealand Red Cross	376,863		23,439			400,302
Norwegian Red Cross	90,720				30,000	120,720
OPEC Fund For International Develop	255,388				12,079	267,467
Other		0		0	0	0
Spanish Red Cross					4,608	4,608
Swedish Red Cross		50,625		265,704		316,329
Swiss Red Cross					3,000	3,000
Cash contributions (C1)	880,974	1,065,799	91,725	653,064	366,478	3,058,039
<u>Reallocations (within appeal or from/to another appeal)</u>						
American Red Cross					8,288	8,288
Australian Red Cross				11,937		11,937
British Red Cross				8,667		8,667
Danish Red Cross	5,385	-5,385				0
Japanese Red Cross Society	15,000	12,078				27,078
Norwegian Government	70,867					70,867
Swedish Red Cross				0		0
Switzerland - Private Donors					2,758	2,758
Reallocations (C2)	91,252	6,694		20,603	11,046	129,595
<u>Inkind Personnel</u>						
Australian Red Cross	12,400					12,400
Austrian Red Cross					9,300	9,300
British Red Cross					51,000	51,000
Danish Red Cross	74,400					74,400
Finnish Red Cross		27,280				27,280
German Red Cross					74,400	74,400
Netherlands Red Cross	34,927					34,927
New Zealand Red Cross			49,600			49,600
British Red Cross		74,400				74,400
Swedish Red Cross				62,000		62,000
Inkind Personnel (C4)	121,727	101,680	49,600	62,000	134,700	469,707
<u>Other Income</u>						
Bank Interest-Current Acc-Federation					222	222
Miscellaneous Income		7,207			6,962	14,169
Other Income (C5)		7,207			7,184	14,391
Total Income (C) = SUM(C1..C5)	1,093,953	1,181,380	141,325	735,667	519,408	3,671,733
Total Funding (B + C)	1,308,453	1,509,949	268,454	953,962	541,608	4,582,426

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA066
Budget	APPEAL

All figures are in Swiss Francs (CHF)

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	214,500	328,569	127,129	218,295	22,200	910,693
Income (C)	1,093,953	1,181,380	141,325	735,667	519,408	3,671,733
Expenditure (D)	-827,628	-1,436,145	-241,435	-690,680	-394,942	-3,590,831
Closing Balance (B + C + D)	480,825	73,804	27,018	263,282	146,666	991,595

International Federation of Red Cross and Red Crescent Societies

01.66/2004 SOUTH EAST ASIA REGIONAL

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA066
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure						TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation			
A		B						A - B	
BUDGET (C)		1,686,411	1,677,747	294,979	749,502	407,656	4,816,294		
Supplies									
Shelter	22,700							22,700	
Construction			13,115				13,115	-13,115	
Food		200					200	-200	
Seeds,Plants	122,040							122,040	
Water & Sanitation	83,000	8,590	22,812				31,402	51,599	
Medical & First Aid	80,000	1,042	6,412		203		7,657	72,343	
Teaching Materials		1,443					1,443	-1,443	
Other Supplies & Services	550		101,284				101,284	-100,734	
Total Supplies	308,290	11,275	143,622		203		155,099	153,191	
Capital Expenditure									
Vehicles	4,183							4,183	
Computers & Telecom	19,304	7,099	22,881	1,271	15,040	2,549	48,840	-29,536	
Office/Household Furniture & Equipm.		4,287					4,287	-4,287	
Others Machinery & Equipment	8,351							8,351	
Total Capital Expenditure	31,838	11,385	22,881	1,271	15,040	2,549	53,126	-21,288	
Transport & Storage									
Storage	49,834	3	444				447	49,387	
Distribution & Monitoring		106	4,205				4,311	-4,311	
Transport & Vehicle Costs	8,274	1,184	7,385		1,448	1,737	11,753	-3,479	
Total Transport & Storage	58,108	1,293	12,033		1,448	1,737	16,511	41,597	
Personnel Expenditures									
Delegates Payroll	1,078,595	381	920	13,368	66,624	143	81,435	997,160	
Delegate Benefits		237,623	145,293	79,447	125,496	208,212	796,071	-796,071	
Regionally Deployed Staff	693,922	46,381	19,675	18,071	139		84,265	609,657	
Staff-on-Loan			660	860			1,520	-1,520	
National & National Society Staff		41,441	133,887	28,926	76,582	54,336	335,172	-335,172	
Consultants	173,294	14,812	85,167	503	8,334		108,817	64,477	
Total Personnel Expenditures	1,945,811	340,637	385,602	141,176	277,174	262,691	1,407,280	538,531	
Workshops & Training									
Workshops & Training	1,369,307	142,027	332,039	4,321	197,221	9,366	684,975	684,332	
Total Workshops & Training	1,369,307	142,027	332,039	4,321	197,221	9,366	684,975	684,332	
General Expenditure									
Travel	357,468	50,262	91,172	25,989	70,438	14,281	252,143	105,325	
Information & Public Relation	210,832	37,219	63,376	6,882	16,829	856	125,163	85,669	
Office Costs	198,181	16,485	10,914	15,396	11,278	35,596	89,670	108,511	
Communications	8,400	13,181	26,084	15,536	10,498	14,688	79,987	-71,587	
Professional Fees	15,000		42,431	848		7,713	50,991	-35,991	
Financial Charges		8,892	7,479	14,518	3,809	33,346	68,044	-68,044	
Other General Expenses		216	8,409	15	2,993	-10,033	1,599	-1,599	
Total General Expenditure	789,881	126,257	249,865	79,184	115,846	96,446	667,597	122,284	
Federation Contributions & Transfers									
Cash Transfers National Societies			296,169				296,169	-296,169	
Total Federation Contributions & Tr			296,169				296,169	-296,169	
Program Support									
Program Support	313,059	53,282	92,920	15,484	44,632	25,102	231,419	81,640	
Total Program Support	313,059	53,282	92,920	15,484	44,632	25,102	231,419	81,640	
Operational Provisions									
Operational Provisions		141,473	-98,987		39,118	-2,950	78,654	-78,654	
Total Operational Provisions		141,473	-98,987		39,118	-2,950	78,654	-78,654	
TOTAL EXPENDITURE (D)	4,816,294	827,628	1,436,145	241,435	690,680	394,942	3,590,831	1,225,464	
VARIANCE (C - D)		858,783	241,602	53,543	58,821	12,714	1,225,464		