

OPERATIONS UPDATE



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

TAIPEI: EARTHQUAKE

28 October 2005

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.

In Brief

Appeal No. 25/99; Operations Update no. 14; Period covered: April to September 2005; Appeal coverage: 101.76%; ([click here to go directly to the attached Contributions List](#)).

Appeal history:

- Launched on 24 September 2004 for CHF 3,300,000 for four months to assist 100,000 beneficiaries.
- Budget increased to CHF 55,400,000 (USD 46,538,976 or EUR 35,904,164) and rehabilitation programme extended to July 2005. Due to the further extension of the programme, final report due will be March 2006. This Update is to summarize the originally planned activities by July 2005.
- Disaster Relief Emergency Funds (DREF) allocated: N/A.

Outstanding needs: Nil

Related Emergency or Annual Appeals: [Taipei Earthquake 25/99](#)

Operational Summary: The post-emergency rehabilitation programmes was completed; however, the operation was extended until July 2005 in order to fully complete the disaster preparedness and organizational development components. Although the planned activities were all implemented as budgeted, favourable currency exchange rate fluctuations resulted in the surplus of funds. This surplus will be utilized for the added activities under Objective 3 and 4 of same programme. Budget for this added activities are CHF 240,000 for four months, starting from September.

For further information specifically related to this operation please contact:

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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, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

Operational developments

After the rehabilitation programme and the cash disbursement programme, the disaster preparedness (DP) and organizational development (OD) programme was launched in June 2002, scheduled to be completed in June 2005. Although the planned activities were all implemented as budgeted, favourable currency exchange rate fluctuations resulted in the surplus of fund, which is still to be utilized in Taiwan. After the discussion between the Taiwan Red Cross Organization (TRCO) and the Federation, both agreed to extend the programme towards the end of 2005. Added activities and its budget were both specified on the revised Memorandum of Understanding (MoU).

Red Cross and Red Crescent action - objectives, progress, impact

The Disaster Preparedness and Organizational Development Programme

The MoU for the first phase of this programme was signed in June 2002. The Federation's total commitment for the programme running from June 2002 until June 2005 was TWD 181,089,112 (CHF 6,875,803). During this period, a programme manager was assigned and was based in Taiwan to assist in the implementation of the programme. Expenditure for phase 4 (January to June 2005, period covered by this report) is TWD 27,559,892 (CHF 1,046,614).

After the MoU revision in September 2005, the total commitment will increase up to TWD 187,089,112, an increase due to positive currency exchange rate fluctuations.

The goals of the programme are:

- to provide TRCO with staff and volunteers trained in DP and management on all levels;
- to improve the overall capacity of TRCO in all departments, by infusing Federation standards into the work force and material in the project period;
- to repair and upgrade existing training facilities; and
- to equip the remaining 11 branches with relief supplies, equipment, transportation and communication material.

Objective 1: Repair and upgrade existing training facilities and provide training equipment to headquarters, chapters and branches.

Training at all levels was given the highest priority in this programme. Accordingly, TRCO had to establish the proper physical framework for this training both at headquarters (HQ) level and in chapters and branches. Training facilities has been repaired and HQ, chapters and branches have been provided with training equipment, computers, printers, power point projectors, cameras, and dolls for first aid training.

Objective 2: Renovate and provide the remaining 11 disaster preparedness centres with adequate standardized relief supplies, relief equipment, transportation and communication equipment.

It was TRCO's policy to equip all chapters and branches (total 26 locations) with a DP centre. Fifteen centres were finished before the programme started. The remaining 11 centres were incorporated into the programme. In order to keep relief supplies and equipment properly, buildings have been repaired and renovated. In general, the local government provides the buildings free of charge.

To provide TRCO with a well-functioning communication system, five satellite telephones were procured and pre-positioned, two at HQ, one in the north, and one in central and one in the south of Taiwan. This communication system is regularly tested. Further, each centre was provided with ten sets of radio operating on the same legal band as the government. The information Intranet system was also installed in order to reinforce the communication between branches.

For transportation in case of disaster, 16 trucks (3.5tonnes each) and ten vans (for personnel usage) were procured. The DP centres were also provided with non-food items, relief equipment and personal equipment for volunteers. The DP centres are, in general, well-maintained with the use of bin cards and ledger for stocks. Most of the centres have reasonable access for efficient loading of the goods. At present, in case of a future disaster, the government of Taiwan offers positive assistance for its replenishment once the stock is released.

Objective 3: Assist TRCO to provide DP training, thereby integrating DP as a key development component in all activities of TRCO.

• 3.1 Disaster preparedness management training

The first one-week course for professional staff took place in the autumn 2002. Three sessions were arranged with around 30 participants per session. The course began with general dissemination, before moving on to the types and impact of disasters in Taiwan, the role of TRCO in disasters, various mitigation and prevention measures, disaster preparedness and response programmes, disaster prevention and rescue law, the Taiwan authority's disaster response plan, psychological first aid, needs assessment and distribution, storage and logistics. It also

includes OD topics such as successes, weaknesses, opportunities and threats analysis (SWOT), reporting, volunteer management, media relations etc. The course had a lecturer from Hong Kong Red Cross, the Taiwan government, and the fire department for the relevant topics. TRCO and the programme manager undertook the rest of topics. These extensive topics were a great challenge to grasp in one week for fresh learners. However, this challenge turned out to be the foundation on which the future work in DP, DR and OD can be developed. After this course, the branches were requested to set up response plan.

The second training was organized in September 2004. Each of the major topic, such as the training of trainers, community-based disaster awareness, risk reduction, disaster planning and shelter management was allocated five days. The programme manager took the lead in the course with the reference material of *Guidebook in DP, DR and OD* and *Trainers Toolbox* that was prepared by the programme manager and printed in Chinese. All participants received the Chinese version of the Sphere handbook as well.

The only constraint for these training is the different levels of support among the branches and HQ, although the training was designed as mandatory for all professional TRCO staff.

- **3.2 Volunteer training**

Introductory training was carried out during autumn 2003 and spring 2004 in 18 courses with 968 participants. It covered a variety of topic such as dissemination, volunteers in disaster, vulnerability and capacity analysis (VCA) with mapping exercise, needs assessment and logistics, response plan of the local TRCO branch and fire department, and psychological first aid.

Advanced training was carried out during spring 2005 in eight TRCO branches for all volunteers who participated in the introductory training. The course focused on community-based DP and awareness, and shelter management. Part of the objective was to train volunteers as trainers of community-based disaster action teams.

The impact of this training is proven by the fact that TRCO staff, with their own responsibilities, organized numerous trainings.

- **3.3 Search and Rescue training**

One session consists of eight weekends with professional instructors from the Taipei Fire Department. Seven courses were organized with 202 participants in total. Among the participants, 67 individuals joined a three-week training in the US Fire Department training facilities in Texas and San Francisco. The Taipei Fire Department considers TRCO's search and rescue teams as the best-trained among the semi-professional teams. Several joint drills with the Taipei Fire Department were carried out to link the professionals in the department with the TRCO volunteers for collaboration in case of emergency.

- **3.4 First aid and water safety training**

The support from the programme was to provide equipment, to target instructor training and to develop/update materials. Although this is the traditional area for TRCO with already-nourished experiences, the support through the programme enhanced TRCO's physical capacity.

- **3.5 Mudslide drill in Song He**

This was added towards the end of the original timeframe of the programme as a natural test for what we have achieved through the programme. The mudslide drill took place in the village of Song He over a period of 24 hours on 12 and 13 June 2005. Participants were made up of staff and volunteers from ten branches and HQ, totalling 241 participants. Consisted of 22 situations, the drill simulated the notification of the disaster, mobilization of the branches, dispatch of needs assessment team, setting up the command centre with the communication system, needs assessment info sharing with HQ and Geneva, search and rescue operations, set up of first aid post, shelter with kitchen facility, relief distribution, psychological first aid, and media management. The Secretary General of local branch (Nantou branch) took active role as the focal point. The drill was followed by an evaluation to record the lesson as the basis for further discussion.

- **3.6 Establishment of TRCO youth service corps**

This was added to the programme aiming to establish youth service corps and training for youth volunteers and their leaders. The programme supported the creation of a manual about the youth policy and strategy, leadership training and management of youth. Support to the youth summer camp was also a part of this programme.

Objective 4: Training manuals/handbooks for DP, OD and other dissemination materials in the Chinese language will be created and distributed.

- **4.1 Standard Operating Procedures for TRCO**

The standard operating procedure (SOP) was the first to be developed for TRCO and 1,000 copies of the procedures were printed, which were distributed to chapters, etc. This SOP was referred to during the above-mentioned training for professional staff and volunteers.

- **4.2 *Guidebook in Disaster Preparedness, Disaster Response and Organizational Development, Trainers Toolbox***

The *Guidebook* is a comprehensive manual, prepared by the programme manager, consists of 343 pages covering a variety of topics in Chinese. Printed in August 2004, 500 copies were distributed to chapters, branches, etc. *Toolbox* is a 691-page training manual targeting all the subjects presented in the *Guidebook*. A CD-ROM, which includes all PowerPoint presentations (PPT) in English and Chinese, is also attached to *Toolbox*. The major impact and the potential of this work is its compatibility among the Chinese-speaking region.

- **4.3 Internal and external dissemination**

Although the dissemination itself was an integral part of overall training in the programme, the development of this training material was crucial. After the dissemination course in 2003, almost all internal dissemination was undertaken by TRCO staff, based on the material. Two training courses were carried out to train TRCO staff and volunteers for this aim.

A bi-monthly Red Cross magazine could have been an important tool for dissemination both internally and externally, but it had a limited circulation of only 10,000. Proper marketing of content and use of this magazine can enhance further dissemination.

- **4.4 Tracing service**

Through the programme, the software was developed for the digitalization of personal data. By now, 108,490 names filed in TRCO was registered in the database.

Objective 5: Up to 12 temporary staff at headquarters level will be employed to assist in the implementation of this major DP programme and work for the overall organizational development of TRCO.

The aim is to extend the human resource capacity of TRCO's HQ up to 150 per cent, especially in the area of branch development. Those staffs had to be contracted by TRCO, and not by the Federation, even though they are expected to engage in the programme. This constraint had an impact on their job description, qualification and the line management over these staffs.

Another constraint was a rather high turnover, which is somehow on the contrary to the original aim that most of the temporary staff would get proper on-the-job training in the organization before becoming permanent staff later.

Objective 6: Provide training for governance and management for the staff at headquarters, chapters and branches.

One seminar, consisting of a set of lectures, was held in September 2002 at the very beginning of the programme. Another management training was also carried out by a private consultancy company. However, a follow-up training was not organized systematically but only at ad hoc level.

Objective 7: Set up Intra net system connecting all TRCO headquarters, chapters and branches.

Thanks to the high level of technical capacity in Taiwan, there is no real need for the setting up of a radio network system in Taiwan. Instead, five mobile satellite phones and powerful handset radios were provided. All chapters/branches were provided with personal computers for information network. These establishment enhanced the level of information sharing between HQ and branch/chapter in the areas of branch development, disaster response etc.

TRCO also launched a world wide web project in March 2003, which was completed in September 2003 before becoming activated in December 2003. The website raised the visibility of TRCO among the public and its own volunteers.

An integrated information management system for HQ, chapters and branches was installed at the end of 2004. The system covers membership database, volunteers database and home care database and donation management. Time and cost in data management were considerably saved by this introduction.

Sixteen chapters/branches were particularly provided hardware for Internet and Intranet installation.

Computer training was also provided to the staff. Twenty-one participants in 2002, 107 in 2003 and 53 in 2004 benefited from the training. Of these, 11 participants acquired Microsoft Office Masters certificates.

Impact

The programme was designed to provide TRCO with DP equipment and relief items for rapid response, to train all staff and volunteers in DP and DR by providing essential manuals. OD was to be incorporated in these activities.

Overall achievement of the programme can be valued positively. Feedback from the TRCO chapters and branches is positive and satisfactory, as they have physically proven what they achieved in DR in particular, explicitly through the real disaster relief in the 2004 typhoon and the mudslide drill at the very end of the programme. During the programme period, TRCO was accepted as the member of the government's disaster task force.

In HQ level, a set of new management tools were introduced and actually used in planning, such as cost-benefit analysis, use of indicators and means of verification, logframe, SWOT analysis, reporting against objectives, etc. Leadership training, management training, volunteer management are also rooted in the organization.

Constraints

Without doubt, Taiwan can enjoy high potential of local fundraising. Additionally, physical resources have been well developed through the programme, including equipment, training materials, etc. Apart from the physical resources, the programme has also paved the road for TRCO by introducing DM software and the training of human resources. The long-term impact of the programme is now owing to the institutional will of TRCO in how to develop these achievements further.

Federation Coordination

The Japanese Red Cross Society (JRCS), a major donor to the Taiwan earthquake as a whole and to the ongoing DP/OD programme in particular, visited Taiwan in the beginning of March 2005. The reaction from JRCS indicates that achievements through this earthquake rehabilitation, especially through the DP/OD programme were satisfactory.

The Federation also conducted the operations review by external consultant from September to October 2005. This is to assess the impact of the Federation's intervention since 1999 then draw lessons learned as the institutional memory.

Red Cross and Red Crescent Movement – Principles and Initiatives

Dissemination about the Movement has been well incorporated in the programme under the Objective 3 (training) and 4 (development in training material).

Contacts to government institutions have been established, with the aim to host a partnership conference between government institutions and all non-governmental organizations in Taiwan working with DP and DR in spring. This first Partnership Conference was finally held in August 2005.

[Contributions list below; click here to return to the title page.](#)

TAIPEI EARTHQUAKE

ANNEX 1

REQUEST No. 25/99

PLEDGES RECEIVED

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

REQUESTED IN APPEAL----->		57,473,100	01/01/1999	101.76%	
AUSTRALIAN - RC	20,000	AUD	19,408	28/09/1999	
AUSTRALIAN - PRIVATE	100,000	AUD	105,020	16/12/1999	
AUSTRALIAN - PRIVATE/RC	101,015	AUD	100,853	22.09.00	
BELGIUM - RC	35,000	BEF	1,398	22/03/2000	
BRITISH - RC	2,460	GBP	6,150	12/11/1999	
BRITISH - RC	24,737	GBP	65,243	14/03/2000	
CANADA - RC	100,000	CAD	100,924	28/09/1999	
CANADA - GOVT	300,000	CAD	294,000	12/10/1999	
CANADA - PRIVATE			50	10/11/1999	
CYPRUS - RC			832	16/02/00	
DENMARK - RC			21,394	08/10/1999	
GERMANY - RC/GOVT	100,000	USD	155,550	19/11/1999	
GERMANY - PRIVATE	100,000	USD	156,750	10/12/1999	
ITALIAN - GOVT	200,000	USD	314,000	27/09/1999	
ICELAND - RC	200,000	ISK	4,155	05/10/1999	
JAPANESE - RC	30,000,000	JPY	420,900	26/09/1999	
JAPANESE - RC	10,000,000	USD	15,534,999	26/10/1999	REHABILITATION PHASE
JAPANESE - RC	5,400,000	USD	8,583,300	16/11/1999	
JAPANESE - RC	1,166,000,000	JPY	18,008,870	03/02/2000	Renovation of health facilities, assistance to temporary housing villages, renovation, reconstruction of schools TRCO DP activities.
JAPANESE - RC	114,400,000	JPY	1,821,805	03/07/2000	
JAPANESE - RC	50,740,474		789,573	22/05/2000	
JAPANESE - RC	34,584,466	JPY	503,896	06/07/2001	MENTAL HEALTH REHABILITATION
KOREAN REP - RC			30,000	24/09/1999	DIRECT TO TRCO
KOREA, REPUBLIC - RC	54,776,488	KRW	83,534	13.06.00	DIRECT TO TRCO
MACAO - RC	83,430	USD	129,359	27/10/1999	
MACAO - RC	16,995	USD	27,906	17/03/2000	
MACAO - GOVT	1,000,000	USD	1,550,500	27/10/1999	
MONACO - RC	40,000	FRF	9,780	13/10/1999	
NETHERLANDS - RC/GOVT	250,000	NLG	182,646	30/09/1999	
NETHERLANDS PRIVATE	11,949	NLG	8,639	23/11/1999	
NEW ZEALAND - GOVT			116,430	15/11/1999	
NEW ZEALAND - RC	6,630	NZD	5,132	22.06.00	
OCHA - UN	33,980	USD	52,816	22/10/1999	
POLAND - RC	2,475	USD	4,064	20/03/2000	
PRIVATE			335	23/10/2001	
SINGAPORE - RC	50,000	SGD	47,040	28/09/1999	TENTS
SINGAPORE - RC			364,758	06/07/2001	
SPANISH - RC	12,020	EUR	19,219	30/09/1999	
SWITZERLAND - PRIVATE			15,000	08/11/1999	
THAILAND			73,828	14/10/1999	

TAIPEI EARTHQUAKE

ANNEX 1

REQUEST No. 25/99

PLEDGES RECEIVED

10/08/2004

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
AMERICAN - RC		100,000	USD	148,700	23/09/1999	
AMERICAN - RC		250,000	USD	371,750	28/09/1999	
AMERICAN - RC		500,000	USD	772,750	29/10/1999	
AMERICAN - RC		350,000	USD	551,250	04/11/1999	
AMERICAN - RC		1,500,000	USD	2,463,750	28/02/2000	
AMERICAN - RC		2,000,000	USD	3,285,000	28/02/2000	
AMERICAN - PRIVATE				6,398	07/03/2000	
AMERICAN - RC		260,000	USD	428,350	01/04/2000	
UNITED ARAB EMIRATES - RC		5,000	USD	7,594	19/10/1999	
WHO		50,000	USD	72,925	23/09/1999	
SUB/TOTAL RECEIVED IN CASH				57,838,523	CHF	100.64%

KIND AND SERVICES (INCL. PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
JAPANESE - RC				644,600	02/10/1999	Sleeping bags, generators, flashlights
SUB/TOTAL RECEIVED IN KIND/SERVICES				644,600	CHF	1.12%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	