

# Appeal 2001-2002

 International Federation  
of Red Cross and Red Crescent Societies

## South East Asia (Appeal 01.40/2001)

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

IN CHF

1. Institutional and Resource Development	228,549
2. Disaster Preparedness	322,683
3. Health and Care	993,885
4. Humanitarian Values	379,694
5. Regional Cooperation	422,940
6. Regional Coordination and Management	1,033,218
<b>Total</b>	<b>3,380,971</b>



## Introduction

### Regional Context

After an initially tenuous start, Southeast Asia's economic recovery from the financial debacle that rocked the area in 1997-1998 has proved more rapid and broad-based than anticipated. All the countries in the sub region registered growth in 1999. The GDP growth rate for the sub region was 3.2 per cent in 1999, in sharp contrast to a negative growth of 7.5 per cent in 1998.

In Cambodia, Lao People's Democratic Republic, Philippines, Thailand, and Viet Nam, inflation fell in 1999, reflecting lower food prices. Indonesia displayed a dramatic decline in its inflation rate, from 58.5 per cent in 1998 to around 20.5 per cent in 1999, because of lower food prices and unused industrial capacity. (Source: Asia Development Bank "Development 2000").

Country	Population (millions)	HDI	Percentage of population below national poverty line	Infant mortality / 1,000 live births	GNP/capita (US\$)
Brunei	0.32	0.848	na	8	25,160
Cambodia	10.72	0.512	na	104	300
Indonesia	206.34	0.670	15.1	40	1,110
Lao PDR	5.16	0.484	na	96	400

<b>Malaysia</b>	21.41	0.772	31.3	9	4,530
<b>Myanmar</b>	44.49	0.585	na	80	220
<b>Philippines</b>	72.94	0.744	37.5	32	1,200
<b>Singapore</b>	3.48	0.881	na	4	32,810
<b>Thailand</b>	60.31	0.745	13.1	30	2,740
<b>Vietnam</b>	77.56	0.671	50.9	31	310
Source: UNICEF and UNDP web sites					

As the figures show, there is great disparity in terms of economic and human development in the region. Differences in systems of government add to this diversity, and to the difficulty in establishing strong common institutions for dealing with the region's fundamental political, economic and environmental problems. A legacy of conflicts, and the presence of internationally-ostracized countries such as Myanmar, constitute barriers for the development of regional policies and co-operation. However, this also provides a special *raison d'être* for the network of Red Cross and Red Crescent Societies connecting all the region's countries.

Dramatic demographic change, due to socio-economic transformation during the post-World War and post-colonial period, has occurred in what are now high or mid-income level countries. Improvements in health and nutrition have reduced child mortality and birth rates while life expectancy has increased, leading to fewer children, more elderly people and smaller families. The proportion of older people in countries such as Singapore and Malaysia has thus increased three times as quickly as in Europe and North America during the 20th century. Now, the countries in economic transition are simultaneously experiencing ill-health patterns typical of developing countries as well as those of affluence, creating a double burden for governments. Privatized health services were the first to close during the economic crisis, adding to the burden on the cash-strapped government health sector.

Disparities within and between countries have resulted in extensive labour migration in the region. In part, this is a well-established and regulated phenomenon, However, much of the migration is illegal and is handled by traffickers in human labour. Vulnerability among migrants is related to work under unhealthy and dangerous conditions, lack of access to health and social services, and absence of legal protection. Extensive cross-border movements contribute to the spread of infectious disease in the region.

Although the region has been largely spared international conflict since the Indochina war, it is not free from internal strife and international tension. Secessionist movements in Indonesia have gained ground as prospects for autonomy or independence increase with political change, leading to heightened conflict in East Timor and Aceh. Decades of simmering ethnic and religious tension in West Kalimantan and the Moluccan islands has erupted into violence, fuelled by economic decline and increased competition for livelihoods between indigenous groups and *transmigrasi* newcomers. Hundreds have been killed, many thousands are displaced and, in the case of Madurese leaving West Kalimantan, may never return.

Internal strife with religious overtones in Indonesia has led to concern over a possible spillover into Mindanao in the Philippines, where low-intensity conflict continues between the government and Muslim and Communist guerrillas. In Cambodia, civil war may be on its way to a final settlement, now that the last refugees have returned to their areas of origin in early 1999, but political instability and insecurity are still serious issues.

Vulnerability in the region is defined by a complex mix of natural calamities, environmental degradation, persistent poverty and the impact of the recent economic crisis. Asia has the world's highest incidence of disastrous high winds and floods, with 55 events in 1998. The overall impact of climate change seems to be leading to more extreme events such as the devastating floods in Vietnam in 1999. The threat of earthquakes and volcanic eruptions is ever present in many of the countries.

Mitigation of the factors leading to vulnerability must involve local communities as well as governments and the private sector in advocacy, community mobilization and policy reform. Red Cross and Red Crescent Societies need to develop their auxiliary role further in all these areas, as well as to improve their capacity to deliver services for the most vulnerable.

## **National Society Priorities**

A number of priority areas for action were agreed by National Societies in the Asia-Pacific Regional Conference in Hanoi in November 1998 and expressed in the Hanoi Declaration. These are:

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

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

## **Priority Programmes for Federation Assistance**

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

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

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# 1. Institutional and Resource Development

## Background and progress to date

The Regional Delegation's institutional and resource development programme will assist selected National Societies improve their foundation, capacity and performance through carefully phased processes which will be initiated and developed through widely consultative workshops and seminars with National Society leaders. It will also facilitate the creation of fully inclusive country assistance strategies for each Society in the region.

National Societies will identify their own organizational development needs and prioritize activities to meet them. These may range from mission development and the revision of statutes to improved human resource management, enhancing financial independence and being well informed about Red Cross history and philosophy. The delegation's role is to catalyze and facilitate, then follow up and support agreed plans of action.

As well as leading to improved structure, capacity, integrity, and financial independence, expected results also include more assertive and self-determined National Societies in which staff and volunteers know and actively promote what Red Cross/Crescent stands for.

Institutional development (ID) issues are present in all regional programmes, since all national society sectoral programmes have to be planned, managed and assessed. The overlapping of governance and management is the rule rather than the exception in most National Societies. Human resource or personnel management and deployment in most National Societies is not optimal: it is influenced by cultural, social, historical or even political considerations. The introduction of modern office technology is easier to accomplish.

Because of the socio-cultural and political diversity among the countries of the Asia Pacific region as well as their varied history and context, ID support from the regional delegation so far has concentrated mostly on the national level.

In close cooperation with country delegations, the aim of the regional ID programme has been to begin addressing a range of issues mainly related to governance, organization and management, and starting at headquarters. With technical support and follow up from the regional delegation, ID groups or focused working teams within some societies have been established to address the task areas requiring attention, ranging from staff regulations to branch development and project management.

The demand for Red Cross induction training among new and existing National Society leaders is large and growing. In order to make this essential background information more widely available, as well as to reduce the cost of its provision, the regional delegation has identified the need to support the organization of such courses within the region.

Following a regional partnership meeting in May 2000 attended by all National Societies, Federation and participating National Society representatives, an additional future focus of the ID programme will be to help develop inclusive Country Assistance Strategies to guide and assure coordination of the activities of all partners in support of each society.

Achievements of the regional ID programme so far include:

- Recognition of the importance of the separate functions of governance and management.
- Practical commitment to the reorganization of National Society governance and management structures.
- Recognition of the strategic need for improved financial independence; the enhancement of regional recruitment of staff on loan and delegates.

Lessons learned include the following:

- The ID process can only start (or continue) at a propitious moment, defined by the National Society.
- There is a wide gap between acceptance of the need for change and the change itself.
- Prepared generic ID “tools” do not usually work.
- Linking or coordinating basic ID with focused resource development and/or with development in finance/budget management is difficult to achieve.
- There needs to be an informed and close working relationship with the country delegation.

**Goal** To assist selected National Societies in the region acquire and maintain the characteristics of a well functioning National Society (WFNS).

## Objectives and Activities planned

**Objective 1** To support societies engaged in ID processes in achieving significant improvements, including some or all of the following:

- a clear mission statement which is reviewed regularly and is well disseminated and understood both inside and outside the National Society.
- a proper legal base with relevant, up to date statutes.
- a constituency which represents a cross section of the national population.
- a sufficient number of active board members well versed in national and international Red Cross history and philosophy.

Activities to achieve objective 1:

- *Mission:* National Society mission statements (if any) will be revisited or developed during short country ID/governance workshops. Such workshops will provide the forum for the identification by the National Society of its institutional development needs and facilitate discussion about how the National Society can start to address them.
- *Statutes:* The Federation model statutes guidelines will be used to review and revise existing Red Cross laws and statutes. Where appropriate, assistance or legal advice from ICRC and/or the Federation Secretariat will be requested.
- *Constituency:* Follow-up ID seminars and meetings will provide a forum for discussion about achieving representative membership, including the various national ethnic groups, as well as age and gender balance among membership, volunteers and staff.

**Objective 2** Societies will have enhanced capacity through:

- stronger leaders who recognize the distinct roles of governance and management.
- improved financial and material independence, with more locally generated resources.
- efficient and transparent management of resources, including public auditing.
- functional administration, with efficient organizational/administrative structures, systems and procedures, especially for personnel.
- the creation of fully inclusive country assistance strategies which are derived from the Societies’ own strategy.

Activities to achieve objective 2:

- *National Society Leadership:* Country workshops/seminars on governance and ID for new National Society leadership will be held following the National Society General Assembly or other events involving significant change. ICRC will normally provide sessions on Red Cross history and humanitarian law. Such workshops have hitherto taken place in Geneva. Holding them in the region will be more economic, and reach a larger number of new and actual National Society leaders, who can then organize further training at national level for headquarters and branches.
- *Resources:* Advice will be provided during ID delegate visits to assist National Societies highly dependent on outside funding to launch, improve or extend their current fundraising and/or income generation activities. Societies will be encouraged (possibly using outside local expertise) to develop resource development plans and strategies, and to set concrete income targets.

The regional ID delegate will work closely with the regional Information unit and the country head of delegation or representative to support the National Societies’ profile and image building in order to

support their resource development strategy. Close coordination is also maintained with the regional finance unit for advice on effective and transparent resource management.

- *Organization:* The development of a clear organization, structure and documented procedures at headquarters and branches will be initiated during regular visits by the regional ID delegate who will discuss modalities for making changes and implementing them in a phased manner, through National Society working group/s or committees.
- *Assistance strategies:* Each Society will be encouraged to take the lead in developing a fully inclusive country assistance strategy which encompasses all the external assistance it envisages from the movement. The ID programme will facilitate a workshop in each country to help initiate the creation of ICASs and will identify people from within the region's delegations and National Societies to work with the National Society on developing an ICAS and implementation methodologies.

**Objective 3** Societies will improve service to beneficiaries/communities through:

- stronger programme management in health, disaster response/preparedness.
- better trained, motivated and managed staff.
- better organized and coordinated volunteer management.

Activities to achieve objective 3:

Most activities to achieve these objectives are carried out by, or jointly with, other regional delegation technical units, which are working directly with programmes (health, water/sanitation, HIV/AIDS, blood, CBFA, capacity building and DP).

- *Programme management:* Capacity building and training components (e.g. programme and staff management), will be part of all regional programmes as well as technical training, since these elements cut across all sectoral assistance provided to National Societies by the regional delegation.
- *Staff training/motivation:* Exchange visits and opportunities for learning among National Societies are encouraged across programmes, as many National Society have specific expertise or experience that is lacking in others. Basic Training Courses (BTCs) are scheduled under the auspices of the regional delegation to provide specific support to National Societies in developing procedures for recruiting, training and reintegrating members of their staff for missions for the Federation and ICRC.
- *Volunteer management:* The Federation study on volunteerism has produced draft guidelines and a new policy governing volunteer coordination. The ID function in the region is to support National Societies in the appropriate implementation of a global volunteer policy respecting various country situations. This may include advising on the development of volunteer management and coordination systems, training curricula and exchange visits.
- *Inclusive Country Assistance Strategies:* The regional delegation will support the development of ICAS in countries where country delegation assistance is not available.

**Objective 4** Enable societies in the region to contribute to the diversified and improved recruitment of international personnel for more efficient programmes, while widening the regional pool of BTC-trained candidates for regional and international missions.

Activities to achieve objective 4:

- Organize Regional BTCs. Provide support and assistance to National Societies in organizing their own BTC.
- Establish and maintain a Personnel Roster based on preselection criteria, results from successfully completed BTCs, second level training, accreditation, career moves and availability for mission.
- Coordinate the process of proposing suitable candidates for open positions - regionally or internationally by: distributing list of open positions; short-listing candidates proposed by societies/delegations for final selection to BTC; briefing and induction prior to mission; debriefing and evaluation; feedback to individual and National Society/Federation Delegation; regularly updating the recruitment link on the website.

### **Expected results**

- All National Societies involved in ID will have recognized and named their strengths and weaknesses and embarked on a plan of action to build on the strengths and remedy the weaknesses.
- All National Societies will have a clear mission statement which is familiar and well disseminated.

- All National Societies will have taken or be taking steps to establish up to date statutes.
- All new and existing National Society leaders will have access to thorough Red Cross background and history briefings at regional and/or national level.
- Most National Societies will have become more financially independent.
- Most National Societies will have improved administrative procedures (for human resources, communications, information circulation, financial management).
- Specialists/consultants and/or institutions will have been identified at local level and used to complement ID support from the regional delegation and country delegations.
- Half of the National Societies in the region will have provided delegates for Federation programmes.
- Each society will have an Inclusive Country Assistance Strategy.

### **Indicators**

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

Further qualitative indicators include:

- National Societies have developed more assertiveness, self-determination or integrity with regard to donors and international organizations
- National Society leaders demonstrate their improved Red Cross knowledge through public advocacy and strategic use of the media
- Different levels of National Society staff and volunteers are aware of their role in the overall National Society organization and programmes
- Different levels of National Society staff and volunteers are familiar with their Society's role and activities, including beyond their own work areas or geographical locations.

Quantitative indicators include:

- Number of workshops, training and induction sessions and numbers of participants in attendance
- Number of delegate visits
- Number of external local specialists used and their relative cost.

### **Critical Assumptions**

- Cultural, social and political sensitivities (ethnic, gender or age considerations) inside the National Society do not put a brake on progress.
- National political instability does not produce a short term outlook at a National Society level and reduce commitment to long term aims.
- Significant natural disasters do not divert leadership attention from ID.

### **Monitoring and Evaluation arrangements**

Monitoring of this project will be carried out through: the regional ID delegate's country visit reports, and quarterly reports; feedback of National Societies regarding assistance provided; and quarterly reports of heads/representatives of Federation delegations.

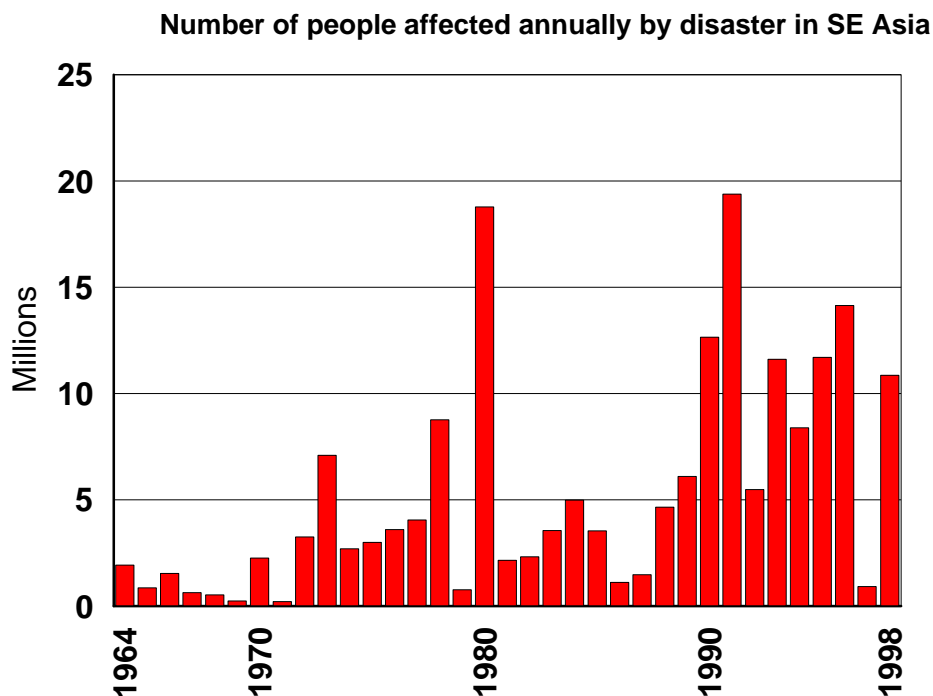
Evaluation of this project will be carried out through an annual assessment by the regional delegation of achievements as compared with planned activities and through an impact assessment by a small team (Federation/National Society) conducted after three to four years on selected societies.

The regional ID delegate has overall responsibility for the project, working with the regional ID officer. They will catalyze much of the work in close consultation with heads/representatives of country delegations, who will be working continuously with those National Societies committed to the ID process.

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## 2. Disaster Preparedness

### Background and progress to date



Southeast Asia is one of the most disaster prone regions of the world. It suffers from regular and repeated river flooding, storm surges, typhoons and mud slides. It is also a region of frequent earthquakes, occasional droughts and, arising from the droughts, high atmospheric pollution from forest burning. Frequently, ten million or more people are affected by disaster in the course of a year. Every decade or so this figure may climb to twenty million.

Although the region is politically much more stable than a decade ago, there are still pockets of refugees and a potential for future refugee flows, particularly from Indonesia, Laos and Myanmar. In Indonesia, and potentially in the Philippines, the emergence of internally displaced people (IDPs) is also a cause for concern.

Finally, given the rapid industrialisation of the region and the increased mobility of workers, major industrial and transport accidents are an ever present threat.

All the National Societies of Southeast Asia respond regularly to disasters and play a role in their countries' national disaster preparedness and response systems. Many regularly seek additional disaster response assistance through the Federation.

The Regional Disaster Preparedness (DP) programme was suspended for most of 2000 while the post of DP delegate remained vacant until the end of the year. The new DP delegate is responsible for developing an integrated approach to DP support across the region. This new approach will be part of the region's piloting of better delegation service and leadership to the Societies in the region. The programme will require revision during 2001.

**Goal** The programme's goal is to increase both the effectiveness and the efficiency of the National Societies of the region in mitigating and responding to disasters.

The overall approach will be facilitatory, not operational. The programme will seek to find ways of enhancing mutual support between Societies in the region, of using regionally based expertise and regionally accessed funding and of increasing the role of the region's societies in the Federation's overall disaster response efforts.

## **Objectives and Activities planned**

**Objective 1** To ensure that by the end of 2001 every National Society in the region is able to use the Federation's appeal and disaster response system in a timely and effective way and to increase the region's ability to channel resources into this system.

Activities to achieve objective 1:

- In collaboration with the Secretariat's new Disaster Response Division, develop an information and training module and use it to explain the proposed new Federation systems for international disaster response to each National Society. Work systematically with each National Society to ensure they are well able to access this system and have the systems, procedures and legislation which allow them to make maximum use of their Federation membership in times of major disaster.
- To run annual FACT workshops for selected National Society staff in the region who can be made available to join either regional or international FACT teams. These workshops will be run in collaboration with the Secretariat. The regional DP programme will also develop a follow-up programme of information exchange and training for FACT members.
- Develop a regional disaster early warning system through the consolidation of existing warning systems. Ensure that regional National Societies are able to assess and use the system effectively.

**Objective 2** To increase mutual support, training, preparedness and response activities in the region, thus enhancing the region's ability to tackle major disasters by utilising regional resources. In particular, to aid Societies in developing specific support networks for shared threats, such as flooding on the Mekong river, and refugee and IDP flows.

Activities to achieve objective 2:

- Work with the National Societies of the region on developing a regional disaster response network. (Relief in Asia/Pacific Network - RAPNet) This self help network has been proposed by a number of Societies in the Asia Pacific region. The regional DP/DR delegate will initially act as the Secretariat for RAP-Net. He/she will set up exchange visits, help organise regional training and meetings, build an e-mail list and web page. The ultimate aim is to develop the competence and confidence of RAP-Net to the point where it is able to operate independently and set up its own small secretariat.
- Work with the four National Societies of the Mekong river basin --Thailand, Laos, Cambodia and Vietnam -- to assist them in developing an information and resource sharing network to tackle the seasonal flooding of the river which affects all four countries.

**Objective 3** To support country based DP delegates in their work and provide advice and assistance to country DP programmes where there is no DP delegate.

Activities to achieve objective 3:

- Provide regular management support to the three disaster preparedness delegates presently based in the region and work with them to develop a disaster preparedness team which will allow country delegates to provide service to more than one country each.
- Work with each National Society, directly or through the country DP delegates to ensure that they are appropriately included in their country's national disaster response plan and that this role is supported by national legislation.

## **Expected results**

- By December 2001 all National Societies in the region will be sufficiently familiar with the Federation's appeal and response system to use it as needed, while retaining overall direction of in-country relief programmes.

- By December 2002 the RAPNet will be a functioning Society network, run independently from the regional delegation, while still availing itself of the delegation's services. By 2001 a support network will have been built up among the societies of the Mekong river basin and will add value to their disaster preparedness and response for the 2002 monsoon flooding season.
- By December 2002 all National Societies in the region will have negotiated a formal role in their countries' national disaster preparedness and response system and this role will be recognized by appropriate legislation.

### **Indicators**

- Increased use of the Federation's appeal system in conjunction with national appeals.
- Increased use of staff from societies within the region in disaster assessments and evaluation missions.
- Regular meetings and network communication within the RAPNet. Regular exchange of data and resources between the Societies of the Mekong river basin.
- The existence in each country of national disaster preparedness and response plans which designate specific roles for the National Society.

### **Critical Assumptions**

- There is no major change in the disaster profile of the region.
- The institutional capacity of the societies of the most disaster prone countries will develop sufficiently for them to sustain the intended disaster preparedness activities.

### **Monitoring and Evaluation arrangements**

Monitoring of this programme will be carried out through field visits by the country and Regional DP delegates; self assessment by National Societies as part of the national DP development programme and quarterly reports compiled by the DP programme, available by e-mail and on the web. A mid term evaluation will be commissioned in the first quarter of 2001 from a disaster preparedness institution within the region.

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## 3. Health and Care in the Community

### Background and progress to date

Improvements in the health status throughout the region, associated with achievements in public health and economic growth, have led to a number of demographic and epidemiological changes. Increased life expectancy, lower birth rates, and a rise in non-communicable diseases, combined with exposure to new threats, represent the challenges for the future. Enormous population numbers in some countries and high resource consumption in others compromise the chances of meeting the future needs of the region's people.

There has been substantial progress in disease prevention and control, with a region-wide decline in communicable diseases. However, new and old infectious diseases such as malaria, dengue, tuberculosis and acquired immuno-deficiency syndrome (AIDS) remain critical threats to regional health in the new millennium. Projections are uncertain because of increased travel and trade, urbanisation, migration and microbial evolution, which amplifies these diseases. The rise of drug resistance further increases risks, in addition to the likely emergence of currently unknown pathogens.

While many characteristic diseases of developing countries are still prevalent and/or re-emerging, such as malaria and tuberculosis, the same countries have to deal with the 'civilisation diseases' of more developed countries. Conditions linked to unhealthy diets, smoking and traffic accidents create a new burden on health services. Political changes in a number of countries have led to more decentralisation or privatisation of health services, including substantial reductions in government spending on curative and preventive health budgets. Many trans-border issues like HIV/AIDS, and health problems of migrating populations are not fully addressed. Discrimination related to HIV/AIDS is prevalent in the region and not addressed sufficiently.

The economic crisis in 1997 deprived increasing numbers of the most vulnerable of their last coping mechanisms. Increased relative costs of imported drugs, testing reagents, and blood service equipment and supply are accompanied by a heavier demand for health services due to a lowering of socio-economic conditions, and deteriorating living conditions. In addition, the region includes countries which are among the poorest in the world and have a very poorly developed health, water and sanitation infrastructure. Some country indicators for access to safe water and latrine availability are amongst the lowest in the world: more than 588 million people lack access to safe water and more than 1.3 billion do not have adequate sanitation facilities.

The National Societies in the region must adapt to economic, social and epidemiological changes in their countries. These changes directly affect their management and programme content, and call for increased flexibility and skills, especially at national headquarters level. The capacity of National Societies in the field of health varies considerably, from highly sophisticated to almost non-existent.

Stiff competition among NGO sectors and rising external quality standards place greater demands on the National Societies to continuously upgrade their services and redefine internal performance standards. The development and implementation of high technical and managerial standards is crucial for high risk and high profile programmes like blood services.

In this situation of dwindling resources and increasing demand for higher standards in health, the capacity and skills of National Society health managers is a crucial resource. National Society health programme managers have to be able to analyse the health situation in their countries, and to advise their policy-making body and board members about the consequences of policy decisions. They need upgraded planning skills in order to implement policy decisions and to secure external funds. In many areas, like the provision of First Aid training or ambulance services, health managers have to be able to perform market analysis and develop marketing strategies to sustain programmes.

Together, the National Societies represent a huge amount of Red Cross Red Crescent expertise. Many of them have specific experience in contributing to health policy changes, and have introduced new concepts and approaches, but this expertise in technical, managerial and policy issues is largely under-utilised.

In the last few years, the Regional Health Unit (RHU) has been able to establish a small but effective team of health officers covering first aid, capacity building, water and sanitation, HIV/AIDS and reproductive health, Health Information System and Surveillance, and social welfare. It has been able to provide specific technical support to National Societies and country delegations in areas of assessment, participatory planning, technical inputs for developing model/pilot programmes and advice in specific health policy issues.

At a regional level, the RHU has developed links and collaborated with health ministries, and leading universities and learning institutions in the region (such as Chulalongkorn University, Mahidol University, National University of Singapore, University of the Philippines, etc.). Co-operation at different degrees with WHO, UNAIDS, UNDCP, IOM, ILO, other UN bodies and international agencies and non-governmental organisations is on-going, and has produced some important results.

On the other hand, links at national level need to be strengthened. Many National Societies still hesitate to take advantage of the opportunities for co-operation and collaboration with other NGOs, academic institutions, and the private sector.

It is important to emphasise that the components of this regional programme are part of on-going health programmes. Apart from the newly-introduced component on blood, other health components (human capacity building, first aid in the community, HIV/AIDS, water and sanitation, and the health surveillance and technical assistance) are based on participatory planning processes where representatives of National Societies in the region were brought together to identify priorities, main strategies, objectives and key activities for the next three years (at the following gatherings: First Aid in the Community, Kathmandu, 1998; Strategic Planning and Capacity Building, Beijing, 1998; ART Strategic Planning Workshop, Vientiane, 1999; Health Surveillance/Information System, Hanoi, 1999; and Water and Sanitation, Bali, 1999).

The Blood Programme, being newly-developed, was unable to utilise expertise in the region in a formal planning process. Its first phase is based on discussions with key National Societies and the analysis of country reports presented at the second Symposium on Blood Safety in November 1998. For its capacity and networking components, the Blood Programme draws on the major strategies and objectives identified by National Society representatives in the Strategic Planning and Capacity Building Workshop in Beijing. In order to further ensure its relevance for National Societies, a regional advisory board will guide the programme through its first phase.

In November 2001, an interim evaluation of all programme components is planned. Immediately afterwards and until July 2001, a series of planning workshops and meetings of advisory committees is scheduled, to allow National Societies to analyse these findings and to include them in the participatory planning processes for the next phase of the Regional Assistance Strategy (2003-2004).

**Goal** The goal of the Programme is to assist National Societies in Southeast and East Asia in providing health programmes of adequate standards that address the needs of vulnerable communities.

## **Objectives and Activities planned**

**Objective 1** To equip 90 health managers/key staff of National Societies in Southeast and East Asia with the necessary managerial and technical skills to plan, implement and evaluate health programmes

Activities to achieve objective 1:

- Collect and disseminate information on regional training opportunities in health.
- Define jointly with National Societies criteria and procedures for Red Cross Red Crescent scholarships for specific training courses, on-the-job training (OJT) opportunities, and exchange visits.
- Identify available scholarships outside the Movement and disseminate this information to National Society health programme managers and key health staff.

- Match expressed needs for formal and OJT with identified opportunities, and provide support for 11 junior National Society health staff in the region.
- Design, organise and document, in co-operation with a university in Thailand, a four-week tailor-made Health Management Course for 20 National Society health programme managers, or key NHQ health staff.
- Develop, conduct and document a two-week practical training exercise on water and sanitation for six National Society programme managers/key staff.
- Organise and document five regional health workshops ( two in 2001 and three in 2002) for National Societies in Southeast and East Asia (addressing specific areas in water and sanitation, Nov./2001; health trends and data/information analysis, Dec./2001; capacity building, Mar./2002; first aid, June/2002; and blood, Nov/2002).
- Co-facilitate/support two follow up National Society health workshops (one each for 2001 and 2002) focusing on strengthening health structures and programmes.
- Identify, using jointly established criteria, publish and disseminate 'Red Cross Red Crescent Best Practices' in health.

**Objective 2** To set up and service six regional networks for information sharing, exchange, advocacy, and effective utilisation of available human resources in the region.

Activities to achieve objective 2:

- Identify National Society focal persons contributing to the Regional Health Newsletter, and the Federation's Asia Pacific regional website discussion forum.
- To publish and disseminate, in hard copy and on the regional website, issues of the Regional Health Newsletter, three times a year.
- Collect and maintain information on resource persons, based on established criteria, and to develop, jointly with National Societies, a mechanism for the effective use of the information in the resource databank.

**Objective 3** To assist 15 National Societies in Southeast and East Asia to develop their skills to advocate for and address humanitarian value issues in health and care programming.

Activities to achieve objective 3:

- Organise and document, jointly with the Asian Red Cross Red Crescent AIDS Task Force (ART) and National Societies in the region, a region-wide competition to sustained the campaign for the promotion and respect of the human dignity of people living with HIV/AIDS (PLWHAs).
- Organise and document, jointly with National Societies in the region, regional clean-up campaigns.

**Objective 4** To provide regional technical and resource support systems for National Societies, country delegations and regional initiatives in the field of health and care.

Activities to achieve Objective 4:

- Collect, analyse and disseminate relevant health information to National Societies and country delegations.
- Advise National Societies and country delegations on technical and policy health issues.
- Conduct/facilitate assessments, participatory planning workshops and evaluations to assist National Societies and country delegations.
- Provide technical, financial and communication support to the Working Committee on the Standardisation of First Aid Programmes in formulating minimum standards, guidelines and tools for monitoring and evaluation, and in its review of training methods and qualifications of First Aid trainers.
- Provide technical, administrative and financial support to the ART Secretariat.
- Support two ART meetings and co-ordination meetings.
- Establish and support regional programme advisory groups on Blood and Water Sanitation.
- Establish an ad hoc regional expert group on Blood.

## **Expected Results**

### *Objective 1*

- An inventory of regional training opportunities in health will have been done.
- A 'scholarship' based support system for National Society health staff to attend regional training courses will have been set up.
- A system of exchange visits and 'on-the-job' training opportunities will have been organised.
- Five regional workshops will have been held on different health issues.
- A set of Red Cross Red Crescent Best Practice documents will have been drawn up.
- A tailor-made Health Management Course will have been held for 20 key National Society health programme managers in the region.

### **Objective 2**

- A group of focal persons will be contributing to the Regional Health Newsletter and the Federation regional website discussion forum.
- The Regional Health Newsletter will be published three times a year.
- A regional communication system and strategy will have been established to disseminate relevant information in the area of health: technical, health management, quality assurance and policy development and related ethical questions.
- A set of criteria for information on resource persons in the regional databank will have been defined.
- A pool of regional health experts will be identified in the regional databank.
- A set of mechanisms and guidelines for the dissemination and utilisation of information from the regional databank will have been created.
- An active advisory group will have been formed from key National Societies for the regional blood, and water and sanitation programmes.
- An ad hoc, time-bound regional working team (expert group) will have been set up on identified technical issues in blood.

### **Objective 3**

- The competition for the promotion and respect of the human dignity of PLWHAs will have taken place.
- A range of activities will have been undertaken during the clean-up campaigns.

### **Objective 4**

- Various technical documents and proposals for pilot health programmes will have been produced.
- A set of minimum standards in first aid will have been established.
- Programme advice in Water Sanitation and Blood will be available.
- A trans-border project in HIV/AIDS (ART) will have been given support.
- A life skills model will have been included in Youth Peer Education Programmes (ART).
- HIV/AIDS country programmes will have been improved ( through ART).
- Country evaluations will have been conducted (by ART)

### **Indicators**

- Number of National Society key staff trained/coached in training courses.
- Number of National Society staff attending on the job training.
- Number and percentage of experts utilised from the data bank.
- Number and geographical distribution of authors of newsletter articles.
- Qualitative self assessment of National Society capacity in health management, blood services, FA and Water Sanitation programmes.

### **Critical Assumptions**

- There is sufficient expertise available in the region.
- National Societies in the region maintain their commitment and support for their identified objectives and strategies.

### **Monitoring and Evaluation arrangements**

Monitoring will be conducted through the use of a quantitative process indicator. An external interim evaluation in November 2001 will provide the basis for the next phase of the Regional Assistance Strategy. The evaluation will cover all health components and findings will be discussed and analysed in the regional advisory groups and at regional planning workshops. The evaluation will be based on the stated objectives

and will include the appropriateness of developed strategies, coherence with the established policies, inter-connectiveness of the programme, cost efficiency of the applied capacity building, networking and mapping strategies, as well as gender sensitivity/awareness.

## 4. Promotion of Humanitarian Values

### Background and progress to date

The Regional Information Programme focusing on the promotion of humanitarian values covers Southeast Asia, East Asia and the Pacific. A regional information delegate is part of the Regional Information Unit of the regional delegation for Southeast Asia in Bangkok. The unit has in addition two regional information officers, one of whom is staff on loan and the other locally recruited in Thailand.

The programme is managed by the Regional Information Delegate under the authority of Head of Regional Delegation. The delegate manages local information staff and liaises with other Federation delegates and staff responsible for information in the rest of the Asia-Pacific region, including those of other Federation delegations. Efforts are being made to actively increase cooperation between the regional Information and Institutional Development (ID) Programmes.

The Regional Information Programme was initiated in the mid 1990s, originally extending to all of Asia and the Pacific. The whole Asia-Pacific region has only two information delegates, one in Bangkok and one in New Delhi (South Asia); efforts are under way to recruit locally information officers for East Asia (Beijing) and the Pacific (Suva) to form a single Regional Information Unit for all of Asia and the Pacific which would be managed from Bangkok.

Since 1996 the Regional Information Unit has organised and facilitated regional and sub-regional communications workshops annually except in 1999; regularly published the expanded Asia-Pacific FOCUS for a growing audience; maintained a regional website; supported several National Societies in planning their communications/fund raising activities; responded to information needs and liaised with local and international media during numerous disaster situations throughout the region; and produced INSIGHTs on specific Federation operations and other material.

**Goals** The goals of the programme are to increase tangible public and corporate support for the National Societies, the Federation and the Movement, by helping National Societies in the regions to establish and develop strong communication departments; enhancing the positive image of the Red Cross/Red Crescent in the region; and increasing general understanding of Red Cross/Red Crescent principles.

This programme sees communications - comprising information, dissemination, public relations and fund-raising - as a key element of capacity-building efforts in the National Societies. Strong Communications Departments that are part of each National Society's core structure will be able to conduct effective information and fund-raising activities and thus respond better to growing internal and external information needs, increased competition among aid agencies and the increasing need for local funding.

### Objectives and Activities planned

**Objective 1** To improve the communications capacity of National Societies in the region through:

- helping to establish communications/information departments where there are none and promote the principle that they are part of the core structure of the societies.
- strengthening the staff skills level.
- assisting societies in developing a long-term communications strategy integrating information, public relations, dissemination and fund-raising.

Activities to achieve objective 1:

- Continue to organise annual communications workshops, bringing together information officers from the Asia-Pacific National Societies, and facilitate the creation of a regional information strategy and a regional and national Plan of Action for the programme period.

- Create a Regional Information Network of information officers who can provide information on regional issues, operations and programmes to the Regional Information Unit and the Secretariat, as well as to each other.
- Bring information staff from selected National Societies (network participants) together at least once a year to follow up on plans drawn up at the workshops and exchange experiences.
- Initiate an exchange programme whereby information officers from six selected National Societies each year join the Regional Information Unit in Bangkok for one week and take part in its work; advocate for a similar exchange programme on a bilateral basis.
- Assist selected National Societies to draw up and execute communications strategies in close co-operation with country delegations, adapting projects and approaches to the needs of the individual National Society.
- Seek staff-on-loan from National Societies in the region for at least one regional information officer post when this becomes financially possible.

**Objective 2** To improve the public image (and self-image) of National Societies in the region and enhance their ability to independently promote humanitarian values and principles, in line with the Hanoi Declaration's chapter on Public Relations.

Activities to achieve objective 2:

- By regular contacts, and through the Regional Information Network, encourage the National Societies in the region to promote improved understanding of the Movement's humanitarian work and principles through publications, dissemination, public relations, the Internet and media, targeting the general public and regional and local donors -- corporate, governmental and non-governmental.

**Objective 3** To improve the understanding of Red Cross/Red Crescent principles among donors, civil authorities, the media, National Society staff and volunteers, as well as the general public, in order to produce more tangible support for the Red Cross/Red Crescent.

Activities to achieve objective 3:

- Ensure the quarterly publication of Asia-Pacific FOCUS with distribution to an expanded readership base, external (corporate/political/non-governmental) as well as internal, throughout the region and beyond. Continue to improve the content of their flagship publication and expand coverage, to make AP FOCUS truly a regional organ and effective tool.
- Maintain and improve the Asia-Pacific Regional Website and ensure that its editorial content is relevant and useful for National Societies in the region as well as for the external audience.
- Produce "Bulletins from the Field" as needed within days of Red Cross/Red Crescent disaster response activities within the region and distribute them to the (chiefly external) target audience, including the media.
- Produce sub-regional brochures to highlight Red Cross/Red Crescent activities and operations in Southeast and East Asia, to be updated every other year, and distribute to National Societies and country delegations to use for dissemination and as a "calling card".
- Maintain and improve the capacity to respond quickly to information needs, especially during disasters. Field missions will be undertaken with minimum delay when relevant. Efforts will be made to highlight various other Red Cross and Red Crescent non-emergency operations and programmes. Equipment - including digital cameras, mobile phones, laptop computers and the necessary accessories - will be maintained and upgraded as required.
- Regularly inform international media in main media centres of Red Cross/Red Crescent activities by informal "updates", by transmitting press releases as appropriate, and by offering photographs and video images directly from scenes of Red Cross/Red Crescent disaster response.
- Update regularly a media guide with addresses of Federation delegations and National Societies in the region, print and distribute to main international media in the region.
- Continue to explore the feasibility of producing Public Service Announcements (PSAs) for use in electronic and print media.

### **Expected results**

- Fifty per cent of the National Societies in the region will have established integrated communications departments (including conventional publications and information activities, public relations tools and

skills, dissemination and sustainable fund-raising activities) consistent with the Federation's "Strategy 2010", affirming communications/information as part of the core structure of a well-functioning National Society.

- The same number of societies will have a comprehensive Plan of Action for communications activities linked to other programmes and operations. Well executed, these plans will improve information staff skills and thus have considerable impact on the way the Red Cross/Red Crescent is perceived locally, nationally and regionally, so paving the way for effective fund-raising.
- Twelve regional communications staff will have received practical training in the Regional Information Unit in Bangkok and form a Regional Information Network able to feed news, information and updates on disasters and programmes when needed to information counterparts in the Federation's Secretariat, universal websites or publications, and media.
- Target audiences - National Society staff, international media, international organisations, selected international corporations, government authorities and diplomatic missions in the region - will have an improved understanding of Red Cross and Red Crescent principles and the importance of the work in the region.
- Media coverage of the Red Cross and Red Crescent will have led to greater funding for Federation and National Society programmes.

### **Indicators**

- A Regional Information Network exists and delivers.
- Increased media coverage of Red Cross/Red Crescent activities in the region.
- Integrated communications strategies in place in the selected National Societies and having an impact on the work of communications departments/information units, visible in increased coverage and sustainable fund-raising activities.
- Information officers' workshops conducted and appraised by participants, facilitators and societies' leadership.
- National Society information officers showing increased skill in their daily work.
- **Critical assumptions**  
Funding will be provided for all elements of the programme for the full programme period.
- National Societies in the region will remain interested in enhancing co-operation within the region as well as with the rest of the Federation.
- National Society staff will contribute to FOCUS and other Federation print/electronic publications and take part in the planned regional communication activities.

### **Monitoring and Evaluation arrangements**

Monitoring and evaluation will be carried out in the following ways:

- An evaluation will be designed and commissioned during the first half of 2002.
- Opinion polls in selected countries will measure the image of each Red Cross/Red Crescent National Society.
- Visits to and other contacts with National Societies, media and donors.

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## 5. Regional Cooperation

### Background and progress to date

The regional delegation for South East Asia was moved from Kuala Lumpur to Bangkok in June 2000. In the past, the delegation, with the Regional Finance Unit in Kuala Lumpur, provided programming services in health, institutional development, information and finance to National Societies and Delegations. It will continue to provide these services but will also increase its role as a co-ordinator and manager of Federation assistance in Southeast Asia.

In line with the Strategy 2010 and the changes being introduced in the Secretariat, the regional delegation is to pilot a new approach to field management in which the country delegations and delegates are directly managed from Bangkok rather than Geneva. In addition the regional delegation will play an increased, but focussed role of regional representation. In order to promote partnership opportunities. Specifically the delegation will work to enable National Societies to build country partnerships with the World Bank, the Asia Development Bank, UNAIDs and ESCAP.

The Regional Finance Unit will remain based in Kuala Lumpur, utilising the pool of technical expertise built up there. It will focus on providing accounting and financial management services for the Federation Delegations in Southeast Asia and, by the end of 2000, to all Delegations in the Asia Pacific region.

In 2001, the Institutional Development Unit will also remain based in Kuala Lumpur.

**Goal** To maximise the effectiveness and efficiency of the team work of the Secretariat and the National Societies in South East Asia.

### Objectives and Activities planned

**Objective 1** To advocate for the Federation, its members and goals, with selected key partners in South East Asia.

Activities to achieve objective 1:

- Work, at the regional level, with the World Bank, the Asia Development Bank, UNAIDs and ESCAP in order to identify and facilitate entry points for the regional National Societies, supported by the country delegates, in building partnerships with the above organisations.
- Build links with development and disaster related institutions in the region which may be able to provide services to National Societies in the future.

**Objective 2** Provide co-ordination services to National Societies and the ICRC who provide assistance to South East Asia.

Activities to achieve objective 2:

- Work with National Societies in the region where there is no country delegate in order to assist in the co-ordination and prioritisation of external assistance, with a view to creating an inclusive country assistance strategy (ICAS) for every country in the region.
- Work closely with the ICRC in the region to ensure that its development co-operation initiatives are well co-ordinated and add value to the National Societies' development strategies and are also incorporated into the inclusive country assistance strategies.
- Develop a regional quality assurance system for donor reporting and a regional ability to keep donors informed of programme progress.

### Expected results

- The Federation and its member societies will have been accepted as a preferred working partner by the targeted multilateral institutions.
- A network of academic and research institutions willing to provide support to national society programming in the region will have been developed and be in use.
- Fully inclusive country assistance strategies (ICAS) will have been developed for all National Societies in the region.
- A range of co-ordinating models for Federation assistance, in which the regional delegation and country delegates play an increasingly facilitatory and less operational role, will have been developed, tested and adopted.

### **Indicators**

- The existence of signed agreements or MOUs between the Federation and the targeted multi-lateral partnerships.
- The existence of inclusive country assistance strategies for each country in the region.

### **Critical assumptions**

The new approaches to Federation work and the decentralisation of authority to the regional delegation are accepted and stay in place after the pilot phase.

All National Societies in the region, including the participating societies, are willing to accept the discipline of this new way of working.

### **Monitoring and Evaluation arrangements**

Monitoring of this programme will be carried out through the biannual reports of the regional delegation and through regular feedback from the region's national societies.

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## 6. Regional Co-ordination and Management

### Background and progress to date

The regional delegation for Southeast Asia was moved from Kuala Lumpur to Bangkok in June 2000. In the past, the Regional Delegation, with the Regional Finance Unit in Kuala Lumpur, have provided programming services in health, institutional development, information and finance to National Societies and Delegations. The regional Delegation will continue to provide these services but will also increase its role as a co-ordinator and manager of Federation assistance in South East Asia.

**Goal** The overall goal is to maximise the effectiveness and efficiency of the Secretariat's and Delegation's service and leadership to National Societies in South East Asia.

### Objectives and Activities planned

**Objective 1** To manage and service the core service programmes provided by the regional delegation.

Activities to achieve objective 1 are:

- Provision of office space, communication, travel and secretarial services for the regional institutional development, health, information and disaster preparedness programmes.
- Line management by the regional head of delegation of these programmes to ensure they provide appropriate leadership and service in the region.

**Objective 2** To manage the Country Delegations and other Secretariat activities in the region.

Activities to achieve objective 2 are:

- Line management of the country heads of delegation, by the regional head of delegation.
- Support on strategy, planning, resource mobilisation, programme reporting and evaluation.
- Co-ordination and prioritisation of other services and communications from the Geneva Secretariat to delegations and National Societies in the region.

**Objective 3** To provide an effective accounting and financial processing and advice service for all Country Delegations in the Asia Pacific region.

Activities to achieve objective 3 are:

- Provide financial management services and advice to the regional delegations and Country Delegations covered by the regional finance unit.
- Process country field returns and incorporate them into the CODA accountancy system.
- Provide a "help desk" function for delegations on accounting problems.

### Expected results

- The provision of appropriate and effective regional services, delivered in an economic fashion to all National Societies across the region.
- The creation and maintenance of an effective regional team (regional and country delegations) providing appropriate leadership and service to the region's National Societies.
- A fully transparent and responsive regional finance and accounting system which allows programme managers to effectively control their budgets.

### Indicators

A reduction in the number of country delegates and an increase in the number of delegates providing service to two or more countries.

### Critical assumptions

- The new approaches to Federation work and the decentralisation of authority to the regional delegation are accepted and stay in place after the pilot phase.
- All National Societies in the region, including the participating societies, are willing to accept the discipline of this new way of working.

### **Monitoring and Evaluation arrangements**

Monitoring of this programme will be carried out through the biannual reports of the regional delegation and through regular feedback from the region's national societies.

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<b>DELEGATION: SOUTH EAST ASIA RD</b>							
<b>PROGRAMME</b>	<b>DP</b>	<b>Health &amp; services</b>	<b>Human. values</b>	<b>IDRD</b>	<b>Coord. &amp; mgt</b>	<b>Regional coop.</b>	<b>TOTAL</b>
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food & seeds	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
<b>Sub total supplies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	2,000	0	2,000
Computers & telecom	7,000	5,000	4,000	0	13,500	6,000	35,500
Medical equipment	0	0	0	0	0	0	0
Other capital expenses	0	0	4,000	0	2,000	4,000	10,000
<b>Sub total capital</b>	<b>7,000</b>	<b>5,000</b>	<b>8,000</b>	<b>0</b>	<b>17,500</b>	<b>10,000</b>	<b>47,500</b>
Programme management	21,759	67,018	25,603	15,411	0	28,519	158,309
Technical services	6,513	20,062	7,664	4,613	0	8,537	47,389
Professional services	7,223	22,248	8,499	5,116	0	9,468	52,554
<b>Sub total programme support</b>	<b>35,495</b>	<b>109,327</b>	<b>41,766</b>	<b>25,140</b>	<b>0</b>	<b>46,523</b>	<b>258,253</b>
<b>Transport &amp; storage</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,060</b>	<b>0</b>	<b>13,060</b>
Personnel (delegates & expatriates)	162,948	160,156	147,196	128,624	427,702	254,936	1,281,562
Personnel (local staff)	41,140	167,882	65,162	30,215	273,836	33,741	611,976
<b>Sub total personnel</b>	<b>204,088</b>	<b>328,038</b>	<b>212,358</b>	<b>158,839</b>	<b>701,538</b>	<b>288,677</b>	<b>1,893,538</b>
Travel & related expenses	29,300	21,550	18,650	10,370	67,550	46,240	193,660
Information expenses	6,000	58,500	27,630	3,000	2,500	0	97,630
Expert fees	9,000	14,000	0	0	6,000	0	29,000
Admin. - general expenses	1,800	13,300	26,290	1,200	225,070	1,500	269,160
Training workshops / seminars	30,000	444,170	45,000	30,000	0	30,000	579,170
<b>Sub total travel, training, general exp.</b>	<b>76,100</b>	<b>551,520</b>	<b>117,570</b>	<b>44,570</b>	<b>301,120</b>	<b>77,740</b>	<b>1,168,620</b>
<b>Total budget</b>	<b>322,683</b>	<b>993,885</b>	<b>379,694</b>	<b>228,549</b>	<b>1,033,218</b>	<b>422,940</b>	<b>3,380,971</b>