

# 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***

20 August, 2003

*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 organisation and its millions of volunteers are active in 178 countries. For more information: [www.ifrc.org](http://www.ifrc.org)*

*Appeal No. 25/99*

*Launched on 24 September 1999 for 3.3 million for 4 months for 100,000 Beneficiaries; budget increased to CHF 55.4 million; rehabilitation programme extended to July 2005.*

*Beneficiaries: 100,000*

*Operations Update No. 10; Period covered: December 2002 - June 2003*

### **IN BRIEF**

*Appeal coverage: 102%; for details please refer to the attached list of contributions.*

*Related Appeals: N/A*

*Outstanding needs: None*

### **Operational Developments**

Construction of two health facilities, which was planned as a part of post-emergency rehabilitation programmes will be completed by the end of 2003. The new Cash Disbursement Programme for the aboriginal people has been fully implemented during the reporting period. The disaster preparedness and organisational development programme, which started in June 2002, will be completed by July 2005. The programme is progressing according to plan, albeit there has been some delay during the spring of 2003 in workshops and training caused by the SARS epidemic that hit Taiwan and prevented training and workshops for almost 2 months.

### **Coordination**

The Taiwan Red Cross Organization (TRCO) has continued to work closely with the relevant local authorities on the implementation of the remaining rehabilitation projects in Taiwan and to make regular visits to the earthquake affected areas for monitoring purposes. The Federation's programme manager (Danish Red Cross consultant to Taiwan) has liaised closely with the TRCO, Regional Finance Unit in Kuala Lumpur, PricewaterhouseCoopers in Taiwan, the Secretariat in Geneva on programme issues.

### **Red Cross and Red Crescent action**

#### **Rehabilitation programme**

The rehabilitation phase was divided into three main areas:

1. Support to communities where houses were destroyed during the earthquake.
2. Support to local authority health and education projects.

3. Strengthening the capacity of the TRCO in disaster preparedness and response.

The Federations financial commitment amounted USD 29.2 million. The projects were:

Name of the Project	Status
<b>Community support</b>	
• Construction of temporary housing(1.341 units)	Completed/ February 2000
• Provision of basic household items(5.205 units)	Completed/February 2000
• Financial support to families ( 2.341 families)	Completed/May 2000
• Community Welfare activities ( 81 communities)	Completed/ December 2001 80 out 81 has submitted their final reporting. Among them 5 insufficient reports will be followed up..
• Psychological support and social welfare	Completed/September 2002
<b>Health and Education projects</b>	
• Construction/renovation of schools ( 10 units)	Completed/November 2002.
• Construction/renovation of health facilities ( 3 units)	1 unit was finished and 2 units are under construction. To be finished end of 2003.
<b>Disaster preparedness</b>	
• TRCO disaster preparedness project( 4 DP centers)	Completed/ June 2002

As indicated all projects (except for two health facilities) have been completed. The Federation’s programme manager made several monitoring visits during the spring of 2003 to three of the schools and one health clinic that had recently been finished . The delegate attended the inauguration of one of the schools and the health clinic during the reporting period.

Summary of the impact, and lessons learned:

Two schools in FuMing and DaLin, which the Federation and the TRCO reconstructed are now very visible examples of the assistance provided by the Federation. The direct impact is obvious: if the schools had not been re-established, the students would have had to have been transported to neighboring communities. All new schools are built according to new standards for earthquake resistance (7.3 on the Richter scale). All construction were carried out to plan and a standard fixed budget. The architects in the first place described the budget as “ low budget”. The construction was for some schools carried out in only 180 days. The standard fixed budget influenced in some places the quality of materials that were used, but in general the users are satisfied. Some communities and the principal/teacher group would have liked to be more involved in the process. The “ open learning space” had to be modified to be separated from classrooms due to the noise.

**Health and Care**

What remains was the Federations pledge to support the renovation of three health care stations, a selection based on the amount of damage sustained, geographical location, accessibility and their situation in the most densely populated areas of Ren Ai district.

**Objective: renovate or reconstruct three health care stations in Ren Ai district and to provide basic medical equipment for the three clinics. In addition, the Ren Ai central hospital will be provided with one medical car and one mobile dental car.**

Construction work on the three health care stations in Chin Ai, Huchu and Jinyin tsuns ( settlements) was due to start in December 2000 and should have been completed by June 2001, but has been delayed, partly because the administrative procedure to change the land utilisation has been protracted. All issues about the use of aboriginal land has been settled later.

The Huchu clinic has been constructed on the original site, Jinyin and Chin Ai clinics will be constructed on new sites. The Huchu clinic was finished in the spring of 2003. The construction of Jinyin and Chin Ai is now proceeding according to the revised plan and they will be finished in the end of 2003. The construction sites were visited and monitored by the delegate and architect in April 2003. The Huchu clinic is nicely located and designed, and really serves as an asset for the community, with good materials used (a combination of concrete, wood and glass) and a nice design and with use of traditional aboriginal pattern in the decoration. The clinic will also be provided with a dental unit.

**Cash disbursement programme for low income aboriginal people:**

**Objective: To give general cash support of NTD 50'000 per family to lessen the financial burden of household spending to 4,000 aboriginal low income families.**

This programme was fully implemented by the end of March 2003. The Federation's commitment in this programme was NT\$ 200,000,000 (approximately CHF 9 million). The beneficiaries were :

- either single parents with school children and/or family members with disability.
- families with school children and/or children with disability; and
- elderly or senior citizens without any income or assets.

The name list of the beneficiaries was provided by the aboriginal bureau. The first cash disbursement was carried out on November 27th 2002 and the last took place on March 26th 2003. It was carried out in 23 distribution sites in 5 phases during a total of 11 days. In the end we managed to hand over 3,989 checks out of 4,000. The organisation of the distribution was done very well by the TRCO Head Office and the local Red Cross branches, both professional staff and volunteers. It took place in a relaxed but also dignified manner. It was cash disbursement to poor people, but was done with respect and understanding.

Summary of the impact:

This programme targeted one of the most vulnerable groups in Taiwan. Its criteria was clear and accurate. In many cases, the money would be used for the children according to the informal feedback from the beneficiaries at the distribution spots. It was relevant as a Red Cross programme, and an indirect impact from the programme was a higher visibility for the TRCO. It was carried out in a very organized way by the TRCO and increased the TRCO's knowledge of and ability to handle bigger operations. Monitoring was done carefully. Both efficiency and effectiveness was high. The weakness of this programme was that we could never measure the impact. But an injection of NT\$200 million in this area during only 3 months must have had some direct and indirect impact.

**Disaster Preparedness and Organisational Development Programme.**

The MoU for this programme was signed in June 2002. The Federations total commitment for the programme running from June 2002 until June 2005 is NTD 141.614,050 ( Approximately CHF 6.5 million).

The goals of the programme are:

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

The delegate has in particular been active in providing the necessary basic manuals and guidebooks and in the training. The TRCO manual for Disaster Preparedness and Response covers authority, legal basis, policies, standard operating procedures, general guidelines and role delineation's. It now only needs the Preface of TRCO President before it can be printed and distributed to all branches/chapters and Government authorities for their information and reference. The collection of material and writing of the Training Guidebook in Disaster Preparedness and Management has been continued. The extensive schedule for the Delegate has slowed down this process.

All necessary forms of logistics according to Federation standards has been translated into Chinese and some new ones were created to fit into the Taiwan context. All forms are collected on a CD basis and distributed to the branches. All staff members have received instructions on the use of the forms and different reporting requirements during the workshop. Templates were also produced.

All professional staff members went through three-week-long workshops, and were through such elements as Disaster management, SWOT analysis, Management in general, Disaster Incident Critical debriefing, etc. The delegate produced a major part of the material for the workshops. All material now in Chinese on a CD distributed to the participants. The senior management at Head Office has articulated to the delegate that the training already given has tremendously increased the knowledge of Red Cross in general and Disaster Preparedness and response in particular.

As a major benchmark, the TRCO's membership to the governments Disaster Task Force was admitted in January 2003 when the Minister of the Interior agreed to invite the TRCO. The Secretary General needs to make a follow up to this promise.

The delegate has worked on extensively assisting the TRCO in clearer understanding of governance and management, which includes mandate of the board, reporting, project planning, recording, evaluation. After deliberations with the SG it has been decided that the delegate shall carry out sessions/meetings with board members in the chapters/branches, inform them about Strategy 2010 and give them the basic knowledge how to assess their own capacity based on a SWOT analysis.

The issue about the emblem and its use has been discussed and the SG has submitted new instructions and guidelines to all chapters/branches to follow when new printing of certificates, ID cards, badges and banners takes place. The new instructions and guidelines have been submitted to the authorities for their information and reference.

The communication and team building programme was set up on the request of the SG, but it has been suspended because of SARS. The organisational development initiatives has so far in general only been targeting HQ.

**Objective 1: To repair and upgrade existing training facilities and provide training equipment to HQ, chapters and branches.**

**Activities implemented:** The training facilities on Hsing-Shen S.Road have been fully renovated, and the Head Office has now very modern, bright multifunctional training facilities. Unfortunately the space is not enough and allow smaller rooms available for the use of group work. The costs for renovation has been smaller than original planned because of necessary changes according to law. The money has instead been used to increase the training equipment with two personal computers and a copy machine.

**Objective 2: To renovate and provide the remaining 11 DP centres with adequate standardised relief supplies, relief equipment, transportation and communication equipment.**

**Activities implemented:** All DP center sites have been provided by the authorities free of charge. All equipment has been distributed to the centers. The TRCO, from its own budget, is establishing a DP center for Head Office. The site has been provided by the Taipei Fire Department free of charge. The renovation is ongoing.

**Objective 3: To assist TRCO to provide with a Disaster Preparedness (DP) training, thereby integrating DP as a key development component in all activities of TRCO.**

**Activities implemented:**

- **Disaster management training for HQ/Chapters/branch staff** Professional staff from Head Office, Chapters/Branches, a total of 106 participants went through a one-week long Disaster Management training seminar in Taipei in Phase 1 (June 2002-December 2002). The objective of the workshop was to present major elements of the Disaster Cycle, and establish a common knowledge of disaster preparedness and response and the importance of a uniform approach. Further instructions to make them familiar with all the forms and different types of reports needed in a Disaster response were also given. Other topics in the workshop was SWOT analysis, volunteerism, management in general and Critical Incident Stress debriefing. One more important objective for the workshop was also to create a team spirit among professional staff in the TRCO. All written material and power-point presentations and all forms, report and survey templates are translated into Chinese and available on a CD that each participant has received. The participants will not at the present stage be able to train staff and volunteers in Chapters and branches. A follow-up workshop in May/June 2003 to give this additional training had to be postponed because of the SARS epidemic.
- **Primary DP training for volunteers** This activity has been postponed to the autumn of 2003 because of SARS.
- **Primary training of volunteers in Search and rescue** Three of the 4 seminars in basic Search and Rescue have now been finished. The 3rd. Echelon' training was finished during the spring-wit only a limited delay caused by SARS. Each seminar has a duration of 8 weekends. Trainers in the seminars are

professionals from Taipei Fire Department. A total of 104 volunteers have now been trained in this speciality. All participants went through an examination carried out by the Fire Department covering both their knowledge and their practical skills. The Fire Department has expressed their satisfaction with the level which the volunteers have achieved. All lectures have been recorded and is now available on a set of CD-RoM. All participants have received a set for maintenance of their knowledge and practical skills. From the two first seminars a selected group of almost half of the participants (30) were sent to the US Fire Departments training facility in Houston Texas for two weeks for an intensive training in advanced Search and rescue operations in the spring of 2003. The training was very successful. When back in Taiwan, the team presented their skills in a very impressive drill carried out in close co-operation with the professionals in the Taipei fire department. This drill got very good media coverage. Through the discussions with the top management in the Fire department, the TRCO has received a promise that the Fire Department in their daily work will try from time to time to include the search and rescue volunteers from the TRCO so they can get experience from real actions.

- It has been decided to stop the “ Questionnaire and Survey” regarding the populations general knowledge about disaster preparedness and the TRCO’s role during disasters and the connected panel discussion with the Taiwan media.
- **“Video production”** A video has been produced for the Youth Department.
- **“Dissemination in schools, universities ,government, major companies”** The Youth department has set up 12 Youth Service Teams (Kaosiung, Hsinsch, Yulin Penghu, Changhua, Miaoli, Taipei city and Kaohsiung City). Each team consists of students above 18 years. The team’s objectives is to provide trainers to first aid, to do dissemination and give support to the community. The teams are independent, receive guidance from Head Office, report to Head Office and receive an annual financial support of NT\$30,000. Apart from these teams, not as a Federation activity, the TRCO has established 37 Junior Service teams ( a total of 1’321 volunteers). The volunteers in this group would be the potential members of the Youth Service teams and thereby increase the sustainability of Youth Service Teams. It has been a problem to find lecturers to do dissemination. A training programme for them also has to be established. The Youth department has Edited “ Guidebook for Youth Services” according to “Guidelines: Youth Policy and Strategy” with the aim of strengthening the knowledge of service teams about the Red Cross, to promote team organisation and to increase working skills in services.

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

**Activities implemented:**

- **“Production of a Disaster Preparedness and Response Handbook specific for Taiwan”. and “ DP/DR training manuals.”** Extensive work for collecting and editing material for the manual has been done. The Operational Manual for Disaster preparedness and Disaster relief has now been finished and approved by the board. The next task will be to continue to work on the training manual. It is a very time consuming work that had to be carried out as our first priority. The preparations and implementation of workshops first for the professional staff and next for the volunteers will be done. Much time will be needed to ensure its quality and sustainability.
- **“Upgrading of TRCO Training manuals for First aid, water safety and home nursing.”** A total of 5’000 copies for water safety and 2’000 copies for Advanced First Aid have been printed and distributed. Further the TRCO has for their own funds printed 20’000 copies of Basic First Aid.
- **“Translation of key parts of Federations’ Delegates handbook”** This work is continuing. Further an introduction and presentation of the “ Policies of the Federation” has now been edited and printed in Chinese. This is a 96-page-document, whose copies of 2’000 will be distributed to chapters and branches.
- **“Translation of The Youth Handbook“** 3,000 copies of the Youth Handbook have been printed. It is the intention to explore the possibilities to make a new edition of the Youth Handbook as a CD. The Youth Department has edited “ The 2002 Red Cross Youth & Junior Services Result Summary” and distributed it to chapters and branches for inspiration and further development of the youth service teams and its services.
- **“Publication of bimonthly Red Cross Magazine”** Three bimonthly Red Cross Magazines have been produced during the Spring of 2003. The magazine has been changed in its layout and has been increased to now 4 pages. The Magazine has focused on the issues like the World Red Cross Day, SARS prevention services, and the news from chapters and branches. A CD-ROM giving an introduction to the Red Cross has been produced in both English and Chinese. Further the International Relations Department has been

working intensively on the TRCO web-site that will be both in English and Chinese. It is scheduled to be operative from August 2003. A standard layout for all TRCO publications has been developed to give a unified image of all publications issued by TRCO. Intensive work including dissemination is also going on for the celebration of the TRCO 100th Anniversary next year.

- **“Placing of RC posters at advertising spots** At MRT stations, Airports and in Post Offices, Red Cross posters have been placed to disseminate their activities. Some of the posters has been electronic. These outdoors advertisement is placed in 38 different public places.
- **“Regular meetings with the media”** The International Relations and Communication Departments have continually endeavoured to arrange interviews with the media. During the spring, 16 press releases were made and 6 meetings with the press were organised. The feedback from the media was very much positive.
- **“Development of digitalised software for tracing service”** The software has been developed and 93’915 out of a total of 110’000-120’000 persons have now been registered into the programme. This activity is scheduled to be finished in the end of 2003.

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

Of the 11 temporary staff members that have been employed, three have resigned. The Youth Department is in the process to employ its replacement.

**Objective 6: To provide training for governance and management for the staff at HQ/Chapters and branches.**

A seminar was carried out in the spring for Red Cross staff in the Northern Area (SGs and staff from 11 chapters and branches) The topics targeted were planning, communication and leadership. 52 people participated.

**Objective 7 : To set up Intra net system connecting all TRCO HQ/chapters and branches.**

The system has been procured and set up. There has been training seminars on internet usage for Head Office, chapters and branches. A total of 53 staff members, in four divided groups, will receive 50 hours training. With the new system internal communication will be much easier and faster.

**Red Cross and Red Crescent Movement -- Principles and Initiatives**

The dissemination of the movements history and principles is now standard in all training / workshops for both professional staff and for volunteers and the general knowledge and understanding of these issues has been considerable increased. Very often the delegate has given these lectures and very often the issue of Volunteerism has been targeted .

**Federation Delegation**

The Federation has placed a programme manager in Taiwan to assist the TRCO with finalising the post disaster programme, the cash disbursement programme, and the implementation of the new Disaster Preparedness and Organisational Development Programme. The Federation has contracted PricewaterhouseCoopers in Taipei to monitor and report on the rehabilitation and cash disbursement programmes finance. Their report on these programmes are submitted to the Federation on a quarterly basis. PWC works in close co-operation with the Programme manager in Taipei and the Federations Regional Finance Unit in Kuala Lumpur.

**Outstanding needs**

The operation is fully funded and there are no outstanding needs.

*For further details please contact: Satoshi Sugai, Phone : 41 22 730 4273; Fax: 41 22 733 03 95; email: satoshi.sugai@ifrc.org*

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

*This operation seeks to administer to the immediate requirements of the victims of this disaster. Subsequent operations to promote sustainable development or longer-term capacity building will require additional support, and these programmes are outlined on the Federation's website.*

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

REQUEST No. 25/99

PLEDGES RECEIVED

21/08/03

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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**CASH**

REQUESTED IN APPEAL----->		57,473,100	01/01/99	101.76%
AUSTRALIAN - RC	20,000	AUD	19,408	28/09/99
AUSTRALIAN - PRIVATE	100,000	AUD	105,020	16/12/99
AUSTRALIAN - PRIVATE/RC	101,015	AUD	100,853	22.09.00
BELGIUM - RC	35,000	BEF	1,398	22/03/00
BRITISH - RC	2,460	GBP	6,150	12/11/99
BRITISH - RC	24,737	GBP	65,243	14/03/00
CANADA - RC	100,000	CAD	100,924	28/09/99
CANADA - GOVT	300,000	CAD	294,000	12/10/99
CANADA - PRIVATE			50	10/11/99
CYPRUS - RC			832	16/02/00
DENMARK - RC			21,394	08/10/99
GERMANY - RC/GOVT	100,000	USD	155,550	19/11/99
GERMANY - PRIVATE	100,000	USD	156,750	10/12/99
ITALIAN - GOVT	200,000	USD	314,000	27/09/99
ICELAND - RC	200,000	ISK	4,155	05/10/99
JAPANESE - RC	30,000,000	JPY	420,900	26/09/99
JAPANESE - RC	10,000,000	USD	15,534,999	26/10/99 REHABILITATION PHASE
JAPANESE - RC	5,400,000	USD	8,583,300	16/11/99
JAPANESE - RC				Renovation of health facilities, assistance to temporary housing villages, renovation, reconstruction of schools TRCO DP activities.
JAPANESE - RC	1,166,000,000	JPY	18,008,870	03/02/00
JAPANESE - RC	114,400,000	JPY	1,821,805	03/07/00
JAPANESE - RC	50,740,474		789,573	22/05/00
JAPANESE - RC	34,584,466	JPY	503,896	06/07/01 MENTAL HEALTH REHABILITATION
KOREAN REP - RC			30,000	24/09/99 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	27/10/99
MACAO - RC	16,995	USD	27,906	17/03/00
MACAO - GOVT	1,000,000	USD	1,550,500	27/10/99
MONACO - RC	40,000	FRF	9,780	13/10/99
NETHERLANDS - RC/GOVT	250,000	NLG	182,646	30/09/99
NETHERLANDS PRIVATE	11,949	NLG	8,639	23/11/99
NEW ZEALAND - GOVT			116,430	15/11/99
NEW ZEALAND - RC	6,630	NZD	5,132	22.06.00
OCHA - UN	33,980	USD	52,816	22/10/99
POLAND - RC	2,475	USD	4,064	20/03/00
PRIVATE			335	23/10/01
SINGAPORE - RC	50,000	SGD	47,040	28/09/99 TENTS
SINGAPORE - RC			364,758	06/07/01
SPANISH - RC	12,020	EUR	19,219	30/09/99
SWITZERLAND - PRIVATE			15,000	08/11/99
THAILAND			73,828	14/10/99
AMERICAN - RC	100,000	USD	148,700	23/09/99
AMERICAN - RC	250,000	USD	371,750	28/09/99

REQUEST No. 25/99

PLEDGES RECEIVED

21/08/03

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
AMERICAN - RC		500,000	USD	772,750	29/10/99	
AMERICAN - RC		350,000	USD	551,250	04/11/99	
AMERICAN - RC		1,500,000	USD	2,463,750	28/02/00	
AMERICAN - RC		2,000,000	USD	3,285,000	28/02/00	
AMERICAN - PRIVATE				6,398	07/03/00	
AMERICAN - RC		260,000	USD	428,350	01/04/00	
UNITED ARAB EMIRATES - RC		5,000	USD	7,594	19/10/99	
WHO		50,000	USD	72,925	23/09/99	
<b>SUB/TOTAL RECEIVED IN CASH</b>				57,838,523 CHF		100.64%

**KIND AND SERVICES (INCL. PERSONNEL)**

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
JAPANESE - RC				644,600	02/10/99	Sleeping bags, generators, flashlights
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				644,600 CHF		1.12%

**ADDITIONAL TO APPEAL BUDGET**

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