

# PROGRAMME 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

## SOUTHEAST ASIA

30 July 2001

*This Programme Update is intended for reporting on Annual Appeals.*

*Appeal No. 01.40/2001*

*Appeal Target CHF 3,380,971*

*Programme Update No. 1; Period covered: 1 January - 30 June 2001*

### "At a Glance"

*Appeal coverage: 61.7%*

*Outstanding needs: CHF 1,295,848*

*Update: The period has been characterised by intensive work on the Action Research project and an overhaul of the disaster management programme. The Planning and Funding Unit has been established and the health unit strengthened. There remains a funding shortfall in two critical budgets but the next quarter should see - via Action Research implementation - changes in line management, development of a 'regional team approach' and a further engagement in Action Research with the National Societies. The next quarter, which typically is the period of seasonal flooding, will also see further development of regional resources to assist National Societies to meet these and other potential disasters*

### **Operational Developments:**

There has been a mixture of news from the region over the past six months. Indonesia continues to lurch from crisis to crisis; the Philippines has had another hostage drama as well as a major volcanic eruption; Thailand witnessed a reasonably smooth general election; and Myanmar has shown signs of courting a better international image.

The regional delegation has been at full complement but has had to accommodate the additional workload of servicing the Laos and Indonesia delegations which have been without international staff as well as providing support to the East Timor delegation. In addition, the work of developing consensus around the new directions under the action research project (see next page), has been worthwhile but has taken time from already programmed work.

However, despite this extra workload, there has been considerable progress across the region, particularly in terms of the new disaster preparedness programme and the new initiatives in planning, reporting and funding. Units in organizational development, health and information have also had success.

### ***Disaster Preparedness:***

The disaster preparedness/disaster response (DP/DR) work of the regional delegation is in transition. Before the arrival of the new DP delegate at the end of year 2000, the regional DP post had been vacant for almost two years. Basically, there was no programme or ongoing activities to take over. Although three general objectives and activities were outlined in the regional DP appeal for 2001-2002 (see below), they did not reflect the need for a more comprehensive, strategic approach to disaster management (DM) in the region. In fact, the appeal states that “the programme will require revision during 2001”.

Given this situation, and under the influence of the secretariat’s action research, it was recognised that initiating *a process for the development of a comprehensive regional disaster management programme* was the priority of the new DP delegate and the new regional disaster management unit (RDMU). This process has been a major part of the unit’s work during the first six months of 2001 and will continue to be so. The new DM programme’s objectives and activities are still being formed.

The regional programme process has involved three stages: mapping relevant technical DM tasks; identifying new ways of working; and programme and budget elaboration. At the end of June, the programme elaboration was almost complete. The next stage will primarily involve obtaining sufficient funding and staff for implementation. Provided such resources are secured, it is assumed that the regional DM unit will be fully operational by the end of the year.

For 2001-2002, the new DM programme will consist of the following eight components:

1. National Society DP support;
2. field assessment coordination team (FACT) and emergency response unit (ERU) capacities, and disaster response;
3. logistics capacities;
4. disaster management information and knowledge sharing;
5. coordination and services in disasters;
6. regional capacity and institution building;
7. regional programme cooperation and coordination; and
8. programme management, coordination and evaluations.

Given the Federation’s timeframe for producing its Annual Appeal 2001-2002, planning will take place in August-September. However, a more bottom-up-oriented process, eventually leading to a regional programme strategy, will be initiated in late November/December.

The overall approach of the regional DM programme strongly reflects the focus of *Strategy 2010* - particularly of “working together effectively as a Federation” - and is in line with the action research initiative. The concept has been developed after discussions between National Societies (NS), delegates and other stakeholders. The programme’s main characteristics are:

- promotion of stronger National Society ownership and a sense of shared responsibility towards the DM affairs of the region
- building more on National Society capacities and on partnerships with DM institutes and the like in the region, to improve the regions’ capability in disaster preparedness and response
- a more holistic, cohesive and development-oriented regional programme approach, with the unit head acting more as a programme manager than as a traditional DP delegate “doer”

- making more effective use of the secretariat/delegation resources through, among other things, regional teamwork approaches, strengthened programme cooperation and coordination (with the other core programme s) and through improved and better coordinated planning.
- development of an institutionalised, sustainable organisational framework for regional DM activities, through the establishment of a “regional cooperation body” comprising representatives of all NSs (their disaster managers) and parts of the DM Team (the delegates) of the region.

### ***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 & Achievements***

No particular activities related to this objective have been carried out during the reporting period.

### ***Constraints***

The strong focus and priority given to on the programme process did not provide space for specific activities related to objective 1. However, components 2,3,4, 5 and 7 of the new DM programme all include elements that support this objective, and it is believed that in essence it will be fulfilled by the end of 2002.

### ***Objective 2***

To increase mutual support, training, preparedness and response activities to enhance 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 IDPs.

### ***Activities & Achievements***

- Preparations began for the first Asia-Pacific FACT workshop, in Singapore, in September. It aims to strengthen the region’s ability to respond to disasters.
- Preparations were made to review in July the 2000 Mekong flood operation to learn lessons and seek a coordinated approach to DM in the Mekong basin.
- In April, a representative of the regional DM unit participated in the disaster management information system (DMIS) workshop in Geneva.
- Preparations began for the first regional cooperation body meeting in August with participation from all National Societies and the regional DM delegates. The gathering aims to institutionalize and improve DM cooperation between National Societies.

### ***Constraints***

No particular constraints were experienced.

### ***Objective 3***

To support country based DP delegates in their work and provide advice and assistance to country DP programme s where there is no DP delegate.

### ***Activities & Achievements***

- In April support was provided to the Lao Red Cross to help it revise its DP plan for 2001 and prepare for its internal flood evaluation.
- In April, a representative of the DM unit was invited to observe a disaster simulation exercise by the Malaysian Red Crescent.
- In May, a representative of the regional DM unit organised and took part in a needs assessment mission on Madura island, Indonesia.
- In June, the regional DM, health and information units contributed to an information bulletin for the Myanmar flood operation

- In June, the second DM team meeting was conducted in Bangkok, with participation of all DM delegates in the region. This is part of an effort to promote new, regionalised and more team-oriented ways of working.

### ***Constraints***

It has not been possible to provide adequate support to individual DP delegates or country DP programmes because of the priority to the programme process. However, component 1 of the new regional DM programme, to which a regional DP coordinator needs to be attached, has a strong focus on country-related DP support. Through this, in combination with the new regional team approach, it is expected that such support will improve.

### ***Humanitarian Values:***

The regional information programme continues to cover southeast Asia, east Asia and the Pacific. The regional information unit in Bangkok is headed by the regional information delegate, who works with two regionally hired information officers.

### ***Objective 1***

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

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

### ***Activities & Achievements***

#### *Regional communications network*

The regional communications network was established by communications staff of 15 National Societies at a regional communications planning workshop in Bangkok in February. A regional communications strategy 2001-2005 was also developed at the meeting. The network's members set up a working group of representatives from four NSs (Republic of Korea, China, Cambodia and Singapore) and the regional information delegate. The working group held its first meeting in Beijing in May and identified projects to be implemented across the sub-regions (*separate report already distributed*). During this meeting the ICRC's delegation for east Asia (based in Bangkok) endorsed the strategy and the ICRC's regional information delegate became a permanent member of the working group.

#### *Regional communications internship programme*

The internship programme has been developed and support enlisted from various partners and facilitators in Bangkok. Modules have been put together for various components of communications work. Each module has both a theoretical and practical element. The objectives of the programme are to:

- build the capacity of NSs by training communications officers;
- familiarise communications officers with the work of the Federation and the Asia-Pacific regional information unit;
- facilitate the formation of the regional communications network.

Each intern will go through a programme according to their needs and those of their National Society. Candidates from National Societies in Cambodia, Mongolia and Macau have been selected for the first phase (August, October and November 2001).

#### *Support to National Societies*

*Mongolia:* A visit was made to the Mongolian Red Cross Society (MRCS) in May to work with the National Society communications staff on plans and strategies for 2002-2003. Following the Bangkok workshop the National Societies started to develop a strategic plan in communications. Over two days,

satisfactory progress was made and the MRCS strategy was aligned with the regional communications strategy. Recommendations have been made to the East Asia desk for further support to the communications work in Mongolia.

*Myanmar:* Discussions were held with the leadership of the Myanmar Red Cross during a visit in early May. The National Society is weak in communications and does not have the staff or capacity to progress. There is, however, there is more awareness of the need for active communications, although efforts appear to be hampered by the current political and social situation in the country. The regional information delegate reiterated offers of technical support in this field. Further consultation is planned this year.

*South Asia:* A regional information officer took part in a regional communications workshop in Delhi in April and facilitated sessions on strategic planning in communications across the region. This was the first time the NSs in South Asia discussed communications strategies and long-term plans.

*DPRK:* Further work was done on the DPRK Red Cross' communications strategy, which was initiated during a communications workshop in Pyongyang in November 2000. The regional information unit finalised amendments to the second draft in April, and its objectives have been included in the NS's overall development plan. A follow-up workshop in Pyongyang is planned for the last quarter of this year, where the strategy is expected to be finished.

#### *Asia-Pacific communications strategy*

The final draft of the Asia-Pacific communications strategy & plan 2001-2005, which was initiated by the head of the Federation secretariat's Asia-Pacific department in early 2000, was presented to the heads of delegations in the Asia-Pacific region in Geneva in June.

This strategy has been developed over the last 12-15 months under the regional information delegate, in cooperation with the Asia-Pacific department in Geneva and the regional information delegate for south Asia in Delhi. This is the first time the Federation has developed a regional communications strategy and working plan, which will be implemented across the four sub-regions. It calls for the participation of all Federation staff across the region and makes communications a priority in the Federation's work in Asia-Pacific (*the document is available on request*).

#### ***Constraints***

None unexpected. Progress is, though, expected to be slow and communications is still not a priority for most NSs.

#### ***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.

#### ***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 & Achievements***

##### *Publications*

*Asia-Pacific FOCUS:* The second issue of the *Asia-Pacific FOCUS* this year (issue 25) was produced in late June, featuring Red Cross/Red Crescent operations and programmes in Afghanistan. Also featured were Red Cross/Red Crescent activities in Myanmar, Cambodia, East Timor and Mongolia.

The issue carried an article on disaster preparedness as one of *Strategy 2010's* four core areas, describing the implementation of the strategy in all four sub-regions. *Strategy 2010* is being featured prominently in the *AP FOCUS* this year, with coverage of all four core areas. The year's first issue, in

March, had an article on the promotion of humanitarian values and the next two issues (September and December) will carry articles on disaster response and health and care in the community. The publication is being improved and distribution is being widened.

Articles and photos produced for the *AP FOCUS* have been shared with National Societies around the world and the Federation's web site. Discussions have begun on opening a regional Asia-Pacific "window" on the Federation's web site.

*Mekong Floods INSIGHT*: An Insight publication on the Mekong Floods of 2000 was being finalized at the end of the reporting period. This publication will cover the Red Cross operations during the floods and plans for future mitigation and disaster response. The *Mekong Floods INSIGHT* will be distributed to National Societies, foreign missions, international organisations, media, and corporate donors and potential donors.

The publication has been developed in cooperation with the country delegations in the affected countries (Vietnam, Cambodia, Laos) and has drawn on the resources of both delegations and NSs in the region. Staff of the regional information unit visited all three countries to gather material for the publication and interviewed Red Cross Red Crescent staff, volunteers, government officials and beneficiaries.

*Southeast Asia Regional Profile*: Work on a publication featuring the Red Cross/Red Crescent in southeast Asia was nearing completion at the end of the reporting period. This will be the second of four planned "regional profiles" in Asia-Pacific, with the first (*Red Cross in the Pacific*) out at the beginning of this year. The publication features the work of the Federation in each sub-region and profiles each National Society. They will be distributed to stakeholders in each region and used as a "calling card" by delegations and NSs. These publications are needed as there is little Federation-produced material at present.

#### *Media Relations*

The unit maintains a good working relationship with media in Bangkok and Beijing. There have been no major natural disasters during the reporting period, but support has been provided to the Beijing Office in promoting appeals in China (Inner Mongolia) and Mongolia through the unit's media contacts.

Media releases were issued in advance of the World Red Cross/Red Crescent Day celebrations across the region in early May and at the launch of the *World Disasters Report* in late June. Various materials were prepared and distributed to national and regional media in relation to these two events.

#### **Constraints**

Finding capable local staff to work with the regional information unit in Bangkok has been a challenge. An officer who was hired at the beginning of the year left the unit at the end of the reporting period and a replacement has not been identified. The second officer, a capable staff-on-loan from Singapore Red Cross, will leave the unit at the end of August. A replacement has been found.

These difficulties have led to an increased workload. However, the progress is being made well and the unit continues to gain the confidence of National Societies.

Funding for the unit remains precarious. Ways of lowering its capital cost are being sought. The regional information delegate is moving to less expensive accommodation, which will save CHF 10,000 annually.

#### **Health and Care:**

The main activities planned have been implemented or are about to be. The activities were, in summary:

- Starting of a new programme component, health in emergencies.
- Publishing the third issue of training opportunities.

- Providing support to the HIV/AIDS-related project (including: Annual Planning of ART; Thai Red Cross international Youth Camp; HIV/AIDS sub regional meeting organised by CRC; positive lives project)

Within the framework of the action research project all members of the regional health team met in the first team meeting. They discussed changes in line management support function, new planning processes/dialogues. There was also a skills building module on strategic planning.

Internally, the first quarter witnessed the arrival of the new staff and the start of the new health in emergencies programme. The unit also redefined programme responsibilities and identified a focal person within the unit for specific countries in the region.

### **Objective 1**

#### **Human Capacity Building**

*To equip key National Society health managers and staff with adequate managerial and technical skills to design, implement and evaluate health programme s.*

#### **Activities & Achievements**

*To organise a health management course for 20 National Society programme managers and key staff.* A requirement of the health management course (5 February-7 March), conducted jointly with the ASEAN Institute for Health Development (AIHD), at Mahidol University, was for participants to submit a project proposal or research plan within a month after the course. Seventeen of the 19 participants submitted papers.

The course was funded by AusAID and a project extension will be requested as part of an assessment of the application of knowledge and skills learned during the course. This was recommended by health managers during the quality management workshop, in Singapore, October 2000.

*To select, document and disseminate best practice stories of National Societies in health.*

There was no opportunity to finalise best practice guidelines, though discussions with National Societies and health advisers of country delegations were undertaken. The review process and criteria for selection, as identified and agreed upon during the Singapore workshop, will be finalised in the next quarter.

*To identify universities and other institutions offering short courses, and compile this information into a brochure on training opportunities.*

The third edition of the *Training Opportunities* brochure was released in April 2001. The third edition featured 157 short and certificate courses offered by 58 universities and academic institutions. The edition increased the number of health and related courses in the region by 50 per cent.

*To facilitate and support key National Society health staff and programme staff to gain access to short courses and conferences on health management and related fields.*

The possibility of health staff from the Thai Red Cross to participate in the HELP Course in Geneva failed to materialise (the ICRC was not in a position to cover tuition). However, a recommendation was made to consider the possibility of finding a new course from the *Training Opportunities* brochure.

The programme officer had the opportunity to participate in the month-long programme for development managers' course organised by the Asian Institute of Management (Manila).

*To organise and conduct on the job training with junior National Society health staff*

There was no opportunity to organise a practical training mission.

### **Objective 2**

#### **Human Capacity Building**

*To establish a system for the effective utilization of experts and resource persons of National Societies within and outside the Red Cross Red Crescent Movement*

***Activities & Achievements***

*To identify health experts and people to act as focal points through questionnaires, workshops and contacts.*

A database system has been designed but it still needs to be improved to respond to the needs of the region. The experiences of the WATSAN database system in South Africa will be used. This system was presented and reviewed in the recent ART workshop. The questionnaire was sent to other regional team members for feedback, especially in the field of social development work.

*To formulate guidelines for the effective utilization of National Society health experts and people to act as focal points by other National Societies or partner health agencies.*

There was no opportunity to address this.

***Objective 3******Human Capacity Building***

*To establish a regional network for information and experience sharing, and advocacy among National Societies, country delegations and the regional delegation, as well as international and regional counterparts in health*

***Activities & Achievements***

*To produce and circulate a regional health newsletter three times a year.*

A planned issue did not materialise because of limited contributions from National Societies, partly because of a delay in the release of the first issue.

The second edition will be completed in July 2001, and will focus on the following: Indonesian assessment for water and sanitation, migration issues for health trends, cholera vaccines and programme introduction for emergency health, UN General Assembly Special Session (UNGASS) issues for HIV/AIDS, and an insert for members of the regional health team.

*To provide National Society and people to act as focal points on the Newsletter on technical guidance and support.*

Discussions on the themes for the forthcoming issues of the newsletter were initiated by the programme officer.

*To strengthen links with international organisations, government and non-government bodies, universities and learning institutions.*

There was no opportunity to have activities here.

***Objective 4******Human Capacity Building***

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

***Activities & Achievements***

*To compile, reproduce and distribute to National Societies, country delegations and other units of the regional delegation, technical documents developed and produced by National Societies, the regional health unit (RHU), as well as those by other health agencies.*

Two issues of RHU *Health Bulletin* are being developed. It will feature health in emergencies as a regional response and the HIV/AIDS Federation statement relating to the 54th WHO assembly.

*To develop and expand a resource library covering different health areas*

A review of the existing documents and resource materials was conducted. More reference documents and materials will be procured.

*To attend relevant regional and/or international conferences, meetings or workshops in health to obtain updated information, data or new developments that affect the health programmes of National Societies.*

No activity implemented.

### **Constraints**

The experience of follow-ups with National Societies was usually discouraging mainly because of the slow feedback and there is a need to change this.

Most key activities were not fully realised. Some were delayed as the former programme officer was on a one-month development management course.

### **Objective 5**

#### **First Aid**

To equip key National Society managers and staff with adequate managerial and technical skills to design, implement and evaluate first aid programmes.

#### **Activities & Achievements**

*To identify short training courses in first aid and other health fields and disseminate these through a training brochure and the Regional Health Newsletter.*

The programme contributed to the development of a training brochure of 157 short courses. This was distributed to National Societies and key partners in April 2001, coordinated by the HCB programme.

*To identify and provide support to key National Society health staff, opportunities to participate in on-the-job training (OJT) or twinning missions to gain practical skills in assessments, programme planning, monitoring and/or evaluation.*

There was no opportunity to undertake the activity.

*To provide scholarship-based support for two National Society first aid programme managers/key staff to attend short courses in first aid, or community-based health programme management.*

There was no opportunity to undertake the activity.

*To send RHU programme staff to short courses addressing specific health programme management areas.*

The programme officer participated in a month-long development managers course in May organised by the Asian Institute of Management, in Manila, to better manage regional programme components as well as assist National Societies to improve their health programmes. The course had two main modules: on strategic formulation and identification; and programme/project development and management.

*To select, document and disseminate 'Red Cross Red Crescent Best Practice' stories in first aid as a knowledge-building tool for National Societies in the region.*

This activity is in collaboration with the HCB programme and other RHU components. There was no major progress thus far.

### **Objective 6**

#### **First Aid**

A system for the effective utilization of first aid experts and resource persons within and outside the Red Cross Red Crescent Movement.

#### **Activities & Achievements**

*To further identify National Society first aid experts and resource persons who can be mobilised at bilateral and regional levels through questionnaires, workshops and contacts and include them into the regional human resources databank.*

This was not undertaken during the reporting period.

*To formulate and put into operation, in collaboration with the human capacity building programme, appropriate guidelines and procedures on the use of National Society first aid experts and resource persons.*

Skills mapping was discussed during the regional health team meeting and inputs in the social welfare area will be incorporated.

### **Objective 7**

#### **First Aid**

A regional network for information and experience sharing, and advocacy in first aid among National Societies, country delegations, the regional delegation, as well as regional and international counterparts in first aid.

#### **Activities & Achievements**

*To maintain a regular first aid section in the Regional Health Newsletter (RHN) through a group of National Society and contact persons.*

The second issue is delayed because of limited contributions generally. For the first aid section, DPRK has submitted an article. The theme for the next issue may be the challenges of harmonisation of first aid programmes in the region.

*To provide technical support to first aid section focal persons to maintain and identify future issues of the RHN first aid section.*

This is being done in collaboration with other RHU technical areas as there are no established focus groups for each section yet.

*To compile, monitor, evaluate and disseminate to National Society first aid programme managers in the region relevant updates and developments on first aid.*

There were efforts to gather relevant material, but there were no major achievements.

### **Objective 8**

#### **First Aid**

A set of minimum standards for quality assurance in first aid in the region.

#### **Activities & Achievements**

*To provide technical support to the regional working committee for the standardisation of first aid programmes in the identification of key topics, teaching methodologies, qualifications of trainers, and other tasks stipulated in the terms of reference.*

Discussions with members of the regional working committee were undertaken on how the harmonisation process should be pushed forward. Unfortunately, nothing concrete was laid out through the process, except for suggestions that RHU should gather lessons from other regions as well as to develop guidelines for implementation by National Societies (which was not the intention of the creation of the working group).

Consultations with the first aid senior officer (Geneva) on similar issues were also conducted.

*To develop and publicise a guidebook on monitoring and evaluation of first aid programmes using the outputs of the Asian first aid workshop in Myanmar in December 1999 in collaboration with public health universities with a track record of designing and evaluating community-based health promotion/disease prevention programmes.*

This was put on hold as there is an ongoing initiative in Geneva for the development of monitoring and evaluation indicators which can be adapted and utilised by National Societies in different regions. In the following period, the RHU will focus on contributing to this initiative.

#### **Constraints**

The harmonisation process has not progressed since the working committee chairman resigned last year. There had been commitments from National Societies for the development of concepts suitable for the

region, while discussions with other committee members were also held to generate suggestions. All of these, however, failed to establish more feasible steps on how harmonisation should be carried forward.

As the committee has not been functional for a long time and had already lapsed its term under the terms of reference, the RHU will communicate with National Societies for the dissolution of the committee. During the next quarter, the focus will be towards identifying initiatives, such as undertaking a first aid day based on the experience of European National Societies, to promote first aid regionally. This will aim to generate lost momentum. In this regard, a regional meeting of key National Society first aid programme managers will discuss action for the following months, as well as regional initiatives for next year.

### **Objective 9**

#### **Health in Emergencies**

To improve capacity of National Society health departments and assigned emergency health staff to assist communities in addressing health problems/issues during disasters or disease outbreaks.

#### **Activities & Achievements**

*To develop an inventory of short training courses on emergency health offered by learning institutions and universities in the region.*

In collaboration with the HCB programme, the regional emergency health (REH) programme helped gather 26 short courses on emergency and disaster management from 18 academic institutions.

*To produce a regular emergency health section in the Regional Health Newsletter through a group of National Society focal persons.*

The emergency health section will be incorporated in the next issue of RHN. As agreed in June, it will include an introduction of the programme, as well as write-ups on cholera vaccine potential, key issues of the World Health Organisation (WHO) inter-country meeting on disaster preparedness in Indonesia, new resource materials and upcoming activities related to emergency health.

*To produce an emergency health information package consisting of tools, software and reference materials for use by National Society emergency health managers at headquarters and branches.*

Materials to be included in the information package have been identified through consultation with other units in the regional delegation, the Geneva health department and key partners. The package will consist of reference materials, tools and software developed by the Federation, ICRC, WHO and other organisations; it will be consolidated into a set of CD-ROMs. The package will be distributed to National Societies in the region so that they can support their health departments in addressing key issues during emergencies and disasters. It will also be made available to other regions.

*To develop/reproduce technical documents for distribution to National Society emergency health departments/key staff.*

In collaboration with the HCB programme, a Health Bulletin highlighting the interventions of the International Federation during the recent World Health Assembly (May 2001) is being put together and will be printed in early July 2001.

### **Objective 10**

#### **Health in Emergencies**

To improve capacity of the Federation in Southeast and East Asia to provide technical support, facilitate and to coordinate National Society emergency health programmes and response operations.

#### **Activities & Achievements**

*To conduct regular monitoring and surveillance to detect public health trends and dangers.*

Monitoring of emergency health issues through relevant web sites and news networks has been conducted during, in collaboration with the HIS programme. Follow-ups were made with National Societies and partner agencies, especially on the following:

- E-mail exchange with the health and social services division, Indonesian Red Cross, on the reported surge of diarrhoea cases in Irian Jaya.

- E-mail contact with the community health and nursing services, Philippine National Red Cross on reported dengue cases in central Philippines.
- Ongoing e-mail contact and discussions with the WHO western Pacific region as a follow up on the severe diarrhoea situation in Lao People's Democratic Republic.

*To develop mechanisms to respond to National Society and country delegation requests for technical and resource support.*

The programme (together with the water and sanitation programme, information unit, and disaster management unit) assisted the Myanmar Red Cross and country delegation in developing an information bulletin for a flood relief programme .

The Health Unit, together with the information, DM and planning reporting and fundraising units, provided technical advice to the Philippine National Red Cross in its work with evacuees after the eruption of the Mayon volcano.

*To maintain and regularly update a resource library on emergency health management for RHU support and use in the region.*

Some resource materials were obtained by the programme officer through participation in the inter-country meeting on disaster preparedness (ICM-DP) organised by WHO, in Bali, Indonesia.

In collaboration with the respective programmes, reference materials for water and sanitation missions and in psychological support were gathered.

*To establish/maintain relationships with other organisations in the field of emergency/disaster management to improve the Federation's preparedness and response capacity.*

The programme officer was established and strengthened relations with regional WHO representatives, Asian Disaster Preparedness Centre, Pan-American Health Organisation, University of South Dakota's Mental Health Institute, as well as health representatives of Indonesia, Myanmar and Thailand.

*To participate in regional and international meetings on emergency health/disaster management to acquire updated information and tools on EH and DM.*

The programme officer, together with the DP Delegate (Indonesia country delegation) and the head of the disaster management division (Indonesian Red Cross), represented the Red Cross Red Crescent during the ICM-DP. The meeting provided insights and lessons learned for the health sector in the Gujarat earthquake, in India, as well as practical experiences of Indonesia, Myanmar and Thailand. During the meeting, the programme officer shared concepts on the Emergency Response Units (as the Federation deployed referral hospital and specialised water ERUs) and was a member of the editorial committee tasked to consolidate key discussions and recommendations in the different plenary sessions and small group discussions into a reference paper for follow up action.

*To acquire telecommunication equipment and other gadgets for quick response, field assessments and/or coordination of response operations.*

The following equipment was procured for programme implementation: laptop computer with printer, mobile cellular phone, and portable digital camera with accessories.

### **Constraints**

The report period was allocated for the development phase of the programme. Towards the end of June, the framework has been developed to a full programme concept and shared for comments with members of the regional health unit, other units of the regional delegation and the senior officer in Geneva. This activity did not take place sooner as the programme officer was on a month-long training course.

### **Objective 11**

#### **HIV/AIDS & Reproductive Health**

Technical and resource support systems for the Asian Red Cross and Red Crescent AIDS taskforce (ART) secretariat in supporting ART members to implement the programmes of the task force.

***Activities & Achievements***

*To support the ART secretariat in developing workplans and budgets, and establishing administrative and organisational procedures in reporting and finance.*

The ART secretariat, in coordination with the RHU, has developed a draft work plan and budget for 2002 which is being circulated among ART members for comment. Based on this work plan, the regional HIV/AIDS and reproductive health programme for 2002 will be updated and reviewed.

*To assist member National Societies in developing HIV/AIDS strategic plan workshops.*

In coordination with the regional office Beijing, the RHU has provided technical assistance to the Red Cross Society of China in conducting a sub-regional symposium on HIV/AIDS prevention and care for PLWHA in Yunnan, Kunming, 2-5 July.

*To facilitate the ART in building linkages and relationships with related groups*

In June, the RHU coordinated and partly funded the participation of an Indonesian Red Cross ART member in the third Asia Pacific intergovernmental meeting on human resources development for youth, in Bangkok. The focus was on youth and adolescent sexual and reproductive health, substance abuse and HIV/AIDS.

***Objective 12******HIV/AIDS & Reproductive Health***

To develop a system for health-related data collection and analysis in HIV/AIDS/STDs as a basis for strategy development in specific country/risk group situations for National Societies and country delegations.

***Activities & Achievements***

*To develop and maintain professional contacts with relevant institutions, agencies and peers within and outside the region and continuously review accessible health data.*

The RHU updated subscriptions to relevant publications of different organisations working in HIV/AIDS.

***Objective 13******HIV/AIDS & Reproductive Health***

To increase awareness for the prevention of discrimination and stigmatisation against people living with HIV/AIDS

***Activities & Achievements***

*To conduct a regional comic strip competition*

A total of 19 National Societies from Asia-Pacific have been registered in the competition. These are: Cambodia, Vietnam, Malaysia, China, Hong Kong SART, Republic of Korea, Mongolia, Philippines, Indonesia, Nepal, Sri Lanka, Australia, Tuvalu, Kiribati, Cook Island, Fiji, Vanuatu, Palau and Marshals Red Cross Red Crescent Societies. The process was coordinated with the regional delegations in Suva and New Delhi. The Bangkok regional delegation supported eight National Societies that have requested limited funds to conduct national comic strip competitions.

*To support an International Youth Camp for HIV/AIDS*

In July 2001, the second Asia-Pacific youth workshop, in Thailand, was being organized by the Thai Red Cross to bring together more than 70 Red Cross Red Crescent youth volunteers and staff members. The focus will be on life skills education for youth on HIV/AIDS, drug abuse and violence. The RHU is one of the main sponsors and the ART secretariat is facilitating the attendance of youth representatives from ART member National Societies.

***Objective 14******HIV/AIDS & Reproductive Health***

To support ART members capable of implementing and supporting HIV/AIDS related programmes.

***Activities & Achievements***

*To initiate meetings on cross border issues to plan joint programmes and develop proposals.*

The Thai Red Cross and Cambodian Red Cross jointly conducted a needs assessment in the border area. They will go on to develop a joint project proposal to provide life skills education for high-risk groups.

*To provide ART members with new material/information related to HIV/AIDS and produce ART newsletters.*

The collection of articles for the ninth edition of ART newsletter, with a theme of youth peer education programme, has been coordinated by the ART secretariat and will be out in mid-July. The secretariat has been maintaining the exchange on HIV/AIDS related information among ART members using e-mail. However, the involvement of ART members in this electronic forum is still low. The scheduled communication analysis has not been conducted because of the unavailability of an external expert.

### **Constraints**

There were no significant constraints during this period.

### **Objective 15**

#### **Blood**

To equip National Society managers with the necessary skills to provide blood programmes of adequate quality.

#### **Activities & Achievements**

*To finalize the report of the regional voluntary donor recruitment workshop*

The report has been finalized and includes a summary of the workshop as well as of a regional blood questionnaire in 2000. The report will be completed in mid-July.

### **Objective 16**

#### **Blood**

To establish a communication network among National Society blood programme managers for information and experience sharing in the field of policy, donor recruitment, counseling and other issues

#### **Activities & Achievements**

*To publish, in collaboration with the HCB programme, a regular blood section in the Regional Health Newsletter (RHN) in accordance with the administrative and management guidelines and the in-build-hand-over/out-source process.*

A total of five articles (from Hong Kong SART, Indonesia, Cambodia, Thailand, Republic of Korea Red Cross Red Crescent societies) were included in the regular section of issue five of the RHN.

### **Objective 17**

#### **Blood**

To establish a system for the effective utilization of expertise and resource persons in blood within the Red Cross Red Crescent Movement

#### **Activities & Achievements**

*To develop a terms of reference (TOR) and invite National Society experts for the regional blood advisory group to meet annually to review programme progress and strategy*

The TOR for two different regional blood groups/networks has been developed by the regional health unit. However, this needs further discussion with blood managers from National Societies. The first group will act as an advisory group of Red Cross Red Crescent blood professionals and will cover different aspects of blood transfusion and voluntary non-remunerated blood donor recruitment and retention programmes. The second group will be a regional task force on blood and will focus on voluntary blood donor recruitment and retention issues.

*To establish regional working committees (specialist groups) according to identified complex policy and technical issues*

Contacts have been made with the Thai Red Cross and Japanese Red Cross Societies to use the third international Red Cross Red Crescent blood symposium in Asia-Pacific, in November, Thailand, as a

venue for convening the first meetings of the regional blood advisory group and regional Red Cross Red Crescent task force on blood.

*To participate in the regional validation of the draft Federation blood donor recruitment manual.*  
This activity has not been carried out.

**Constraints**

There were no significant constraints during this period.

**Objective 18**

**Water and Sanitation**

To equip National Society managers with managerial and technical skills to implement programmes in water and sanitation.

**Activities & Achievements**

No opportunity was available to carry out activities under this objective for this period

**Objective 19**

**Water and Sanitation**

To establish a system for effective utilization of expertise and resource persons in water and sanitation within the Red Cross Red Crescent Movement.

**Activities & Achievements**

*To facilitate and support a regional water sanitation advocacy campaign group meeting in April 2001 among National Societies. This informal group of six National Society focal persons will meet to jointly recommend and develop a regional initiative in water and sanitation.*

This activity has been postponed until October-November 2001 because of the recent start of the new water and sanitation officer.

**Objective 20**

**Water and Sanitation**

To establish a network for information and experience sharing and advocacy among National Society, country and regional delegations, local and international counterparts in water and sanitation.

**Activities & Achievements**

*To establish and develop a working relationship with international organisations, NGOs and UN agencies in water and sanitation management.*

Links with various organisations involved in water and sanitation are being established on an formal and informal basis. This will strengthen over time with the establishment of the water and sanitation advocacy group, which will continue working relationships.

*To compile, monitor, and evaluate regional water resource and sanitation management and related diseases through the Internet articles, journals and appropriate contacts in support of the health information system programme.*

This activity is carried out regularly, and includes electronic subscriptions to discussion forums and mailing groups in water and sanitation.

**Objective 21**

**Water and Sanitation**

To establish technical and resource support systems for National Societies, country delegations and regional initiatives in water and sanitation

**Activities & Achievements**

*To build up and maintain a resource library of water and sanitation-related reading materials for Bangkok regional delegation support and use in the region.*

New references and journals in water and sanitation have been ordered and updated.

*To support and respond to National Society and country delegation requests for technical assistance and resources in assessment planning and evaluation of programmes.*

Technical information was provided to the Myanmar delegation on water supply for displaced people during the recent flood disaster. Provision was made in the information bulletin for further work in water and sanitation with the community through the Myanmar National Society.

***Constraints***

The regional health programme officer responsible for water and sanitation and health information system/surveillance (HISS) ended his mission in December 2000. A replacement only started in June and a revision of planned activities is being carried out.

***Objective 22***

***Health Information System and Technical Support***

To establish a system for health data collection, analysis and dissemination for National Societies and country delegations.

***Activities & Achievements***

*To review accessible health data with an emphasis on the health status of high risk groups, such as the elderly, slum inhabitants and migrating populations.*

There has been on-going data collection and dissemination of information.

***Objective 23***

***Health Information System and Technical Support***

To establish a technical and resource support system for assessment and evaluation

***Activities & Achievements***

No opportunity was available to carry out activities under this objective for this period

***Objective 24***

***Health Information System and Technical Support***

A formal/informal network for information sharing and exchange among National Societies and those outside the Red Cross Red Crescent Movement.

***Activities & Achievements***

*To post/ encourage discussion of specific health issues on the web*

This has been discontinued as the Asia Pacific web site has stopped. A more appropriate medium for communication and discussion is being considered to include those National Societies which do not, or have very limited, access to the Internet.

***Constraints***

The regional health programme officer for water and sanitation and HISS ended his mission in December 2000. A replacement only started in June prompting a revision of planned activities.

***Institutional and Resource Development:***

In addition to the planned objectives, a number of significant issues that impact on the organisational development (OD) programme have arisen in the second quarter of 2001:

In line with the Action Research (AR) project and with the support of key participating National Society partners, it was decided that a regional OD review should be conducted in the coming quarter and that the regional OD delegate should relocate from Kuala Lumpur to Bangkok. Terms of reference for the OD review are being prepared. The review will have a number of phases and will start in the third quarter.

One AR change being tested involves bringing together as a team all delegates/programme officers with OD responsibilities to provide skills/advice/support across the region. Such a team would be headed by the regional OD delegate. National Society specialists would participate, with a view to eventually displacing delegates in line with the need for long term sustainability. Federation team members would report to the regional OD delegate at the technical level, but continue to be line managed by their country supervisors. This proposed reorganisation will need to be considered as part of the OD review mentioned above.

### ***Objective 1***

To support societies engaged in institutional development (ID) processes to achieve significant improvements, including the following, a:

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

### ***Activities & Achievements***

Work will be undertaken with the Myanmar Red Cross with regard to statutes development. A governance/management workshop with DPRK Red Cross was prepared during the quarter for implementation in July in Pyongyang.

### ***Constraints***

The OD process in Myanmar has been constrained by the slow progress made by Myanmar RC in implementing the agreed management changes.

### ***Objective 2***

To enhance the capacities of Societies through:

- stronger leaders who recognise 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 (CAS) which are derived from the Societies' own strategy.

### ***Activities & Achievements***

CAS are being developed during 2001 in Laos, Cambodia and Vietnam. A CAS workshop was held in Geneva in June, and the OD unit will support CAS development and implementation.

### ***Constraints***

The above objectives are long term.

### ***Objective 3***

To improve the services of Societies 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 & Achievements***

The regional units are developing cross-regional teams to provide service to National Societies in health and DP. An OD review will take place in the next quarter, which will reshape the regional OD programme .

The OD unit is to conduct a human resources forum in Manila in July (see next objective). One purpose is to learn of the challenges faced by National Societies in human resource management, and to develop assistance in this area.

A regional volunteer coordination/management workshop is to be held during the next quarter in Manila, hosted by Philippines NRC, which has advanced further than most National Societies in this area.

### ***Constraints***

There were no serious constraints.

### ***Objective 4***

To 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 & Achievements***

The regional delegate recruitment programme (RDRTP) is an essential element of many National Society organisational development processes, and is coordinated by the regional OD officer. The programme aims to: increase the regional exchange of qualified people among National Societies; widen the pool of talented potential delegates; and achieve a broader distribution of nationalities among delegates to reflect better the international nature of the Federation.

During the reporting period, besides recruiting and briefing the Federation liaison delegate for East Timor, two other deployments were made. A finance-administration delegate for Papua New Guinea was recruited from the Republic of Korea Red Cross and a Philippine National Red Cross (PNRC) candidate - highly recommended during the October BTC in South Korea - was sent as a DP trainee delegate to Turkey for a three-month assignment.

Preparations were ongoing during this quarter for the forthcoming RDRTP human resources forum to be held in Manila 16-18 July.

### ***Forum objectives:***

- To establish what the RDRTP has achieved, which efforts have been effective, and whether resources have been used efficiently to achieve programme objectives
- To create a forum to discuss general human resource issues among the National Societies of the region.

### ***Expected outcomes:***

- Clarity concerning the future of the RDRTP, especially technical support and funding in Southeast and East Asia
- Consensus on the value of the RDRTP and its impact
- National Society HR priorities agreed among participants
- First draft of HR strategy for the region

Forum participants will be from National Societies of Southeast and East Asia. Supporting societies from Sweden, Japan, Republic of Korea and Australia will also join the Forum, as will the Employment Relations Services (ERS) and the Southeast Asia desk officer in Geneva. The OD unit is working closely with the HR/admin unit in the PNRC.

**Constraints**

A regional BTC planned in March has been postponed to late 2001 or early 2002 (the Malaysian Red Cross will host this event).

**Regional Cooperation:**

The regional cooperation programme has: enhanced the working relationship with ICRC; held a successful National Society partnership meeting; and further embarked on Action Research to increase cooperation across the sub-region. Additionally, and in-line with Action Research, in late 2000, a third objective was added to the Appeal 2001 (see objective 3 below) to enhance planning and reporting capacities for delegations and National Societies.

**Objective 1**

To advocate for the Federation, its members and goals, with selected key partners in Southeast Asia.

**Activities & Achievements**

Action Research has meant less time on 'external relations' but further contact has been made with key donor missions (UK, Netherlands, Denmark, Finland), the UN system (including ESGAP) and the World Bank. The regional Federation team has also been represented at the World Bank consultative group meeting for Cambodia, the World Bank prevention Consortium (hosted by the Japanese government in Kobe) and World Bank (and UNTAET) donors meeting for East Timor in Canberra.

In many of the countries of Southeast Asia our relationship with the World Bank is a critical one. The Bank's consultative group process is one of the key country level forums for debating the wider issues of reform and development, not just those normally handled under the rubric of development aid. There is a need, and opportunity, for National Societies, supported by their Federation, to champion the views and roles of civil society in this process.

**Constraints**

The only significant constraint has been the limited time available to focus on these important relationships.

**Objective 2**

To provide coordination services to National Societies and the ICRC who provide assistance to Southeast Asia.

**Activities & Achievements**

There has been increased cooperation between the ICRC regional delegation, also based in Bangkok, and the Federation team. This has manifested itself at the country level in joint programming in, for instance, disaster preparedness in Indonesia and information dissemination in Laos, as well as at the regional level where the Federation has contributed to the ICRC's military dissemination programme. The ICRC has also joined the Federation's regional communications group.

During March 2001, the Cambodian Red Cross and the regional delegation jointly hosted a partnership meeting to help build partnerships in the region. Attended by all Southeast Asia national societies, ICRC, the Federation and 15 partner national societies, the meeting developed concrete steps to facilitate the development of comprehensive country assistance strategies (CAS), and for implementing the Hanoi Declaration and *Strategy 2010*.

Briefings have also been held with Participating National Society (PNS) representatives from the Austrian, Swiss, American, Norwegian, French (including supporting a visit to Laos), Swedish, Australian, Danish and Japanese National Societies.

***Constraints***

There have been no constraints. In fact the location of the regional delegation in Bangkok (having moved from Kuala Lumpur in 2000) has facilitated improved coordination with visiting partner Red Cross and Red Crescent Societies.

***Objective 3***

To have in place a comprehensive study of planning, funding and reporting capacities leading to a strategy to enhance these functions in the sub-region

***Activities & Achievements***

In early 2001, the Bangkok regional delegation initiated a study of planning, funding and reporting in the Southeast Asia region. The work was divided into 4 stages, to:

- Understand the present planning and reporting systems – external & internal
- Assess the current requirements of; end users, facilitators & generators
- Generate recommendations for improvements and tracking
- Assist in the trial of new system

Drawing extensively on discussions with key stakeholders, such as regional National Societies, PNS, government donors and secretariat staff, the initial findings indicate that the current system for planning, funding and reporting is a highly centralized one. Responsibilities are often unclear, strategies are ad hoc and quality and timeliness are variable. Moreover, the approach tends to assume, and at times foster, a strong delegation and 'weak' dependent National Society relationship. Finally there seems to be little focused strategy to develop capacities of national societies in these critical areas of organisational capacity.

While the work to further understand the range of National Society planning and reporting needs is ongoing, the regional delegation has not only begun to establish a planning and funding unit (PFU) but has developed improved formats and guidelines for standard appeals and reports. In the meantime, the suggested solution to the above mentioned initial findings of the study, is to take a more strategic and coordinated approach to planning and funding. This will not only require a shift in mindset to recognize the importance of the planning and funding relationship but it will require the establishment of a full technical unit (linked to the RFU), which will establish some basic processes and oversee these key functions in the sub-region.

It is proposed, therefore, that the PFU would have the following responsibilities. For ease of reference these have been divided into the three functions of: planning, funding and reporting.

**Planning:**

- to help delegations negotiate planning requirements with donors (coordinated with the secretariat's Relationship Management Department, RMD)
- to make available guidelines & 'walk through' formats (with delegation and National Societies)
- to provide access to best practice, standard tools & formats (framework agreements)
- to coordinate annual planning processes (timeliness)
- to ensure the regional technical unit involvement (through programme coordinator)
- to proof read for quality (structure, objectives, indicators etc.) and to provide assistance (training, out-source writers/editors)

**Funding:**

- PFU to have 100% responsibility for funding strategy but to delegate specific funding tasks - such as for in-country donors - to Head of Delegation (HoD), Head of Regional Delegation (HoRD) and the Geneva Desk. Basically:
- PFU to contact new external donors (new organisations or new partner National Societies)
- HoD to contact in-country donors (keeping PFU informed)
- HoD may contact existing external donors on funding but keep PFU informed

- PFU to be main link with RMD in Geneva
- to develop country funding strategy with each country team. This would include emergency funding for disasters (PFU would provide guidance on likely donors, assistance for sharing information with donors, ie Information Bulletins)
- to be focal point for a 'database' on donors (profile, and funding lines.)
- to foster relations between regional based donors and the National Societies
- to assist National Societies (where there is no delegation) to develop links with donors (including traditional PNS)
- to make links with the information unit on common issues

### **Reporting:**

- to operate effective tracking/alert system for all reporting
- to ensure National Society, technical units and heads of delegation take ownership of product
- to set standards, tools, quantity, format etc.
- to work on innovation; keeping up to date
- to link with, and feed into, RMD on global issues
- to provide quality control (content, timeliness)
- to reconcile financial and narrative reporting
- to assist delegations to develop OD plans for capacity building of National Societies in reporting
- to assist National Societies (without country delegations) to develop and share skills
- to provide guidance for delegations and National Societies (direct training or linking to other bodies)
- to link and negotiate with donors on minimum standards (hence rationalize report workload)
- to rationalize planning and reporting requirements set by the secretariat;
- to help ensure continuity and adherence to global /regional strategy & standards (such as Sphere)

Further to identifying these key responsibilities, some of the recommendations have already been implemented, For instance, as of 1 July 2001 all standard Federation Appeals and Reports will be processed through the PFU. While the delegations will continue to process a range of donor specific reports, it is planned that as the quality of standard Federation documents is enhanced, the requirement for specific proposals and reports can be negotiated with the partners and donors. Additionally, a tracking and alert system has been developed with plans to 'roll this out' in the second half of 2001.

During the latter part of this reporting period, the PFU has not only established a timetable for the development of the Federation Annual Appeal but training workshops have been facilitated with the National Societies of Cambodia, East Timor, Indonesia and Vietnam jointly with the respective delegations and where possible, ICRC.

Overall, the work during the first half of 2001 has progressed well and outputs produced are likely to meet the objective established late in 2000. More significantly, however, it is planned that the innovative work that is being carried out in planning and reporting will, through Action Research and a planning and reporting working group, contribute to global learning in this area and form the basis for future standards.

### ***Constraints***

Whilst adequate funding during the first six months has enabled the unit - that primarily has a support function for delegations and a organisational development function for National Societies - to implement the planned activities, further funding support (there is a shortfall of CHF 210,000) will be required if the unit is to continue its innovative work during the latter half of 2001

### ***Coordination and Management:***

The first six months of 2001 have been characterised by the ongoing development of Action Research. This has required considerable time to be spent by all senior managers in establishing a plan of action that will be implemented in the next quarter. The implications are considerable and will include changes to many aspects of line management and to roles and responsibilities.

**Objective 1**

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

**Activities & Achievements**

Line management support has been provided by the HoRD to the heads of health, information, disaster management, regional finance (in Kuala Lumpur), organizational development (Kuala Lumpur) and the PFU.

Quarterly reports, performance appraisals and requests for mission extensions have been completed on time and much progress has been made during this period in encouraging the various units to work more closely together in their provision of service to the country delegations and National Societies. The management at a distance of the RFU seems to be working effectively, however, management of the OD unit has seen greater challenges. The experiment with keeping the OD unit in Kuala Lumpur has not proved effective. The unit has faced great difficulties merging its work with that of the Bangkok based technical teams and line management has become sporadic and ineffective. To rectify both of these issues, the unit will be moving to Bangkok in July and we anticipate a rapid improvement in working relations and management support.

In April, line management of the administrative posts in the regional delegation was delegated to the head of the PRF unit in order to reduce the number of direct reports to the HoRD. This move has proved effective with the administrative staff feeling they are better supported and in turn giving better support to the delegation.

The Bangkok office, set up in late 2000, is now fully functional providing the full range of support services to staff of the delegation and the region.

The accountant, hired in late 2000 is now fully up to speed and is providing a full range of accounting services although has yet to move on to providing the financial analysis and management services needed. It is planned to bring these services on line in the latter half of the year. In February an information technology officer was hired for the region. He has spent a great deal of his time during this period bringing the computer and telephone systems in the delegation up to Federation standards. In addition he has installed an Internet telephone service that has the potential to reduce our international phone bill by up to 40%.

For the second half of 2001 the key challenge will be to ensure the Bangkok office has sufficient capacity in its administrative systems and support to provide the necessary service for the new management structure, which will see the delegations in the region reporting to Bangkok as of 1 September.

**Constraints**

There have been no constraints other than those associated with a new office and new staff starting up. The delegation has not yet put in place a full Federation standard filing system, but that will come in the next six months. Likewise, financial management services are not yet fully developed so regional delegates have not been able to track their budgets and expenditure as accurately as required.

**Objective 2**

To manage the country delegations and other secretariat activities in the region.

**Activities & Achievements**

The expected activity of providing line management support to the heads of country delegations has not yet happened. This development, which is part of Action Research, will now take place as of 1 September 2001.

Much effort has been expended this quarter on developing further the initiatives to be undertaken under Action Research, a strategy which calls for the decentralization of authority to the regions and a greater focus on services to National Societies in order to further empower them as effective members of the

Federation. Much time has been spent in consultation with the unit and delegation heads in the region to build a consensus on how we need to move forward.

This culminated in a one-week meeting in early June of the secretariat management in the region at which a timetable for implementing Action Research was agreed. The timetable calls for a number of changes to management structure over the summer culminating in the key switch of line management authority on 1 September. The rationale is to have the new management structure sufficiently in place to ensure it informs the production of the Appeal for 2002 and that all secretariat programmes in the region in 2001 run under the new management system.

Visits have also been made by the Head of Regional Delegation to about half the National Societies in the region to explain the changes envisaged under action research and ensure they are ready to judge its effectiveness over the coming months. The HoRD has also visited all the delegations in the region at least once during the six-month period to discuss both programming and future strategy issues.

In addition to the normal support work, the lack of a Head of Delegation in Laos and Indonesia has meant that for the first six months of 2001 the HoRD was acting head for these two delegations. This has been treated very much as a holding operation, ensuring that the delegations are well functioning for the arrival of their new heads. In Indonesia, two delegates are now in place and the acting HoD post has passed over to one of them. In Lao the new HoD is expected in mid-July.

In April the delegation hosted a visit of the Federation's President to Thailand and earlier in the month of the Federation's new director of programme coordination.

Special mention should be made of continued good coordination with ICRC in the region. Frequent meetings now take place between the respective hordes and we have committed to having an involvement in each other's annual planning process. Talks are also underway about taking practical steps to consolidate regional programmes and to ensure that ICRC is fully involved in the country assistance strategy CAS process.

In the second half of 2001, with the groundwork for Action Research completed, it is hoped to devote more attention to external relations, particularly with the World Bank and the key donor missions in Bangkok

### ***Constraints***

The key constraint have stemmed from Action Research. The time taken to develop the ideas and plans has distracted from the work of representing the Federation in the region. Likewise, the delay in switching to the new management structure has constrained our ability to work as a regional team. Both of these issues will be addressed in the second half of the year.

### ***Objective 3***

To provide an effective accounting and financial processing and advice service for all country delegations in the Asia Pacific region.

### ***Activities & Achievements***

As originally planned, the RFU has extended its coverage to the Pacific Region (completed in March 2001), India, Bangladesh, Sri Lanka and Pakistan (by June 2001). The remaining countries to be included by the end of 2001 are India and Afghanistan. This will complete the roll-out of RFU-KL services to all of the Asia Pacific Region, covering 20 operations with a combined turnover of approximately CHF 120 million.

The accounting and processing activities have been streamlined with the month-end closing being consistently achieved by the deadline of 10 working days after the end of each month. Moreover, tighter financial control is being applied across all delegations, areas of risk are being highlighted, and much improved financial analysis is being provided. This includes the early identification of potential deficits which has contributed to a reduction in deficits within the first quarter of 2001.

Significant work has also been carried out to facilitate improved general and specific donor reporting. This has been done in close collaboration with the new PFU in Bangkok.

**Constraints**

There were no serious constraints

**Federation Delegation:**

The delegation has basically performed three roles over the last six months. Firstly, its traditional advisory role to National Societies, and to a lesser extent to delegations, in health, organisational development, disaster preparedness and information. In particular, headway has been made in developing greater networking between National Societies in these areas. Secondly, the delegation has had to take on much of the line management of the Laos, Indonesia and East Timor delegations as they have largely been without staff. This burden has fallen mainly on the programme manager, who is running the planning, reporting and fundraising unit, and the HoRD. Thirdly, the delegation has played a lead role in developing the Action Research project for the Federation, both in terms of the global picture and of gradually bringing the country delegation in Southeast Asia into the implementation of AR.

The delegation staffing, including the RFU in Kuala Lumpur, consists of 27 staff, seven of them on delegate contracts. There has been an effort to break down the old assumption of delegates equating to manager, and local staff equating to low responsibility posts. Eight technical staff are now hired from within the region, on a regional contract which offers a package between that of a local employee and a delegate. Twelve staff are hired locally in either Bangkok or Kuala Lumpur.

**Monitoring & Evaluation:**

There have been no formal evaluations. Monitoring of programmes is primarily the responsibility of the unit managers in the OD, DP, information, health and RFU units. In addition, each head of unit has one-on-one meetings with the HoRD. The delegation has also started a quarterly meeting process involving all head of units and all heads of delegation in the region. This has so far been a discussion forum for developing Action Research but it is envisaged that it will evolve into a key management and monitoring tool over the next six months. In addition the annual partnership meeting, which involves all the National Societies of the region plus the key PNS and the ICRC, has acted as a forum for more frank discussion than in the past. The process has given the regional delegation a sense of where its primary clients - the member Societies - wish to see it evolving.

**Lessons Learned:**

The key lessons learned are reflected in the proposals for implementing Action Research:

- **Alignment.** The present system which has regional and country programmes working in parallel is inefficient. The plans to shift to a more integrated management system where the emphasis is on the entire regional team (regional and country delegations) should improve the situation.
- There has not been sufficient attention paid to the necessary management skills of programme managers, be they heads of units in the regional delegation or heads of country delegation. Through the creation of the planning, reporting and funding unit a systematic effort is being made to address this.
- The regional programmes could achieve higher success if they are better able to work in unison. More attention will be paid to ensuring that there is coherence between the programmes. A technical coordinator has been appointed to take up this task.

### ***Financial Update (see attached annex):***

**Coordination and management:** The vast majority of the expenses under this budget are in salaries and recurrent contractual costs for rents, utilities and travel. The programme operated across the period to within 3 per cent of the budgeted expenditure.

**Organisational Development:** Because of the cancellation of the planned BTC in March 2001, there has been an underspend in March of approximately CHF 30,000, however, following agreement with the donor, this has been reallocated to cover the HR Forum that will take place in Manila during July.

**Disaster Management:** Although the budget for the new regional DM programme is not yet finalised, one can tentatively say that the present funding level seems sufficient to cover costs related to component 2, 6, 7 and 8. However, for implementation of the entire programme additional funds will be required, in particular to cover the costs of one regional DP coordinator (component 1), one regional DMIS officer (component 4 and 5) and one temporarily hired logistics expert (component 3), of which at least two should be recruited within the region.

### ***Outstanding needs:***

While the pledged financial support for the programmes in 2001 is generally good, the information programme, which receives support from the Swedish and Japanese Red Cross, has a small shortfall. More significantly, however, the management and coordination budget as well as the regional cooperation budget are considerably under-funded. The former budget (which includes the RFU) is only 65 per cent funded through the PSB and the latter budget has a shortfall of CHF 210,000 (this represents 50 per cent of the annual budget). While opportunities to reduce costs are continually considered, further funding is being sought for these two critical budgets.

Other needs of the regional delegation are largely met with a strong human resource base for the remainder of the year.

### ***Plans for the next quarter:***

The following represents an outline of the key plans for the next quarter:

#### **Coordination and Management**

- ✓ Implement Action Research and consequent regional management
- ✓ Significantly increase our cooperation with the World Bank and UNDP in the region.
- ✓ Promote the development of CAS in three countries in the region.
- ✓ Oversee the development and completion of the Appeal 2002-2003 for the region.
- ✓ Roll-out RFU services to Afghanistan and India
- ✓ Support the budgeting for the Appeal 2002/3

#### **Regional Cooperation:**

- ✓ To join the ICRC annual planning process in Bangkok during late August
- ✓ To further develop the planning and reporting 'tracking and alert system'
- ✓ To support delegation and National Societies in developing the Annual Appeal 2002/2003 (draft by 31 August)
- ✓ To assist delegations in developing a funding strategy for the Annual Appeal 2002/03
- ✓ To outpost one staff member from the PFU to Hanoi

**Organisational Development:**

- ✓ An OD/governance workshop
- ✓ Human resource forum in Manila
- ✓ A review of the OD programme will start in September 2001
- ✓ A mission to support Mongolian RC in its OD processes
- ✓ A workshop with Malaysian RC to support chapter development (Kuching, Malaysia) in October
- ✓ A Volunteer management/coordination workshop in Manila (date to be decided)

**Health:**

- ✓ Health in emergencies: the resource materials, tools and software on emergency health and related areas will be compiled into an emergency health information package. There will also be a mapping of skills, resources and capacities and vulnerabilities.
- ✓ First aid: there will be a meeting of the members of the working committee on first aid to discuss the future of the programme in the region.
- ✓ Water and sanitation: The regional water and sanitation advocacy group will be established and there will be a review of National Society human resources in the area of water and sanitation.
- ✓ Health information systems and technical support: The planning for the regional health trends workshop will continue into the next quarter.
- ✓ HIV/AIDS: The regional comic strip competition will be conducted.
- ✓ Blood: There will be a review of the terms of reference of two models of regional cooperation.

**Disaster Management:**

- ✓ The Mekong Flood 2000 Study (Vietnam, Laos, Cambodia), the 3rd Regional DM Team meeting (Thailand) as well as participation in the HR workshop (organised in the Philippines by the OD Unit and PNRC) will take place in July.
- ✓ The organization of the first regional DM cooperation body meeting together with the planning process for the Appeal 2002-2003 will continue from August to September. The regional FACT workshop will also take place in September (Singapore).
- ✓ The DM team will participate in the ERU workshop (Geneva)

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

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

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Head a.i.  
Relationship Management Department

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South East Asia Regional Programmes						ANNEX 1
APPEAL No. 01.40/2001		PLEDGES RECEIVED				30.07.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						<b>TOTAL COVERAGE</b>
REQUESTED IN APPEAL CHF ----->				<b>3'380'971</b>		<b>61.7%</b>
CASH CARRIED FORWARD				118'192		
SECRETARIAT PROG SUPPORT				466'316		
BRITISH - GOVT (DFID GRANT)				525'000	03.02.01	PARTNERSHIP IMPLEMENTATION PLAN 2001
BRITISH - RC		40'000	GBP	98'400	15.04.01	DHORD SALARY
SWEDISH - RC		300'000	SEK	52'110	07.03.01	HEALTH
SWEDISH - RC		83'750	SEK	14'547	07.03.01	INSTITUTIONAL & RESOURCE DEV.
SWEDISH - RC		125'000	SEK	21'713	07.03.01	HUMANITARIAN VALUES
SWEDISH - RC		75'000	SEK	13'028	07.03.01	REGIONAL COOPERATION
SWEDISH - RC		28'750	SEK	4'994	07.03.01	COORDINATION & MANAGEMENT
SWEDISH - GOVT		900'000	SEK	151'650	21.05.2001	HEALTH
SWEDISH - GOVT		251'250	SEK	42'336	21.05.2001	INSTITUTIONAL DEVELOPMENT
SWEDISH - GOVT		375'000	SEK	63'188	21.05.2001	HUMANITARIAN VALUES
SWEDISH - GOVT		425'000	SEK	71'613	21.05.2001	REGIONAL COOPERATION
SWEDISH - GOVT		86'250	SEK	14'654	21.05.2001	COORDINATION & MANAGEMENT
SWEDISH - GOVT		337'500	SEK	56'869	21.05.2001	DISASTER PREPAREDNESS
SUB/TOTAL RECEIVED IN CASH				1'714'610	CHF	50.7%
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Austria	Delegate(s)			59'959		
Iceland	Delegate(s)			34'990		
Great Britain	Delegate(s)			95'605		
Sweden	Delegate(s)			59'959		
Japan RC	Staff on loan			60'000		EE
Australia RC	Staff on loan			60'000		EE
SUB/TOTAL RECEIVED IN KIND/SERVICES				370'513	CHF	11.0%
<b>ADDITIONAL TO APPEAL BUDGET</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Singapore	Staff on loan			25'000		
Mongolia	Staff on loan			5'000		
SUB/TOTAL RECEIVED				30'000	CHF	