

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

SOUTH EAST ASIA

May 2002

Appeal No. 01.40/2001

Appeal Target: CHF 3,380,971 (USD 2.1m / EUR 2.3m)

Operational Developments

There were few strategic changes in 2001 in Southeast Asia. Economic optimism in summer was replaced by gloom after September 11th as the tourist industry was hard hit as was the export driven consumer trade, which plummeted in the wake of falling demand in the USA.

Summer monsoon rains caused flooding in countries along the Mekong valley, albeit on a smaller scale in comparison with previous years. In response to this situation, the Federation launched an appeal for Cambodia, while in Vietnam the national society there launched a local, rather than a full international appeal.

The regional delegation continued to focus on the long term development of the governance, managerial capacity and programming in the national societies.

For the national societies of Southeast Asia the key strategic issue revolved around their willingness and need to build a sense of regional identity, and a great deal of progress was achieved in this area.

Objectives, Achievements and Constraints

In Southeast Asia the Federation's strategy evolved from a series of unconnected country programmes to a more cohesive regional approach. The role of the regional programmes, run out of Bangkok, was critical in this process. The programmes had four common aims:

- 1: To build learning and knowledge sharing networks across the region for and by the national societies in their various areas of expertise.
- 2: To provide training and the promotion of managerial skills for national society managers and project leaders.
- 3: To work with the country delegations on improving the quality of their work.
- 4: To work with the national societies to move towards a more regionally cohesive strategy.

The delegation increasingly worked towards having management, administrative and other support systems shoulder a greater level of responsibility, with authority devolved from Geneva to the regions themselves, thereby serving all member societies in the region, and not just those with country delegations.

Disaster Preparedness

In 2001, six out of the region's 11 national societies received Federation assistance with their DP programmes. By 31 December DP delegates were based in three countries - Vietnam,

Cambodia and Indonesia - plus one regional DP delegate and one response officer (staff on loan) based at the regional delegation in Bangkok.

Before the arrival of the new DP delegate for Southeast Asia (SEA) in late November 2000, the regional DP post had been vacant for nearly two years, and no programme or ongoing activities existed. Although some specific objectives and activities had been outlined in the regional DP appeal for 2001-2002, these did not truly reflect the greater need for a more comprehensive, strategic approach to disaster management in the region. In fact, the appeal stated that “*the programme will require revision during 2001*”. The initial goal, therefore, was to revise the appeal and its budget, a task which simultaneously became a part of the process of developing a new regional DM programme, including innovative ways of working, and to have a regional disaster management unit (RDMU) established and staffed. On the basis of a mapping exercise carried out during spring 2001 and numerous discussions with national society representatives, DP delegates and others, the new 2001 to 2002 programme was structured into the following eight components:

- Component 1: National society DP support
- Component 2: FACT & ERU capacities, and disaster response
- Component 3: Logistics capacities
- Component 4: Disaster management information and knowledge sharing
- Component 5: Coordination and services in disasters
- Component 6: Regional capacity and institution building
- Component 7: Regional programme cooperation and coordination
- Component 8: Programme management, coordination and evaluations

In August, the revised appeal was finalized and approved. However, the programme development work continued throughout the third quarter, and by the end of September, in connection with the work on the Annual Appeal for 2002-03, the new *Regional DM Programme* as well as the structure of the *Regional DM Unit*, was in its final version (see component 8 below).

The most significant element of the new approach was the formation of the regional DM team (all delegates in the region) along with the formation of the regional DM cooperation framework, bringing together the DM team and the DM managers of all national societies to address regional DM issues in a comprehensive, integrated manner. At the second regional DM committee meeting in Vietnam in November, this cooperation framework was formalized and institutionalized through the adoption of the *Framework Document for the Federation's Regional DM Cooperation in SEA* and through the subsequent process of having the framework document endorsed by the national societies (see component 6 below).

1. NATIONAL SOCIETY DISASTER PREPAREDNESS (DP) SUPPORT

Objective 1 To ensure that the new regional, team-oriented and coordinated approach to individual national society support was understood, accepted, and implemented.

Achievements

In line with the new ‘regional’ and more team-oriented way of working, this programme area primarily dealt with the DP support to individual national societies, on the basis of their recognized needs and plans. The main purpose was to facilitate and ensure an effective mobilization, utilization and coordination of all capacities available within or outside the region, and to this end, a regional DP coordinator was needed.

During the year, the new coordinated approach to individual national society support gradually became understood and accepted both among the delegates and the DM units of the national societies, though to a lesser extent among participating national societies (PNSs) and other stakeholders. Although no systematic work was carried out within this programme area,

a growing number of examples of interaction between national societies was nevertheless apparent, often under the influence of the steps taken to develop the regional DM cooperation Framework (see component 6).

Constraints

The systematic implementation of this programme area hinged on the presence of a regional DP coordinator, the optimal utilization of the regional DM team and on the development of the regional DM cooperation framework.

2. FACT & ERU CAPACITIES AND DISASTER RESPONSE

Objective 1 To gradually develop a mechanism for efficient and effective deployment of Field Assessment and Coordination Team (FACT) capacities in Asia-Pacific, building initially on 30 FACT trained persons and receiving acceptance and support from all relevant national societies and delegations.

Achievements

During September, the first FACT workshop was organized in Singapore by the regional disaster management unit (RDMU), in conjunction with DMC Geneva. Some 30 individuals from national societies and delegations in the Asia-Pacific region participated. From the SEA region, national society staff from Singapore, Thailand, Malaysia, the Philippines, Indonesia, Vietnam, and Cambodia attended. The workshop was hosted by the Singapore Red Cross Society. The training curriculum followed the same standards as the FACT workshops previously held in Geneva and sessions were conducted by facilitators from Geneva and the region. In addition the response officer disseminated information about the FACT concept in the region, and within the context of the regional DM cooperation framework discussions were initiated on the development of a regional response mechanism.

Objective 2 To explore the possibilities for strengthening emergency response unit (ERU) capacities in the region, and develop them accordingly.

Achievements

In September, the regional DR officer participated in an ERU workshop in Geneva organized by the secretariat. On a number of occasions information on the ERU concept was disseminated in the region. In addition, positive discussions were held with specific national societies showing an interest in establishing their own ERUs (such as Japan, Singapore, Hong Kong, Australia) concerning the inclusion of human resources from other national societies in the Asia-Pacific region (since the aforementioned national societies lacked sufficient manpower of their own). Within the regional DM cooperation framework, a number of national societies in SEA declared themselves willing to establish joint ERUs.

Objective 3 To provide adequate support to national societies and delegations in SEA in response preparedness and in times of disasters.

Achievements

In January, the head of the regional DMU carried out an assessment on the level of preparedness and the likelihood of an international intervention in case of a major eruption of the increasingly active Mt. Merapi volcano in Java, Indonesia (note, no major eruption occurred).

In May, the regional response officer participated in an assessment of needs and intervention requirements in the aftermath of the ethnic conflict between indigenous Dayaks and Madurese settlers in east Kalimantan, Indonesia.

In July, the regional DR officer and other regional delegation units supported the Philippines Red Cross in a needs assessment and in drafting an emergency appeal for victims of the Mount Mayon volcano eruption.

In July, the regional DR officer and other regional delegation units supported the Myanmar Red Cross in issuing an information bulletin seeking funds for victims of flash floods in central parts of the country (the regional DR officer was initially requested to join the assessment and to facilitate the operation, but was not granted a visa permitting his entry to the restricted areas).

In addition, the regional DM unit regularly monitored the disaster situation in the region and frequently received and/or forwarded information on various disasters. For instance, during flooding in the lower Mekong river basin from September onwards, close contacts were maintained between the RDMU and the country delegations. In September, with some support from the regional delegation, an emergency appeal was issued for victims of the floods in Cambodia, and in October a national emergency appeal went out for victims of the floods in Vietnam.

Constraints

Experiences in 2001 clearly indicated the need to compile and promote knowledge about “Federation Standard Operating Procedures for disaster response”, including knowledge of appeal procedures, in particular for countries without DP delegates (such as Myanmar and Laos) and for countries without delegations (such as Philippines, Thailand and Malaysia). This task was therefore incorporated in the regional DM programme for 2002 to 2003 and was also included in the programme of the regional DM cooperation framework.

3. LOGISTICS CAPACITIES

Objective 1 To identify logistics development needs, potential challenges as well as structures and resources available within the region, through a six-month logistics assessment.

Achievements

This programme area had a global dimension, with strong links to the plan of action for 2001 to 2002 of the *Logistics and Resources Mobilization Department* of the Geneva secretariat.

During late 2001 preparations were made in close cooperation with the Geneva secretariat and the Australian Red Cross for the logistics assessment and mapping exercise scheduled to begin in November. However, these preparations came to a halt in early October when the assessment was postponed to 2002, owing to financial and personnel constraints.

4. DISASTER MANAGEMENT INFORMATION & KNOWLEDGE SHARING

Objective 1 To establish the Federation’s new global, web-based DMIS, used by the delegations and by some of the national societies in the SEA region.

Achievements

This programme area primarily covered matters related to the improvement of disaster management information systems (DMIS) at both national and regional level, with an initial focus on the Federation’s new web-based DMIS.

Since its initiation, information was disseminated concerning the new global DMIS both among delegations and national societies, and an initial awareness of the importance of, and the potential for, improved management information has developed. Also, discussions were initiated with one of the national societies for it to become a ‘focal point’ for disaster management information and knowledge sharing matters in the region.

Constraints

Although the systematic development and implementation of this programme area requires the presence of a regional DMIS and knowledge sharing officer, it was not possible to recruit such a person due to a lack of funding. This factor naturally limited achievements in 2001.

Objective 2 To introduce knowledge sharing networks, within the SEA region and between SEA, the Geneva Secretariat and other regions.

Achievements

No systematic progress in introducing functional knowledge sharing systems and networks was achieved. However, significant knowledge sharing took place within the context of the regional DM team and the regional DM cooperation framework (see component 6).

Constraints

The fundamental constraint is the same as that mentioned earlier, i.e. it was not possible to recruit the staff required.

5. FEDERATION COORDINATION AND SERVICES IN DISASTERS

Objective 1 To substantially improve the coordination and service mechanisms in times of major and semi-major disasters.

Achievements

This programme dealt with various measures that needed to be taken to improve coordination and service provision, primarily to PNSs and donors, during disasters. However, no specific work was initiated.

Constraints

The RDMU did not have the required staff capacity to deal with this area.

6. REGIONAL INSTITUTION AND CAPACITY BUILDING

Objective 1 To introduce a regional DM cooperation body, to serve as a prime focal point for the Federation's DM development and cooperation issues.

Achievements

In line with Strategy 2010 (*working together effectively as a Federation*) and the Tokyo and Hanoi declarations of 1996 and 1998, this programme area focused on the development of a comprehensive, integrated and institutionalized cooperation framework for the Federation's DM activities in the SEA region, with the underlying purpose of improving the DM capacity at both national society and regional level. It represented a new way of working by 'connecting' and building on the DM managers of all national societies in SEA along with the regional DM team, i.e. the DP/DM delegates in the region.

Preceded by numerous discussions and various preparatory steps, the first regional DM cooperation meeting took place in Malaysia in August with participants from eight national societies and four delegations. The main outcome was the adoption by all participants of a 'Meeting Statement' with four main conclusions basically confirming the relevance of regional cooperation, reflecting the underlying purposes, stipulating the desire to establish a cooperation body and expressing, therefore, the need to meet again.

Three months later, in November, the second regional DM committee meeting took place in Vietnam, with participants from ten national societies and four delegations. The key outcome was the adoption by all participants of the 'Framework Document for the Federation's DM Cooperation in SEA', which basically regulates the programme framework and the

organization framework of the newly formed regional DM committee. The programme framework defines four objectives, with various activity areas specified under each of them, while the organization framework, among other things, states that a subgroup shall be formed under each objective. The four objectives were:

- Objective 1: The support to individual national societies of the region in meeting their development needs in disaster and conflict management (DM/CM) was to be facilitated and increased.
- Objective 2: The Federation's regional disaster response and response preparedness capacity was to be strengthened (for the benefit of individual national societies), and the understanding of and linkages to the Federation's global response system was to be assured.
- Objective 3: The disaster management information systems, and the networking and knowledge sharing mechanisms within the region, were to be improved.
- Objective 4: The Federation's regional DM cooperation framework in SEA was to be maintained, sustained and further developed.

Through the adoption of the framework document, and the subsequent endorsement process by the national societies, the foundation and mandate for cohesive, integrated and strongly cooperative DM work of the Federation in Southeast Asia was laid.

7. REGIONAL PROGRAMME COOPERATION AND COORDINATION

Objective 1 To introduce a more coordinated programme approach and a more collegiate, cohesive management system, within the regional organization structure, gradually leading to greater efficiency and a stronger impact in our efforts to improve the DM capacity of the national societies.

Achievements

This programme area reflected the efforts to improve coordination between the technical programmes at all levels, both with regard to capacity building and empowerment of the national societies and in provision of various services. For that purpose, various discussions were held during the year, in particular with the regional health and information units with the purpose of identifying areas where the programmes could act in a more cooperative and supportive manner with regard to disaster preparedness and response. Although several areas were tentatively identified and formulated, in particular with regard to health in emergencies and information in DP/DR, the process was still at its initial stage and much remained to be done before the cooperation measures become formalized and more systematic.

Constraints

The location of the regional OD unit in Kuala Lumpur until the end of August (at the time of writing, part of it was still located in KL), was to a certain extent a constraint in promoting discussions and developing shared views between all four technical programmes.

8. PROGRAMME MANAGEMENT, COORDINATION & EVALUATIONS

Objective 1 To establish a management function for the regional disaster management programme, for the purpose of overall programme management, coordination, and development.

Achievements

In August, the revision of the regional DP Appeal 2001-02 was completed. Further programme development work led to the completion of the regional DP Appeal 2002-2003 at the end of September, which simultaneously meant that the new 'SEA Regional DM Programme 2002-2003' was designed and that the structure of the regional DM unit had been outlined. The new programme consisted of five inter-related components, with the regional

DM unit being structured into the corresponding five functions. The programme acquired an integrated, cohesive, comprehensive, approach to the Federation's DM work in SEA. Staff included the three country-based DP delegates, who together made up the 'Regional Disaster Management Team' (RDMT). The RDMT in its turn played a technical advisory role towards the SEA regional DM committee (comprising the DM managers of all national societies in the region) and a supportive, facilitating role towards the regional cooperation framework. The basic programme structure in terms of components, functions and staff can be seen in the table below, where the second column indicates the sub-group of the regional cooperation framework where the staff member has a supportive, facilitating role.

Components & Functions	Sub-grp.	No. Staff	Responsible
1. Individual National Society DM Support	1	1	<i>Regional DP Coordinator</i>
2. Disaster Response & Response Preparedness	2	1	<i>Regional Response Coordinator</i>
3. Disaster Management Information & Knowledge Sharing	3	1	<i>Regional DMI & KS Officer</i>
4. Regional Capacity & Institution Building	4	1	<i>Head of RDMU, and Regional Programme Assistant</i>
5. Programme Management, Coordination & Cooperation		1	
Total:		5	

By the end of the year, four regional DM team meetings had been held, primarily focusing on matters related to the development of the regional cooperation framework

In July, a participatory lessons-learned 'Mekong Flood 2000 Study' was carried out with the help of two consultants plus one staff member from the regional delegation. The study focused on six different topics in relation to the flood operations in 2000 in Vietnam, Lao and Cambodia and analytically described how these were dealt with in the three countries. The study also provided recommendations for future improvements.

During the year, the first steps towards a joint, coordinated annual appeal planning process between the regional and the country delegations/national societies were taken, and in September the head of the DM unit spent considerable time in screening and discussing the various DP appeals with delegates and delegations.

Constraints

The DM unit was understaffed, compelling the unit's head to deal with a broad range of issues, which resulted in reduced time for further development work in both programmes and organizational areas.

Humanitarian Values

In all, 2001 was a productive and fruitful year for the regional information programme, which covered East and Southeast Asia and the Pacific. Although the Asia-Pacific information unit did not have a full complement of staff throughout the year, the programme was nonetheless implemented within budget limits and time frames, which in turn led to increased cooperation between national society communicators.

In mid-2000, the Federation's Asia-Pacific department asked the regional information delegate to develop a comprehensive communications strategy and working plan for communication activities across Asia-Pacific in 2001 to 2005. This work was ongoing, in

cooperation with the regional information delegate for South Asia in New Delhi, and the Asia-Pacific department, through 2000 and the first half of 2001, when the strategy was adopted by a meeting of heads of delegations in Asia-Pacific. The goal was to achieve “*a greater degree of visibility, credibility, cooperation and support for the Red Cross/Red Crescent in Asia-Pacific*”.

The Asia-Pacific information unit had the additional task of leading and ensuring the implementation of this strategy. At the end of 2001, it was widely implemented throughout the region. Both regional information programmes (South Asia and Southeast/East Asia and Pacific) for 2002 were based on this strategy and plan and a number of country delegations’ humanitarian values programmes were as well. The strategy (which took its direction largely from that developed by the national societies in East and Southeast Asia, see 2), had a clear goal, concrete objectives and a set of activities which were implemented across the region, sub-regionally and nationally. The strategy had four objectives:

- Strengthening of the communications capacity of national societies in the region;
- Expanded strategic links with local and international media to secure sustained and high profile media coverage for the activities of the Federation and national societies, particularly in times of emergencies;
- Heightened awareness of Red Cross/Red Crescent activities and humanitarian values in Asia-Pacific by key external stakeholders, including diplomatic missions, the corporate sector, civil authorities, NGOs, INGOs and civil society;
- Integration of communications components into all regional/national programmes.

Objective 1

To improve the communications capacity of national societies in the region through:

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

Achievements

A regional communications workshop was held in February 2001 in which a communications strategy for the national societies of East and Southeast Asia was developed. In addition a network of communicators for the region was established. At the time of writing, the network was still in its infancy but experience from the events organized on World AIDS Day indicated that it could be a very useful tool for regional cooperation. A working group of the network met in Bangkok in February and September as well as in Beijing during May. The group had two members from each sub-region, in addition to the regional information delegate. At the May meeting in Beijing the ICRC’s information delegate became a full member of the working group. Members were drawn from the Chinese Red Cross, the Republic of Korea Red Cross, the Singapore Red Cross and the Cambodia Red Cross.

Interns from the national societies of Cambodia, Macau and Mongolia took part in the regional programme (one week internships) in August, October and November. The original plan for six participants in 2001 fell through due to heavy work schedules in both the RIU and the national societies. The programme was implemented with the participation of the ICRC’s regional delegation in Bangkok.

A communications officer from the Singapore Red Cross worked in the unit from January to August. The posting was highly successful for both the unit and the staff member.

In addition to the above, the following activities were also carried out:

- World AIDS Day balloon campaign on 1 December in cooperation with health departments in 20 national societies;
- Media workshop in Cambodia as well as continued work on media guidelines;

- The production of a printed version of the Movement's communications guide for all communicators in the region.

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.

Achievements

Through regular contact and through the regional communications network national societies were encouraged to promote the Movement's work and principles through publications, dissemination, public relations and the media.

Twenty national societies in East and Southeast Asia and the Pacific participated in the World AIDS Day balloon campaign, which was organized in cooperation with the regional health unit in Bangkok. Informal support and advice was given to a number of national societies on their publications and general communications work. Information was regularly shared with members of the communications network.

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.

Achievements

Four issues of the Asia-Pacific FOCUS magazine came out as planned (March, June, September, December), each one featuring one of the four core areas of Strategy 2010. Good cooperation with the regional information delegate in New Delhi ensured excellent coverage from the South Asia region. The AP FOCUS had a regular print run of 7,000 copies, which were distributed to national societies, delegations, international organizations, foreign missions, the Geneva Secretariat, PNSs, NGOs, media and the corporate sector (as part of a longer-term strategy to seek programme/operations funding). A four-page supplement on the Gujarat earthquake operation was inserted with the June issue, of which 11,000 copies were printed and distributed to a wider audience in India and other regions. A number of national societies contributed material to the "flagship publication".

Approximately 50 stories concerning Southeast Asia were written by the unit over the year with over 30 posted on the Federation's web site. During 2001 over 80 stories from the Asia-Pacific region were posted on the Federation's web site; a large number dealt with the disaster operations in Gujarat and Afghanistan/Pakistan. The regional information unit continued to advocate for a "regional window" on the Federation's main site, instead of reinvigorating the regional website, which was closed down at the end of 2000.

The following publications were produced:

- Bulletins from the field were produced during the international HIV/AIDS conferences in Melbourne (ICAAP), Australia (October) and Chiang Mai, Thailand (December).
- A "regional profile" on the Red Cross/Red Crescent in Southeast Asia came out in June. This publication was in line with a similar one on the Red Cross in the Pacific, which came out at the end of 2000. Each publication had a print run of 3,000-4,000 copies and was widely used as a "calling card" for both delegations and national societies in the respective regions.
- An Insight publication on the Mekong floods of 2000 came out in July, just before the floods in 2001. Some 4,000 copies were printed and distributed to national societies, delegations, foreign missions, international organizations, the Geneva Secretariat, NGOs and PNSs which had contributed to the flood operations in 2000.
- Generic Federation brochures were produced at the end of 2001 for use by Federation delegations in East and Southeast Asia.

In the context of disaster response, the RIU was well prepared for emergencies. Missions were undertaken to Vietnam and Cambodia to report on flood emergencies and provide media support to national societies and delegations. Equipment necessary (cameras, laptops, mobile phones etc.) was maintained and updated as needed. At the time of writing, the unit had a digital camera, a stills camera, a digital video camera, a mobile phone, three laptop computers, and two desktop computers (one second-hand). In March a broad disaster response media strategy was developed in cooperation with the regional disaster management unit in Bangkok.

Work continued to explore the feasibility of a generic public service announcement to run on regional and national television stations across the region. Two draft concepts were developed during 2001.

Health and Care

In 2001, the majority of the activities in the programme were successfully implemented. Of particular note for the year were the achievements in the area of HIV/AIDS advocacy and anti-stigmatisation as well as in 'health in emergencies'.

1. Human Capacity Building Programme

The main achievements during the year included the holding of the health management course, the production of three regional health newsletters, the production of the 'training opportunities brochure' for 2002, and the drafting of guidelines for skills mapping and best practice.

Objective 1 To equip national society health managers/key staff with adequate managerial and technical skills.

Achievements

A one month Health Management course, which covered public health and programme management concepts and tools, as well as humanitarian issues, was conducted in February 2001 for 19 health managers from 11 national societies. The training opportunities brochure, which featured 173 courses offered by 58 universities, was circulated to all regional national societies and partners. Draft guidelines for the documentation of best practice in national society health programmes were developed as well as guidelines for on-the-job training missions (which were incorporated into the regional skills mapping guidelines). Technical support for the annual appeal process was provided to the Cambodia, Indonesia, Myanmar and Vietnam delegations. Additional support in project development was provided to Lao Red Cross.

Constraints

The high cost of training prevented national societies from fully accessing RHU scholarship support.

Objective 2 To utilize experts and resource persons of national societies within the RC/RC Movement.

Achievements

To date, the health database included 216 national society health managers and key staff. The guidelines for 'skills mapping and utilisation' were finalised.

Constraints

The lack of opportunities for in-depth discussions with other units of the regional delegation hampered the completion of the skills mapping guidelines.

Objective 3 To establish a regional network for information and experience sharing, and advocacy.

Achievements

Three issues of the regional health newsletter (RHN), covering HIV/AIDS, blood, first aid, water and sanitation, emergency health, capacity building, psychological support and health information, were produced during the year.

Objective 4 To establish technical and resource support systems for national societies, country delegations and regional health initiatives.

Achievements

Reports on various technical issues were printed and disseminated.

2. First Aid Programme

The key achievement during the year, and one which was considered a breakthrough in Asia as well, was the development of minimum standards for the Asian Basic First Aid Certificate. This was a long-awaited development stemming from the creation of the Working Committee in 1998.

Objective 1 To equip key national society first-aid programme managers/key staff with adequate managerial and technical skills to design, implement and evaluate first-aid programmes.

Achievements

Activities included the inclusion of short courses in health management (and technical areas) in the training brochure, the defining of criteria and guidelines concerning best practices in health, and a review of the scholarship-based support guidelines. In addition three national society first-aid managers attended the month-long Health Management course.

Constraints

There was no opportunity to deliver skills-building support as there were no requests from national societies for this type of support. Moreover, the production of the best practice guidelines was delayed.

Objective 2 To create a system for the effective utilization of first-aid experts and resource persons within and outside the Red Cross/Red Crescent Movement.

Achievements

The programme contributed to the development of skills mapping guidelines.

Constraints

The implementation of 'skills mapping and utilisation' was delayed since this initiative was extended to include other technical units within the regional delegation.

Objective 3 To establish a regional network for information and experience sharing in first aid among national societies, country delegations, the regional delegation, as well as regional and international counterparts.

Achievements

Items on first aid were included in three publications of the regional health newsletter (RHN). The first-aid policy, HIV/AIDS guidelines as well as information on global initiatives were disseminated through the regional working committee. Technical support was provided to the national societies of Lao PDR, Myanmar and Cambodia in the areas of project and strategic planning and the review of primary health care programmes. Occasions in which first aid was considered an entry point for community-based disaster preparedness, were discussed with the governments of Cambodia, Lao PDR and Vietnam. Discussions also took place with the European First Aid Centre on the development of minimum standards.

The preparation for a regional first-aid competition began late in the year.

Constraints

There was a lack of information as to whether networking initiatives should be taken between or national societies (or with other partners in the field).

Objective 4 To establish a set of minimum standards for a quality assurance system for first-aid programmes.

Achievements

Minimum standards for the Asian Basic First Aid Training Certificate (AFAC) were agreed on and drafted by the regional working committee on the standardization of first-aid programmes.

Constraints

The development of a monitoring and evaluation guidebook, which was included in last year's appeal, will no longer be part of the regional programme as a similar initiative was initiated at the Secretariat in Geneva.

3. Health in Emergencies Programme

The newest component of the regional health programme, the regional Health in Emergencies Programme framework was developed in the first half of 2001 and embarked on capacity building, the utilisation of regional expertise, information sharing and networking and technical support.

Objective 1 To improve the capacity of national society health departments and assigned emergency health staff to assist communities in addressing health problems/issues during disasters or outbreaks of disease.

Achievements

At a two-week regional Health in Emergencies workshop (Philippines, November 2001) 21 health staff from 10 regional national societies were trained in health needs assessment, planning and coordination (utilising the Humanitarian Charter and Sphere Minimum Standards in Disaster Relief), as well as other concepts of emergency preparedness and management. The workshop also highlighted the Federation's emergency preparedness and response policies, FACT, ERU, DMIS and the appeal system. The workshop drew on the expertise of the Charles Sturt University, ICRC, WHO, UN-OCHA, PNRG and various Philippine institutions. It also facilitated a planning process which reviewed the working programme framework and outlined recommended priorities and strategies for the next two years.

A Health in Emergencies field library consisting of four CD-ROMS containing a compilation of reference materials, manuals and relevant software (such as the EpiInfo2000, Food Basket Calculator, NutriSurvey and Humanitarian Supply Management) was developed. The Health Library for Disasters (Helid) is part of the library, and was contributed by WHO.

The training brochure (2001 edition) featured 26 short courses on emergency and disaster management from 18 institutions. Two health bulletins were produced in 2001; one featured the Federation's global emergency health position (outlined during the World Health Assembly) and the other highlighted the epidemiological situation on Dengue Fever (DF/DHF) during 2001 as well as the national society's role in prevention and control. A substantial emergency health section in the RHN featured valuable insights, ideas and experiences of national societies and its partners in emergency health. A registry of national society health staff engaged in emergency health was developed. This represented a step towards the formation of a regional advisory group on emergency health.

Constraints

The printing of the field library was delayed due to technical problems.

Objective 2 To improve the Federation's capacity to provide technical support, and to facilitate and coordinate national society emergency health programmes and response operations.

Achievements

A questionnaire in August 2001 provided the RHU with relevant information on national society health capacity; this guided the design of the training workshop and helped align programme priorities and direction. Regular epidemiological monitoring through the Internet enabled the RHU to provide technical support to national society health programmes. In addition technical input was provided to WHO for its disaster preparedness meeting in Indonesia as well as for Red Cross workshops in Vietnam ('lessons learned' workshop), Myanmar (disaster management) and the Federation's Mekong flood study. The programme officer participated in the FACT workshop in Singapore.

4. HIV/AIDS and Reproductive Health Programme

In 2001 there were major breakthroughs in the HIV/AIDS anti-discrimination campaign; the regional comic strip competition and the World AIDS Day campaign mobilised 24 national societies in the Asia Pacific regions. Moreover, the secretary generals meeting on HIV/AIDS was an unprecedented initiative in emphasising their critical role in expanding Red Cross/Red Crescent response to the pandemic.

Objective 1 To provide technical and resource support systems for the Asian Red Cross/Red Crescent Task Force (ART) secretariat for the implementation of programmes.

Achievements

The ART secretariat's responsibilities were handed over from the Philippine National Red Cross to the Thai Red Cross in January 2001. The programme officer also continued to provide technical support to the secretariat.

Objective 2 To set up a system for health and health-related data collection and analysis in the field of HIV/AIDS and sexually transmitted diseases (STDs) as a basis for strategy development in specific country/risk group situations for national societies and country delegations.

Achievements

As noted above, regional epidemiological monitoring of disease trends and response continued. In the case of STDs and HIV/AIDS additional information was obtained from UNAIDS, relevant conferences and forums (ICAAP, HCC, UN meetings) and contacts with national societies. Parallel monitoring and sharing of information was done by the ART secretariat.

A substantial section on HIV/AIDS was maintained in the RHN. A health bulletin was issued highlighting the Red Cross/Red Crescent advocacy role for the accessibility of drugs for People Living with HIV/AIDS (PLWHA). Information sharing and professional contacts with bodies such as UNAIDS, UNICEF and ESCAP continued. Federation representation in different technical and inter-governmental coordination meetings was also ensured. Information and technical support was provided to Red Cross societies in Vietnam, Indonesia, Cambodia and Myanmar.

Objective 3 To increase awareness for the prevention of discrimination and stigmatisation against people living with HIV/AIDS.

Achievements

Fifteen national societies from Asia and the Pacific participated in a comic strip competition, which targeted youths and promoted non-discriminatory attitudes towards PLWHAs. The winning strips were displayed at the ICAAP in Australia and the Home Based Care conference in Thailand. Four national societies also made verbal and visual presentations on in-country competition processes and lessons learned in these conferences.

A resource book 'Drawing from Experience' which summarized the results and experiences from the competition, as well as those of the regional poster competition in 1999, was produced and widely disseminated within the Movement and to key partners. Accompanied by a CD-ROM, the book is an advocacy and resource tool for national societies in their anti-discrimination work.

To observe World AIDS Day, 20 national societies across the Asia-Pacific region simultaneously released over 50,000 balloons carrying Red Cross/Red Crescent logos and messages of care for PLWHAs written by national society members, volunteers and the general public. The balloon campaign, with the theme "I Care, Do You?", was a product of the combined efforts of the regional information unit (Asia-Pacific), the Regional Communications Network (Infonet), ART and RHU.

Exhibitions of powerful photographic images from Asia aimed at promoting positive attitudes toward PLWHAs were undertaken in partnership with Positive Lives, a volunteer network of professional photographers funded by the Levi Strauss Foundation. It was launched during the HCC Conference and showcased 70 images.

An unprecedented meeting of secretary generals of national societies in Southeast Asia immediately after the HCC Conference (December 2001, Thailand) marked a new beginning in the fight against HIV/AIDS.

Objective 4 To ensure that ART members were capable of implementing and supporting HIV/AIDS related programmes.

Achievements

Two ART meetings focusing on care and support, and advocacy for home and community care for PLWHAs, were held in Thailand (March and December 2001). These meetings included visits to community organizations where members acquired firsthand perspectives of how care programmes were implemented. The meetings were also attended by the national societies of Sri Lanka, Hong Kong (Red Cross of China), Norway and Australia as well as the health delegates from South Asia and the health and care department (Geneva).

Hong Kong Red Cross was admitted as a member of the ART last year, while the Democratic People's Republic of Korea (DPRK) and Singapore Red Cross expressed their interest in the network. The ICAAP and HCC also provided ART members with updated knowledge and tools that could benefit their in-country programmes. Joint discussions and satellite workshops were also organized at the conferences in which 220 national society participants learned from the insights and experiences of their peers.

The ART secretariat produced three issues of the newsletter, Work of Art, which covered youth peer education, programme evaluation and cross-border issues. An updated brochure on the ART was also produced.

In cooperation with the Thai Red Cross and Asia-Pacific Youth Network, ART organized a regional workshop focusing on life skills for youth. A project to analyse and improve communication among ART member countries was undertaken with the support of UNAIDS. It also facilitated the establishment of a similar task force for South Asia national societies (SART). A SART secretariat was established and hosted by Nepal Red Cross.

To improve the quality of in-country programmes, national societies updated/developed strategic plans (Cambodia and Thai Red Cross), reviewed their youth peer education programmes (Indonesia and Philippine Red Cross), and implemented new programmes (Cambodia and Lao Red Cross) on care and support that involved PLWHAs.

Constraints

Communication between the ART secretariat and ART members was sometimes difficult. In addition, probably due to lack of writing skills or time constraints, getting contributions for the ART newsletter was time-consuming and often delayed printing.

5. Blood Programme

Objective 1 To equip key national society blood managers with the necessary managerial and technical skills to provide blood programmes of adequate quality.

Achievements

No regional skills building initiative for national society blood programme managers and key staff was undertaken in 2001 although information on training courses was given to national societies.

Constraints

Capacity building support mechanisms needed to be further disseminated to national society blood programme staff for full utilization.

Objective 2 To establish a communications network amongst national society blood managers for information and experience sharing in the field of policy, donor recruitment, counseling and other issues.

Achievements

A section on blood issues, ranging from issues on blood donor recruitment, quality management and blood related services, was a regular feature in the RHN.

Objective 3 To establish a system for the effective utilization of expertise and resource people within the Movement.

Achievements

Two working groups were organized during the reporting period: a blood advisory group and a blood donor recruitment group. These groups first met in November (Thailand) in conjunction with the third Asian Red Cross/Red Crescent blood symposium. The blood donor recruitment group was composed of the Myanmar, Philippines, the Republic of Korea, Singapore and Thai Red Cross Societies, and was designed to facilitate the sharing of information and experience and to promote blood donor recruitment.

The advisory group comprised national societies with extensive expertise and capacity in blood services such as Japan, Republic of Korea and Thai Red Cross Societies, and was established to facilitate the sustainable utilization of expertise and resources, the diffusion of advanced, innovative technology and management systems, and international cooperation with the global advisory group and other expert groups.

Constraints

The working group on blood donor recruitment was limited to four national societies.

6. Water and Sanitation Programme

Objective 1

To equip key national society water and sanitation managers with adequate managerial and technical skills to implement programmes in the field of water and sanitation.

Achievements

A curriculum for a regional water and sanitation training course was developed during the year. Discussions with leading training institutions for the course delivery were conducted, while inputs from members of the regional water and sanitation working group were incorporated. A survey conducted last year provided updates on national society water and sanitation activities, as well as difficulties and areas in which assistance was required. This also provided inputs into the training course, as well as the planning of the regional watsan programme for 2003 to 2005. Relevant water and sanitation courses were included in the training brochure coordinated by the human capacity building programme.

Constraints

Implementation was delayed due the absence of a programme officer for six months. Although it was seen as a component of health and related programmes, lack of adequate technical and management skills in watsan areas within national societies resulted in the utilization of expensive consultants in some cases, while in others there were delays in the provision of services to the community.

Objective 2 To establish a system for the effective utilization of expertise and resource persons in the field of water and sanitation within the Movement.

Achievements

The programme provided technical inputs in the development of skills mapping and utilization guidelines, as well as information on expertise and resource persons available in the region for information sharing.

Constraints

A limited command of English, and the lack of on-the-job training for national society staff, restricted the opportunity for utilization of expertise. The expansion of the skills database to consult with other regional technical units delayed its full implementation.

Objective 3

To establish a regional network for information and experience sharing, and advocacy among all stakeholders in the field of water and sanitation.

Achievements

Developments on water and sanitation were featured in the RHN through contributions from national societies, ICRC and related organizations. The programme also disseminated information on global Red Cross/Red Crescent tools for watsan. Information sharing also took place at the WHO dengue conference in Singapore, while networking and communication exchanges were undertaken with national societies, PNSs, WHO, UNICEF, Oxfam, the Water Supply & Sanitation Collaborative Council (WSSCC) and other international organizations. Discussions on the establishment of a regional watsan working group were also held late last year.

Constraints

Information sharing and networking was still at the regional level. Little effort was made at national society level to share information and networks. Information sharing was also limited with the PNSs.

Objective 4

To improve the capacity of the Movement in the regions to provide adequate technical resources and support for national societies' water and sanitation activities.

Achievements

Technical support and inputs were provided for the DPRK Red Cross water and sanitation evaluation, Cambodia Red Cross flood response planning and coordination, Vietnam Red Cross schools rehabilitation programme and trial on household filters, Philippine National Red Cross emergency appeal development in response to the Mt. Mayon eruption, as well as for the development of the annual health appeal of country delegations.

A library of water and sanitation references was developed and fed into the RHU resource database, which could be accessed in support of national society and country delegation health programming. Technical and information input was also provided for the development of the Health in Emergencies field library.

Constraints

Lack of counterparts made technical support to national societies, although worthwhile in the short term, limited in usefulness for longer term capacity development.

7. Health Information System and Technical Support

Objective 1

To establish a system for health data collection, analysis and dissemination for national societies and country delegations.

Achievements

Two health bulletins were developed and disseminated to national societies in 2001. One focused on the dramatic rise of dengue fever/dengue haemorrhagic fever (DF/DHF) in the region, and highlighted reports of WHO and the contributions of national societies in prevention and control. The other bulletin introduced the Health Emergencies Programme by highlighting speeches on emergency response given during the World Health Assembly.

Access to international health monitoring networks, such as ProMed, enabled the RHU to provide national societies with updated and relevant information for their health programming. These networks also included the Humanitarian Times, ReliefWeb, Weekly Epidemiological Record (WHO), as well as news networks such as CNN, BBC and Reuters. RHU also provided national health information to East Timor and Indonesia relevant to the appeal development process.

Constraints

It was clear that disease surveillance was not regarded as an inherent component of national society or country delegation health programmes, either at a national or at a regional level. This was one of the fundamental weaknesses of national societies in the health sector. It detracted from their ability to make informed decisions about health programmes, and dramatically reduced their skills in evaluating or even monitoring their programmes.

Objective 2 To establish a technical and resource support system for health planning, assessment and evaluation.

Achievements

A resource library covering core, relevant health areas was further updated to support technical information and data needs of the unit, country delegations and national societies. These materials enabled Cambodian, Myanmar and Vietnam RCS (and their country delegations) to address strategic health planning, integrated social welfare programming, and a review of community-based health programmes. The database was also shared with the regional health programmes in South Asia and Pacific.

Constraints

Logistical difficulties occurred in the sharing of information as some national societies still lacked computers and had no access to Internet or e-mail, or had irregular phone/fax lines or slow postal services.

Objective 3

To establish a formal/informal network for information sharing and exchange among national societies within and outside the Red Cross/Red Crescent network.

Achievements

Information sharing and the exchange of resources through the regional networks and working groups on HIV/AIDS (ART), first aid, blood (advisory and donor recruitment groups), and water and sanitation were undertaken through the coordination and facilitation of the RHU. Regional tailor-made courses, meetings and workshops were designed by the RHU to maximize opportunities for the sharing of experiences and lessons learned, as well as for skills building.

Constraints

Many national societies had a limited capacity to collect, compile and analyse health data, and information sharing was initiated at regional level rather than from the societies themselves. The same constraint was true of disaster and emergency response, where national societies depended solely on the information provided by Ministries of Health.

Organizational Development

Objective 1 To support societies engaged in the OD processes to achieve significant improvements, in some or all of the following areas:

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

Achievements

Building on the groundwork of 2000, OD workshops, in which mission statements were discussed, were held in DPRK, Malaysia, and Dili, to help the national societies identify and address their needs.

The OD unit continued to promote the use of the Federation's publication *Guidance on Statutes* (2000) to review statutes and Red Cross laws in Cambodia, Myanmar, Malaysia and Lao.

OD, leadership and human resources courses and meetings were the fora for discussions on methods of achieving plurality within national societies, including representation by diverse ethnic groups, age and gender equity among members, volunteers and staff, and promoting global Federation policies on gender, youth and volunteering.

It was recommended that a leadership course be held annually after the first one in Yangon in December 2000. The OD department in Geneva has since developed a new leadership module, which was piloted in 2001.

Constraints

Past experience has shown that strengthening legal bases was usually an extremely lengthy process. After regional courses, it was clear that not all participants had the necessary skills to impart to their fellow national society members the knowledge that they had acquired. This remained a crucial problem in all regional training.

Objective 2 To enhance the capacities of societies through:

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

Achievements

Country workshops/seminars on governance and OD for national society leaders and managers were organized during 2001 in DPRK and Malaysia (these were held in previous years in Cambodia, Myanmar, the Philippines and Lao PDR). The Cambodian Red Cross took governance beyond headquarters level and had conducted provincial assemblies in 19 out of 24 provinces by the end of 2001.

Only limited progress was made due to inadequate capacity at the regional delegation. Individual national societies as for example the Cambodian Red Cross on the other hand achieved an efficient and transparent management of resources, including external auditing. A finance development delegate was also posted to Vietnam.

Many national societies continued to operate with less than adequate procedures for their management needs, although several did make good progress in the area of human resources. Philippines Red Cross had sound systems for all management functions, from which other national societies could learn. Cambodian Red Cross developed procedures manuals for finance and human resources management, and Vietnam Red Cross produced a comprehensive human resources manual based on the Federation's International Recruitment Handbook. The first regional human resources forum was held in Manila in July 2001. Its purpose was to review the regional delegate recruitment and training programme and to provide a platform for discussion of human resources issues of common concern.

Constraints

Some national societies had entrenched traditions which did not allow for the replacement of provincial board members, despite having statutes which outlined length of tenures.

National societies were generally good at organizing fundraising events, but less so at setting up income generating (for profit) enterprises, where they usually lacked skills and experience.

Objective 3 To improve services provided by national societies to beneficiaries/communities through:

- Stronger programme management in health, disaster response/preparedness.
- Better trained, motivated staff.
- Organized and coordinated volunteer management.

Achievements

The fact that human resources was being addressed as a separate issue already represented good progress, since staff were traditionally assumed to be motivated by the Fundamental Principles. Apart from promoting the global policy on volunteering in appropriate fora, little was achieved during the year in this area.

Constraints

There was still some reticence on the part of certain national societies with regard to HR issues.

In October 2001, during the International Year of Volunteers, a regional workshop was scheduled to take place in Manila. The workshop would have consisted of classroom sessions, and visits by participants to Philippines National Red Cross chapters and branches to learn directly from the volunteers themselves. Unfortunately the workshop could not take place because of lack of funding.

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

Achievements

Ten candidates from Southeast Asia attended the Basic Training Courses (BTCs) organized by the societies of Japan and Republic of Korea. In addition, in 2001, the Australian and Norwegian societies invited participants from the sub-region.

Cooperation between the ICRC and the Federation, particularly on a regional BTC improved significantly. Both parties were involved in the final selection of candidates to the BTC.

Five people took up postings with the Federation in Southeast Asia during 2001. However, almost all these recruits were employed as regional officers or staff on loan rather than as delegates.

Some challenging issues emerged during the implementation of the programme:

- A number of national societies were reluctant to field candidates out of a fear of 'brain drain' on their own human resource capacities.
- There was at times a lack of coordination and reintegration when delegates returned to their national societies; their positions were not always guaranteed on return.
- A poor command of English was the main reason why many staff, volunteers and members were not selected as delegates.
- Many national societies in the region hesitated to recruit potential candidates on the open market. Possible reasons for this were a lack of financial and human capacity to advertise and recruit as well as concerns that the candidates might not be able to effectively represent the national society.
- Although a sizable number of potential delegates attended BTCs, it was not always easy to find appropriate positions within the Federation or the ICRC. Moreover, funding was still a major problem as most candidates came from national societies which could not afford to fund their own delegates.

Constraints

Regional recruitment was constrained by some of the issues noted above.

Regional Cooperation

Begin with a brief overview of the achievements during 2001 and also in the context of the life of the programme. More detailed information on 2001 should be conveyed under the specific reporting against objectives (below). ***Objective 1*** To advocate for the Federation, its members and goals, with selected key partners in Southeast Asia.

Achievements

Activities to develop relationships with external partners, such as the World Bank, continued in 2001. While discussions largely involved the Secretariat at regional level, with for example, ESCAP, UNDP and Oxfam, at country level steady progress was achieved in developing meaningful partnerships with national societies. This included work in Cambodia with the World Bank and with WHO.

Objective 2 To provide coordination services to national societies and the ICRC

Achievements

During 2001, it was recognized that developing Coordination Agreement Strategies (CAS) for each country in Southeast Asia was both inappropriate and somewhat ambitious. Instead, resources were focused on bringing together the stakeholders at country level and on refining the CAS in Lao PDR and in Cambodia.

Meanwhile, in an effort to better support those national societies in countries with no Federation delegation, regional focal points were established for Singapore, Brunei, the Philippines, Malaysia and Thailand. To a limited extent, this helped to highlight the needs of those national societies.

Throughout 2001, the coordination of PNS support in the region was increasingly handled through Bangkok. While this function was somewhat constrained by a lack of clarity over the position in the Secretariat, the work of the desk officer was gradually decentralized to the region (with strong support from the desk assistant in Geneva). This provided PNSs with a regional focal point and with easier, more timely, access to country based managers.

Good progress was made in restarting the regular meetings of national society secretary generals within the region. An initial meeting, in which both the ICRC and the Federation had observer status, was held in 2001: "The meeting was considered a great success and the conclusions called for, amongst other things, more coordination of regional networks and concrete inclusive steps to develop a regional strategy (RAS)" (Programme Update, October 2001).

The CAS process, the Movement's strategy, and efforts to harmonize work (especially around planning), were central to the very positive working relationship between the Federation and the ICRC. Regular meetings were held in Bangkok, the ICRC and the Federation participated in joint workshops, and steps were taken to ensure harmonized planning (the 'Appeal process' of the Federation and the 'Planning for Results process' of the ICRC).

Constraints

Decentralized relationship management type functions (PNS coordination) were seriously constrained by a shortage of funds and to some extent by a lack of full support from other Secretariat based departments.

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.

Achievements

This objective, although not part of the original 2001 Appeal, was included in the first Programme Update of 2001. The study, which was completed by May 2001 and included input from national societies and PNSs, was the basis for a strategy to support planning and reporting in the region. Throughout the year, the regional reporting officer (outposted to Hanoi) worked with country delegations on monitoring report flow, editing reports and on providing guidance and editorial services for the Appeal process. The officer also helped facilitate training for national societies and delegation staff in the Philippines, Indonesia, Vietnam and Cambodia. Overall, the quality and timeliness of plans and reports, not to mention the capacity of national societies to write them, improved considerably.

Constraints

The major constraint continued to be the lack of resources to cover these functions.

Coordination and Management

During the last quarter of the year the regional delegation implemented significant management changes under the Action Research rubric. As of 1 September, country delegations - six in all - began reporting directly to the regional delegation in Bangkok and

not to Geneva. At the same time sectoral programmes started to incorporate country based technical staff into the regional teams to increase professional support and accountability. In addition, as part of this change process, all country and regional level appeals for 2002 to 2003 were processed through Bangkok, using a much more rigorous quality assurance procedure than in the past.

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

Achievements

New heads of delegation were recruited in Indonesia, Lao, Vietnam and, for the first time, in East Timor. As of September, all the heads of delegations began reporting directly to Bangkok rather than to Geneva. This was an essential element in the success of the regional approach which, made full use of systematic reporting and planning. By year's end, all country delegations were regularly submitting better quality programme updates through Bangkok to Geneva, and they increasingly made direct contacts with key donors to ensure that they received the most accurate reporting possible.

The annual appeal for 2002 was prepared for each country programme and the regional programme during the last half of 2001. For the first time this process involved substantial dialogue between the head of the regional delegation and heads of technical units and their country counterparts. Quality assurance in the process was provided by the planning and reporting unit in Bangkok. As a result the appeals for 2002 were of a substantially better quality than in previous years and, as importantly, for the first time contained realistic estimates of known likely funding.

The information technology officer hired in the first half of 2001 made an assessment of each country delegation's IT setup. He advised on ensuring adequate in-country service arrangements and compliance with Federation software standards. Towards the end of 2002 a regional web site was inaugurated.

Constraints

The key constraint was the mismatch between a desire to devolve authority to the regions, and the nature of administrative systems which still all tended to look to Geneva.

Objective 2 To manage country delegations and other Secretariat activities in the region.

Achievements

With the formal shift of reporting lines for country delegations from Geneva to Bangkok in September, Action Research also moved from the realm of theory to practice. This resulted in a number of immediate changes.

Line management become more interactive. Country heads of delegations reported in their annual evaluations that they had far more weekly contacts with their managers than was possible under the Geneva reporting set up. This closer consultation allowed a number of the regions' delegations to start evolving towards a less operational and more facilitatory nature.

As already mentioned, local instead of international appeals were made in Vietnam for the flood operations there. In Vietnam the delegation also negotiated with PNSs in the country as part of the CAS process, to have all PNS offices in the same building as the Federation and to relocate this collective office to a site next to the VNRC headquarters.

In Cambodia the delegation used the last months of the year to map out plans, in conjunction with the CRC, to begin scaling down staff and further integrate with the CRC. These plans included arrangements similar to those in Vietnam, but went further in that Federation technical advisors would move out of the country delegation and into the department offices of the CRC. Again the purpose was to gradually change the work of the delegation to one of

a more advisory nature to the CRC, and to provide greater leadership and support to the national societies.

Regional and country delegates held regular meetings at the sectoral level. These meetings were also attended by the heads of delegations. Disaster management and the building of a regional delegation team buttressed the more important task of forming a network of disaster managers within the national societies. Although still in the early stages, it was already evident that these sectoral networks resulted in greater sharing of experiences between country programmes and served to build a common regional agenda.

Constraints

Country programmes still existed essentially as distinct programmes. Regional programmes were implemented, to a large extent, separately from the country initiatives. Uniting the two elements was an ongoing issue and in the Appeal 2002 the first attempts were made to do so.

Objective 3 To provide an effective accounting and financial processing and advice service for all the countries in the region.

Achievements

By the end of 2001 the RFU was providing services to the whole of Asia, from Pakistan to Fiji, and from Sri Lanka to Mongolia. The RFU expanded its range of services and gradually evolved from being simply an accounting centre to a financial services one. It provided regular training to delegation financed staff across Asia and produced an increasingly sophisticated and useful set of financial management tools for programme managers in the region.

In 2001 the RFU also had to focus its attention on a number of relief appeals in countries where there was no delegation. In this context, they continued to provide service in Taiwan and to the Philippines Red Cross after the volcanic eruption there.

The RFU underwent a routine internal audit in 2001 and received high marks for its good management and commitment to financial services.

Constraints

The unit faced a single, onerous constraint. It was being asked to cover, geographically, half of the world. In 2001 the head of the unit conducted 24 separate missions around the region, and most of his staff had also made a similar number of missions.

The Federation's delegation

The delegation in Bangkok consisted of one head of delegation, five heads of units, ten regional officers (one of whom was stationed in Kuala Lumpur and one in Hanoi) and six support staff. The RFU had one head of unit, four financial analysts and one support staff. At both locations the delegation was able to come in under budget on its core costs for the year and was able to fully fund all of its programmes in 2001.

Monitoring and Evaluation

A formal evaluation of the organizational development programme was carried out towards the end of 2001. The evaluation praised the work of the OD programme to date and recommended that it evolve to offer a greater range of services (particularly including assistance on resource generation and volunteer management). The evaluation was used to shape the programme in 2002.

On all programmes, technical quarterly reports were provided regularly, as were programme updates. Three regional programme updates were produced in 2001.

Lessons Learned

It was hoped that the Secretariat and delegations could progress much more quickly on regionalization in 2001. However, two key lessons emerged.

1. The Secretariat could not do this on its own. There was a need to involve the national societies to a much greater extent. If the national societies did not see the benefit of a regional approach then it was questionable whether such a policy was worth it.
2. In devolving authority away from Geneva care must be taken not to automatically regionalize up from the country programmes, since the ultimate goal was to bring the Secretariat closer to its members so that it could provide better service and leadership.

Financial update

During 2001, expenditure for most programmes was in line with budgets. There was a significant funding shortfall in the coordination and management as well as in the regional cooperation budgets.

The wider context

As in previous years, Southeast Asia had a regular annual partnership meeting in which all the key PNS partners in the region participated, together with national societies and the ICRC. This forum reflected a real commitment on the part of all of the Movement's components. This commitment was also apparent at the country level where cooperation agreement strategies neared completion in Cambodia, Lao and Vietnam.

Conclusion

For the regional delegation 2001 was a year of great change. The challenge of taking on the line management of the country delegations stretched the team to its limits, as did the need to find better ways of integrating regionally driven programming.

At the programming level some concrete successes were notched up. The task of empowering the region's national societies to scale up HIV/AIDS work began well, and by year's end all societies showed a much greater sense of commitment in this area. The work of building a grass roots, comprehensive approach to disaster management in the region also began to bear fruit. At the end of 2001, a functioning disaster management support structure existed in the region, with ownership by the national societies. Advocacy on HIV/AIDS, especially on HIV/AIDS Day and at the Chiang Mai international conference, was excellent and real progress was finally made in Cambodia, Vietnam and the Philippines on organizational development with regard to governance and management systems.

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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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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.40/2001 South East Asia regional programmes
Period: year 2001
Project(s): 51101, 51102, 51160, 51201, 51901, 51902, 51905, 51908, 240450, 240460
Currency: CHF

I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Reallocations	Goods/Services	Personnel	
Appeal budget	3,380,971				
less Cash brought forward	566,033				
TOTAL ASSISTANCE SOUGHT	2,814,938				
<u>Contributions from Donors</u>					
Programme support 2001	616,182				616,182
Australian Govt.via Australian Red Cross	99,522				99,522
British Red Cross (DNGB)	100,420				100,420
Chinese Govt.via Chinese Red Cross	33,010				33,010
DFID - British Government (DFID)	858,187				858,187
Donor - Unidentified (D000)	9,140				9,140
Japanese Red Cross	288,658				288,658
Japanese Red Cross (DNJP)	30,000				30,000
Norwegian Govt.via Norwegian Red Cross	74,800				74,800
Norwegian Red Cross (DNNO)	18,700				18,700
Swedish Govt.via Swedish Red Cross	327,447				327,447
Swedish Red Cross (DNSE)	102,694				102,694
Austria				59,959	59,959
Iceland				59,959	59,959
Great Britain				115,646	115,646
Sweden				59,959	59,959
Japan				60,000	60,000
Australia				60,000	60,000
TOTAL	2,558,759			415,523	2,974,282

II - Balance of funds

Opening balance	566,033
CASH INCOME Rcv'd	2,558,759
CASH EXPENDITURE	-2,693,157

CASH BALANCE (1)	431,636

(1) Regional delegation core costs, proj 240450 & 240460, are covered by programme support

Appeal No & title: 01.40/2001 South East Asia regional programmes

Period: year 2001

Project(s): 51101, 51102, 51160, 51201, 51901, 51902, 51905, 51908, 240450, 240460

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food/Seeds						
Water						
Medical & First Aid						
Teaching materials						
Utensils & Tools						
Other relief supplies						
Sub-Total						
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles	2,000	1,553			1,553	447
Computers & Telecom equip.	35,500	63,996			63,996	-28,496
Medical equipment						
Other capital expenditures	10,000	1,776			1,776	8,224
Sub-Total	47,500	67,324			67,324	-19,824
<u>TRANSPORT & STORAGE</u>	13,060	24,138			24,138	-11,078
Sub-Total	13,060	24,138			24,138	-11,078
<u>PERSONNEL</u>						
Personnel (delegates)	1,281,562	963,605		415,523	1,379,128	-97,566
Personnel (local staff)	611,976	646,882			646,882	-34,906
Training						
Sub-Total	1,893,538	1,610,488		415,523	2,026,011	-132,473
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	29,000	21,948			21,948	7,052
Travel & related expenses	193,660	245,280			245,280	-51,620
Information expenses	97,630	76,905			76,905	20,725
Administrative expenses	269,160	312,255			312,255	-43,095
External workshops & Seminars	579,170	27,576			27,576	551,594
Sub-Total	1,168,620	683,965			683,965	484,655
<u>PROGRAMME SUPPORT</u>						
Programme management	158,309	126,962			126,962	31,347
Technical services	47,389	38,013			38,013	9,377
Professional services	52,554	42,168			42,168	10,386
Sub-Total	258,253	207,143			207,143	51,110
Operational provisions		100,099			100,099	-100,099
Transfers to National Societies						
TOTAL BUDGET	3,380,971	2,693,157		415,523	3,108,680	272,291

Consumption rate: Expenditures versus income 132%
Expenditures versus budget 92%