

# Appeal 2001-2002

 International Federation  
of Red Cross and Red Crescent Societies

## South Asia (Appeal 01.33/2001)

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

	<i>In CHF</i>
1. Institutional and Resource Development	784,000
2. Disaster Preparedness	350,000
3. Health and Care	400,000
4. Regional Cooperation	85,000
5. Regional Coordination and Management	795,190
<b>Total</b>	<b>2,414,190</b>



## Introduction

### Regional Context

The South Asia Regional Delegation was established in Delhi at the beginning of 1998. It covers six South Asian countries with established Red Cross/Red Crescent Societies - India, Pakistan, Nepal, Afghanistan, Bangladesh and Sri Lanka - and two other countries which at present do not have a National Society - Bhutan and the Maldives.

The region is one of the poorest in the world, and most of its 1.3 billion population, representing 24 per cent of the world's population, do not share Asia's considerable human, economic and organizational resources. In total, the region has over 40 per cent of the developing world's poor and 49 per cent of the malnourished people.

Poverty seriously affects large numbers in this region - an estimated 3.2 million infants die within their first twelve months. Two-thirds of South Asian children are malnourished, and only half of these children complete primary education: many are exploited as labourers and sex workers, and thousands more beg on urban streets. Maternal mortality is also among the highest in the world, with over 180,000 women dying every year from complications in pregnancy - representing over half the maternal deaths in the world.

The general condition of the health sector is extremely poor and the role of the Red Cross/Red Crescent in this area is therefore vital. Urbanization, the re-emergence of diseases like tuberculosis and malaria, and the

emergence of new infections like hepatitis and HIV/AIDS, with the related issue of safe blood, represent serious challenges.

In addition, there are several major conflicts and general areas of unrest in the region. The conflict situations in Afghanistan and Sri Lanka continue to cause a drain on the economy in those two countries; they also put heavy pressure on the medical and relief services provided through the National Red Cross/Crescent Societies. In both countries the Federation is liaising with the ICRC, and in Afghanistan the Federation is heavily involved in the health sector.

A number of latent conflict or tense security situations are also closely monitored, including the situation in some parts of northeastern India, the Chittagong hill areas in Bangladesh, and the disputed territories between India and Pakistan. The overall situation in Nepal is also of concern, with a general worsening of security in several areas, particularly in and around the major cities.

### **National Society Priorities**

The South Asia region is one of the most unified in the world from a Red Cross/Red Crescent point of view. There is a strong bond between the National Societies, which means that regional Federation programmes and the exchange of ideas and personnel can be very productive.

A process aimed at developing longer-term plans and priorities for future development for all the region's National Societies, begun at the Regional Conference in Hanoi in late 1998, has been completed. The results are embodied in the "Longer-Term Development Plan for South Asia". This plan now forms a very important part of the four-year country plans, and also acts as the main focus for the Federation's regional plan.

The agreed South Asia priorities arising from this comprehensive exercise are as follows:

#### *Priority A - Immediate and Urgent*

Developing disaster response and preparedness skills  
Wider publicity of Societies' disaster work  
Response to new and emerging diseases  
Safe blood programme  
Establishment of resource development plans  
Developing public relations  
Finance management.

#### *Priority A/B - Very High Priority*

Development of a community-based approach  
Promotion of sub-regional networks  
Development of government relations  
Good governance  
Statutory recognition, protection of the emblem and ratification of treaties as necessary  
Maintaining independence  
Increasing staff-on-loan and staff-exchange schemes.

### **Priority Programmes for Federation Assistance**

The priorities for Federation assistance in South Asia closely reflect the regional and country priorities outlined above and therefore form part of the regional development plan. They are:

- The development of a health strategy (determining the optimum health role for the Red Cross and Red Crescent, and developing the capacity of National Societies to meet these needs).
- Disaster Preparedness.
- Institutional and Resource Development.
- Finance development.
- Information and public relations.

[return to top](#)

# 1. Institutional and Resource Development

This programme includes the following projects :

- Institutional Development
- Finance Development
- Information Development
- Resource Development

## Background and progress to date

In 1999 and 2000, during the first phase of the regional Institutional Development programme, the regional delegation in South Asia began to address the varying levels of institutional and organisational capacities in the region. This programme aims at further building the capacities of the National Societies in the region in order to acquire the Federation's "Characteristics of a Well-Functioning Society" by strengthening their institutional self-analysis, and programme consolidation and development mechanisms.

Training initiatives and specific country-based bilateral and Federation coordinated programmes have laid the ground in recent years for a more regional approach that would meaningfully support and strengthen country initiatives. Some National Societies have already established impressive staff and volunteer training programmes and have successfully implemented organisational change in specific areas such as finance development and information development, while others may have recognized the need for change but have not noticeably taken any steps in that direction. With regard to planning, some National Societies have adopted needs-based planning strategies and techniques, while others are still operating on a more *ad hoc* basis.

In June 2000, each National Society in the region held an Institutional Development and Strategic Planning workshop, based on a format agreed on at the regional secretary generals' meeting. The result was a number of significant common outputs, including a self-assessment of the need to further clarify their roles vis-a-vis management; and the drafting of a three-year forward Strategic Plan for each society which articulates a clear vision, mission, set of prioritised strategic issues, goals, objectives, activity plans and budgets in a logical framework analysis. The presence of verifiable indicators and means of verification for all future activities integrates a clear monitoring and evaluation component into each society's work which will further strengthen information and knowledge management, as well as internal and external reporting systems in all Societies.

The next phase of the Institutional Development programme will be to address the areas of common concern identified by all Societies during the Strategic Planning workshops and to undertake a regional and mutually-reinforcing approach to resolving them. The process will define appropriate regional standards, according to International Federation good practice guidelines, in the following areas, through review, analysis and forward planning processes involving all Societies in the region:

- Measurable progress towards the "Characteristics of a Well-Functioning Society"
- Effective implementation of structures and systems to deliver services in the Federation's four Core Programme areas
- Improved volunteer management
- Measurably increased resource mobilisation capacity.

The programme will continue to build a regionally consistent approach to standards of programme planning, documentation, monitoring, evaluation and reporting. It will incorporate priority areas such as gender awareness and youth involvement. It will also address the development of improved finance management systems as well the establishment of more diversified resource development strategies, with the ultimate aim of generating increased income. The latter will be enhanced with a coherent regional approach to the development of information capacity in each Society.

Generally, but with some exceptions, National Societies generate core funding from a variety of sources. However, this funding is usually insufficient and has to be augmented through programme funding. This, in turn, renders the society more vulnerable, since it makes core funding dependent on operational support. Strategies are needed to ensure a more sustainable funding for National Societies' core costs.

Targeted and specific country-level support remains an institutional development priority for the region, but the regional programme also seeks to facilitate mutual capacity building and knowledge sharing in the regional areas of work that were highlighted during the Strategic Planning workshops held in all societies in June 2000.

The programme has a total two-year budget of CHF 1,050,000. It envisages a number of staff-on-loan positions to build on the existing learning and experience in the National Societies of the region and make this available to other societies.

### ***Institutional Development Project***

**Goal** The overall goal of the project over the next two years is to establish further measurable progress towards well-functioning National Societies in the region, and thereby greater capacity to respond effectively to the needs of the most vulnerable, by establishing consistency in constitutional, governance and management standards in all National Societies.

### **Objectives and Activities planned**

**Objective 1** To develop and implement common standards regarding measurable progress towards the "Characteristics of Well-functioning Societies".

Activities to achieve objective 1:

- Conduct a regional workshop for the Secretary General and one other Board Member from each Society, and one resource person from the Federation Secretariat in Geneva and the ICRC, to review each constitution against model Federation Statutes and the 'Characteristics of Well-Functioning Societies' guidelines, to further clarify governance and management roles, and to draft new model constitutions to regionally shared standards
- Continue the established six-monthly meetings of Secretary Generals, augmented by the presence of technical personnel, as deemed necessary and appropriate, in order to develop common regional approaches to institution building agendas.

**Objective 2** To build strategic management capacity in all Societies by implementing a regional approach to management development programmes that sets more realistic and relevant aims and goals, and more consistent programme planning standards.

The activity to achieve objective 2 is to conduct a capacity building regional workshop for senior management representatives from each Society which will develop a regional standard for management development training, and a follow-up implementation plan for each National Society at the country level.

**Objective 3** To build a regional approach to human resource development and maximizing internal training capacities in all National Societies.

Activities to achieve objective 3:

- Develop a regional forum and set of human resource development (HRD) standards, by bringing together HRD practitioners to share existing strategies and good practice between Societies, and drawing on global good practice guidelines, develop a country based action plan for the implementation of common regional standards. Create a resource pool of active HRD trainers within the region to share effective HRD strategies across National Societies and reduce reliance on external trainers.
- Ensure gender awareness and youth involvement perspectives are integrated and actively implemented in all HRD activities across the region in order to enhance the participation of women and youth in all programmes at community and other levels.
- Develop, if the regional HRD forum above agrees it is appropriate, a regional HRD manual with minimum standards for recruitment and selection, performance management and appraisal, goal setting

and performance monitoring, and orientation and induction for staff and volunteers in all Societies across the region.

- Existing training material on institutional, resource and capacity building will be collected, reviewed and if necessary adapted to suit the cultural and social environment.

### **Expected results**

- National Societies in the region will have developed common commitments and mutual support strategies leading to constitutional changes in keeping with the “Characteristics of Well-functioning Societies”.
- Two six-monthly meetings of Secretary Generals will have been conducted annually and will have provided input and guidance to the work of the South Asia regional delegation. Selected technical personnel will have augmented these meetings. Through these meetings, regional priorities will have been set by National Societies and Federation policies will have been effectively communicated to and implemented by National Societies.
- National Societies will gradually take on more responsibility for the Secretary Generals’ meetings and the Federation input will decrease, eventually transferring ownership.
- Institutional developments and organisational change processes in all National Societies will have been effectively supported and implemented to a level compatible with the “Characteristics of a Well-Functioning National Society”, through the application of strategic management tools in all Societies. National Societies will have developed a realistic three-year Strategic Plan that is regularly reviewed and adapted through ongoing evaluation and monitoring processes at institutional level.
- The quality of programme management will have improved through mutual sharing and learning on good practice between Societies in the region, leading to the development of common and effective strategies to develop their internal organisational capacities, for example in the areas of branch development and volunteering.
- All training material for “Good Governance”, “Volunteer management”, and “Resource Development” will have been collected, reviewed, revised and culturally adapted. Regional workshops will have been conducted on the above subjects and followed up through technical assistance to and close work with National Societies.
- National Societies will have incorporated gender awareness and youth involvement into the regular planning process and programmes.
- Staff and volunteer exchanges will have been established to support the above activities, and members of National Societies will be involved in all aspects of regional activities relating to institutional development, in order to develop a regional pool of expertise to reduce dependency on delegates and external expertise.
- There will be a commonly agreed and consistent set of Human Resource Development guidelines in the region, built on the shared learning and good practice of all National Societies.
- The development of a regional approach to HRD will strengthen common planning of training and capacity building events, as well as the sharing of resource persons as trainers, thus reducing dependence on delegates and external resource persons in the longer term and building sustainable training capacities in all National Societies
- Existing training material on institutional, resource and capacity building will have been collected, reviewed and if necessary adapted to suit the cultural and social environment.

### ***Finance Development Project***

**Goal** The overall goal of the project over the next two years is to establish further progress towards regional National Societies having efficient and effective financial systems, with appropriate levels of internal controls, leading to timely and accurate financial planning, budgeting and reporting.

### **Objectives and Activities planned**

**Objective 1** To provide appropriate technical support to the National Societies in the region to carry out their finance development programmes, ensuring that experiences and learning are shared, and taken into account in planning and carrying out programmes, and that a broadly consistent approach is adopted.

The activity to achieve objective 1 is to promote staff exchange programmes and secondments, to both the finance department of the regional delegation and between National Societies’ finance departments

**Objective 2** To use the opportunity of programme planning to ensure the integration of finance development work into relief and development programmes by integrating finance systems capacity building objectives within management and programme delivery mechanisms at branch and operational levels in National Societies in times of emergencies.

The activity to achieve objective 2 is to develop a training module covering aspects of reporting and budgeting for technical workshops.

### **Expected results**

- National Societies in the region will benefit from each other`s experience in this area, and will aim for similar standards in finance development within the local context of legal requirements.
- The approach to finance development programmes throughout the region will be consistent.

### ***Information Development Project***

**Goal** The overall goal over the next two years is to establish a consistently high and positive profile for the Red Cross/Red Crescent Movement and its activities and principles in south Asia, in order to increase credibility, cooperation and support among key target audiences.

### **Objectives and Activities planned**

**Objective 1** To develop and strengthen the information/public relations capacity of National Societies in the region through technical support and training.

Activities to achieve objective 1 are:

- Develop generic guidelines for planning a communications strategy that can be adapted by each National Society.
- Provide strategic advice on integrating internal and external communications to the senior management of each National Society.
- Provide strategic advice to societies on communications planning and technical aspects of audio visual and print media production.
- Develop a generic training module that can be utilised for information/communications training at regional and national levels.
- Convene a five-day regional information training workshop for information staff from the societies of India, Pakistan, Nepal, Sri Lanka and Bangladesh.
- Facilitate short term secondments of individual National Society information staff to the regional delegation`s information office.

**Objective 2** To develop closer collaboration on strategic communications issues and specific communications activities with information counterparts in South East Asia and in Geneva.

Activities to achieve objective 2 are:

- In collaboration with information counterparts in Bangkok and Geneva, develop a framework for a common marketing and communications strategy for the Federation in the Asia and Pacific regions.
- Further develop the concept of an on-line information/documentation service to improve information access and information exchange between National Societies in the region.
- Contribute to the development of regional information tools, including Asia Pacific FOCUS Magazine.

**Objective 3** To develop and expand strategic links with local and international media in order to secure sustained and high profile media coverage for the activities of the Federation and National Societies in the region, particularly in times of emergencies.

Activities to achieve objective 3 are:

- Further develop, update and expand the network of media contacts throughout South Asia.
- Maintain and expand the regular flow of information materials (press releases, publications, photographs, video footage) to the international and regional media throughout South Asia.

- Continue to service the information needs of the media in the event of major emergencies in the region through the rapid deployment of information personnel/spokespeople to the field and media interviews and briefings.
- Continue to facilitate field trips by international media in cooperation with the communications departments of supporting National Societies and Geneva.

**Objective 4** To continue to promote Red Cross principles and humanitarian values among key target audiences through the media.

Activities to achieve objective 4 are:

- Maintain regular contributions to Federation publicity outlets such as the web site, Weekly News and the Asia Pacific FOCUS Magazine.
- Produce regional publications and information materials on Federation activities in the region, for governmental/donor audiences, highlighting the role and humanitarian principles of the Red Cross and Red Crescent in the region.
- Initiate media strategies and activities linked to regional public relations campaigns - for example, on the Red Cross Emblem and the UN International Year of Volunteers.
- Provide support to the information objectives of Federation country delegations in South Asia.
- Fund a limited number of assignments by journalists from the region to cover specific issues relating to the activities of the Federation and National Societies. Subsequent articles would appear in regional media and Federation publicity outlets, including FOCUS Magazine.
- Establish a photo archive linked to Red Cross Red Crescent activities in South Asia.

### **Expected results**

- All National Societies in South Asia will have national communications strategies and well defined annual communications plans
- All National Society information staff will have benefited from practical training in a regional information workshop which will have a measurable impact on their performance
- All National Society information staff will have undergone short term secondments to the South Asia regional delegation information unit
- National Societies will have at their disposal an 'information training module' that will be integrated into existing training programmes
- Quarterly meetings will have been held with information counterparts in the Federation's Asia Pacific regional delegation to review and develop strategic communications initiatives of mutual interest, including the development of FOCUS Magazine.
- Coverage of South Asia regional delegation/National Society activities in Federation publicity outlets (FOCUS, Weekly News, web site) will increase by 50 per cent
- The South Asia regional delegation information department will have compiled a comprehensive database of all international and major regional media throughout South Asia
- The South Asia regional delegation information department will have achieved a quantifiably higher degree of media coverage in international and regional media, particularly during emergencies and also in relation to regional public relations campaigns linked to the Red Cross Emblem and the UN International Year of Volunteers
- The regular distribution of information materials will have created increased understanding and credibility of the Red Cross Red Crescent Movement among key target audiences, notably governments and donors

### **Resource Development Project**

**Goal** The overall goal of the project is to support the regional National Societies in developing effective financial resource mobilisation strategies.

### **Objectives and Activities planned**

**Objective 1** To build a forum for regional experience-sharing, learning and strengthening of resource mobilisation techniques in all National Societies, and to support National Societies in their resource development and income diversification efforts.

Activities to achieve this objective are:

- Conduct a regional workshop on resource mobilisation techniques for technical fundraising staff and volunteers from all National Societies, to support them in their efforts to diversify income sources.
- Design and implement follow-up country-specific training programmes, using experienced fundraising staff from one society to facilitate learning and planning in other Societies, and to help them develop new approaches to sustainable resource development, including ways of initiating local networks with NGOs, academics, the corporate sector and others.

### **Expected results**

- A regional training workshop on resource development will have been conducted, followed by country-specific training programmes.
- Societies will be regularly exchanging successful resource mobilisation techniques and resource persons, in order to develop common regional learning on culturally appropriate fundraising techniques.
- Using this new knowledge, National Societies will have designed their own resource development strategies and successfully diversified and considerably increased their income.

### **Indicators**

- Noticeable and measurable progress of National Societies towards acquiring the “Characteristics of a Well-Functioning National Society”.
- Improved quality of Societies’ overall strategic management capacity, and their staff and volunteer management.
- Quality planning documents and effective feedback on programme implementation from societies.
- Increased financial support to National Societies.
- Measurably increased resource mobilisation capacity, and increased sustainable income against benchmark indicators.
- A gradual decrease in the number of Federation or bilateral delegates, due to an increase in societies’ operational and institutional capacity.
- Positive feedback from National Societies on the performance of regional and country delegates, specific ID delegates, finance and other technical delegates, and consultants assisting in the change processes.
- Positive feedback from stakeholders on the Federation’s regional ability in capacity building.
- Similar standards in financial management systems developed and implemented in the region’s National Societies.
- Experience gained in some National Societies’ programmes taken into account by the other National Societies.
- An increase in technical skills and cultural awareness in staff who have taken part in the exchange programme.
- Media coverage throughout the region increasingly reflects the activities, principles and humanitarian values of the Red Cross and Red Crescent Movement
- An increased level of collaboration and coordination between information counterparts in South Asia regional delegation and the regional delegation in Bangkok, resulting in significant improvements in regional communications mechanisms
- Increased recognition and measurable support for the work of National Societies amongst donors, Governments, the public and potential volunteers.

### **Critical assumptions**

- The programme receives sufficient financial support for the detailed project phases to be carried out and supporters commit themselves to long-term funding.
- Large-scale relief operations do not limit or divert funding for the implementation of this programme, or distract from the above priorities.
- National Societies reach a consensus on the need for institutional capacity building and sufficiently commit to its wider ranging implications and its potential to build operational, institutional and resource oriented capacities.
- National Societies are prepared to seek the Federation’s assistance to improve their organisational development, and the Federation has the capacity to provide such support.

- National Societies establish and/or maintain a minimum of managerial stability.
- The political environment in each country continues to be conducive to National Society development and allows the various initiatives outlined above to be implemented.
- Political realities enable the creation of two new National Societies in The Maldives and Bhutan.

### **Monitoring & Evaluation arrangements**

Monitoring of this programme will be carried out by regular assessments done by the regional technical delegate, as well as through feedback from country-based Federation delegates and National Societies.

The evaluation of this programme will be undertaken jointly by Federation regional delegates, country-based technical delegates, National Societies, Federation Secretariat technical services, participating National Society representatives and other supporting agencies, as applicable. A mid-term evaluation could be undertaken by the end of 2001 and a final evaluation by the end of 2002.

[return to top](#)

## 2. Disaster Preparedness

### Background and progress to date

Over the past two years, the National Societies in Nepal, India, Pakistan and Sri Lanka in the South Asia region have begun to apply a more systematic approach to disaster preparedness, its focus on community vulnerabilities and capacities, their own National Society capabilities, and more structured risk assessments. Although the above four countries are the main focus of the Federation Regional Delegation's Disaster Preparedness capacity building and support programme, the National Societies in Bangladesh and Afghanistan, and the Federation delegations there, also have considerable experience and commitment to a regional approach. The programme aims at further developing these approaches to a level where National Societies more effectively target the most vulnerable sections of the community and contribute to an expanding regional network capable of responding to emergencies and to disaster-related training needs.

The first strategic move towards regional capacity building was adopted in the Hanoi Declaration in 1998. Since then, the National Societies have prioritised the need to develop disaster response and preparedness skills, and sub-regional networks as a mechanism for furthering mutual assistance strategies. As a result of the Hanoi Declaration, a regional programme of disaster preparedness training was undertaken in 1999 and 2000, using in-region experience. Strategies to increase the skills of staff and volunteers at National Headquarters and Branch levels were supplemented with more specific warehousing strategy and rapid assessment training. This programme builds on this emerging platform for a regional approach based on common standards and quality assurance mechanisms.

The disaster proneness of countries in the South Asia region is very similar. Many parts of India, Pakistan, Nepal and Afghanistan are exposed to severe seismic activity and several large cities (including New Delhi) are located in high risk earthquake zones. The seasonal monsoon regularly causes havoc in North and South India, Nepal, Bangladesh, Afghanistan, Pakistan and Bangladesh, brought on by massive landslides, flooding rivers and flash floods inundating vast areas of arable land. Cyclones are a regular feature in the Bay of Bengal, along the coastline of Bangladesh and east India, but also though less frequently on the west coast of India and along the coast of Pakistan. Large parts of the Indian subcontinent are exposed to recurring drought with resulting famine.

In addition, long-lasting civil wars cause serious communal disruption in Sri Lanka and Afghanistan. Communal violence in all countries of South Asia is developing with worrying speed and intensity. Overcrowding and generally adverse living conditions in the many slums pose a constant threat of epidemics. Nepal, India, Bangladesh and Pakistan are fighting an uphill battle against ever increasing air and water pollution, while technological disasters are additional threats. Finally, a more long term disaster potential is to be feared in the rapidly growing population and the demographic trends that increase the vulnerability of populations living in urban environments, for example.

While the disaster potential in this region is among the highest in the world (with on average 60% of the world's natural disasters occurring annually in South Asia), the governments, National Societies and other agencies in many countries are ill-prepared, geared almost without exception to reactive relief assistance rather than pre-emptive planning. In India, only one of the 33 states and union territories has a state level disaster plan. Although it is located in a high-risk seismic zone, such plans are virtually non-existent in Nepal. Only Bangladesh and Pakistan have functioning systems for emergencies and adequate early warning mechanisms.

Due to the strategic intervention of NGOs, the Red Cross and Red Crescent Movement, the UN system and many other agencies, the level of awareness concerning the necessity of disaster preparedness is gradually rising: one of the aims of this programme is to place disaster preparedness and better disaster management more prominently on the agendas of all institutions as a result of their partnership on the issue with the Red Cross and Red Crescent Movement.

This programme has a two two years time frame. It addresses the similarity of the considerable disaster hazards in the South Asia region by developing a shared framework for learning and experience sharing between Societies in the region. It also aims to generate greater collaboration through shared resources and strategies and to build their collective capacities to address the needs of disaster affected communities comprehensively and with appropriate community based resources.

The basic approach that has been consolidated over the first year of the programme has been to address the development of the disaster preparedness and response capacity of National Societies through the promotion of community-based planning and implementation. Following a comprehensive mapping of the disaster preparedness measures and capacities in place in each of the Societies of the region during 2000, the programme will further develop and utilise regional and country-specific expertise among National Societies. A key priority will be to increasingly utilise the staff and volunteers within the same region in the area of disaster related assistance programmes, disaster preparedness planning and in related training interventions. The ultimate goal is to reduce Federation technical personnel based in countries, either by increasing management by National Societies or by providing technical support through the regional delegation.

The programme has already included regional training workshops to help develop a regional community-based strategy, and to develop and promote advanced assessment tools that will enable National Societies to define “vulnerability” in the context of their own country and to produce better plans to identify the target population. The next phase of the programme will focus on the emergence of a regional Disaster Preparedness Policy and action plan that maximises the use of Federation delegates working in tandem with suitably qualified and experienced National Society staff and volunteers.

Training efforts will also include the systematic exchange of staff and volunteers within the region which has already proved successful (for example a Nepal staff-on-loan to lead the Disaster Preparedness component of the Indian Red Cross response following the Orissa cyclone in 1999 and 2000), and their utilisation in training, disaster preparedness planning and actual disaster relief operations, thus gradually building up a reliable and sustainable network within the region.

The programme will also focus on the regular evaluation and assessment of operations, as well as the review and revision of training material in order to gradually improve and increase the operational capacity of National Societies through experience shared at a regional level. This will complement a database which is to be finalised and established as a regional reference resource.

**Goal** The overall goal of the programme for the next two years is to develop regional policies and standards and to share human expertise and resources among National Societies so that the disaster affected populations of the region experience an overall reduction in their vulnerability, and benefit from improved assessment and response logistics in times of disasters.

Facilitating common standards and programmes has an optimum impact on building regional capacity more generally and longer term commitments are therefore sought for them in this Appeal. Targeted and specific technical and financial support to each National Society nevertheless remains a continuing objective and activity for the region.

## **Objectives and Activities planned**

**Objective 1** To develop, through regional workshops, a shared understanding among National Societies in South Asia on developing common standards and guidelines, drafting and adopting a regional disaster preparedness policy and action plan, and learning from regional case studies and evaluations.

Activities to achieve objective 1 are:

- A regional workshop will be conducted in 2001 and 2002, bringing together implementors and decision makers of National Societies in the region, and possibly representatives from the South East Asia region, to draft and adopt a regional Disaster Preparedness Policy and action plan.
- A series of structured reviews and evaluations of preparedness and response capacities and programmes of National Societies in the region will be conducted, establishing a system by which disaster related

operations and/or training programmes of National Societies are regularly evaluated and reviewed, and the findings incorporated into revised operational and training guidelines and policies.

- Data will be systematically collected on the operational, human, financial and material resources of National Societies, covering their response capacity in disasters and their state of disaster preparedness and planning, to improve cross-fertilisation of learning and the sharing of strategic human and technical expertise, in order to build capacities in the region, and to improve disaster response at the operational level.

**Objective 2** To review and assess the existing disaster preparedness training modules in current use by all National Societies and draft, develop and implement training modules for disaster preparedness for common disasters in the region.

Activities to achieve objective 2 are:

- A review and assessment of the existing disaster preparedness training modules in current use by all National Societies will be conducted to facilitate the drafting, development and implementation of common training modules based on good practice and learning regarding disaster preparedness for common disasters in the region.
- A number of case studies will be researched and generated to help improve training material through regional networks and a specific training material workshop will be held at regional level..
- Training will be regionally organised to employ a common approach to Sphere standards and to assessment tools and techniques, in order to develop regionally coherent standards for baseline surveys and culturally appropriate methodologies.
- Opportunities will be taken to use all large scale disaster relief operations in the region to integrate disaster preparedness components into the relief operation stages, and ensure that Branches, staff and volunteers have learning opportunities in an operational environment (for example about the implementation of Sphere standards).

**Objective 3** To establish regional Rapid Assessment Teams, comprising personnel trained in multi-sectoral assessments, Sphere standards and other current assessment tools and techniques, drawn from all National Societies in the region, in order to improve the timely, appropriate, and professional quality of assessment and response.

Activities to achieve objective 3 are:

- The regional delegation's Disaster Preparedness database will be used to recruit and train 15 personnel from regional National Societies in multi-sectoral assessment techniques and Sphere standards, in order to form regional Rapid Assessment Teams for the future. One core training course will be followed by two refresher training courses on updated standards (including review and learning components) per year.

**Objective 4** To develop a regional Disaster Preparedness (DP) Network, using newsletter communications and a twice yearly meeting for representatives from each Society to share achievements and learning; develop co-ordinated networking strategies with other agencies having a regional presence and strategy; link up with other country level DP networks and other regions' networks for shared learning; ensure that effective disaster preparedness and management policies and practices are placed more prominently on the agendas of all responsible institutions.

Activities to achieve objective 4 are:

- A regional Disaster Preparedness Network will be initiated at the first regional DP workshop, and will be serviced by a twice yearly newsletter targeting DP personnel and volunteers in all Societies in the region in order to share active learning from programmes, reviews, and ideas for policy improvement
- A twice yearly network meeting will be held for DP practitioners (staff and volunteers) from all National Societies with invited resource persons from other regions to share learning, develop co-ordinated networking strategies in region and internationally, and increase programme impact. A specific aim will be to link together other country level DP networks and other regional networks for shared learning.
- A system of staff and volunteer exchanges will be designed and implemented by which experienced individuals will work for a given time with a sister Society in the region to assist in the definition of

“vulnerability” and in vulnerability-related programme planning. The exchange will also maximise the use of regionally available expertise and cross-border training.

**Objective 5** To improve the regional approach to communications during disasters by defining a common set of policies and practices on information flow and communications logistics as part of disaster preparedness programmes.

Activities to achieve objective 5 are:

- The regional information delegate will establish a clear set of communications procedures as part of all National Societies’ disaster preparedness and response plans that will improve internal and external communications flow.
- The Federation regional delegation will develop disaster-specific pages on the emerging regional web site to update donors and other audiences on National Societies’ approach to disaster preparedness and response programmes, with the aim of influencing the policies and practices of other institutions accordingly.

### **Expected results**

- National Societies in the region will benefit from a common regional Disaster Preparedness Policy and integrated regional and country level action plans. They will have established sustainable community-based disaster preparedness programmes through mutual learning and sharing of experiences, leading to common standards and improved overall disaster response capacities across the region.
- All disaster related operations and training will have been regularly evaluated, and the findings will have been translated by the National Societies into stronger and more appropriate operational and training strategies, guidelines and policies.
- National Societies will have drawn on common experiences to further define “vulnerability” and draw up common strategies to refocus their assistance programmes to benefit the most vulnerable. They will have shared and increased their expertise in training and developed case studies of disaster preparedness and response programmes in each country to build common approaches to increasing the impact of their programmes in the region. This expertise will enable them to carry out their own training and provide training support to other National Societies.
- Trained personnel will be available from National Societies in the region to enable them to carry out collective multi-sectoral assessments as soon as disasters strike, using advanced knowledge of technical areas, specialisms, locally appropriate cultural sensitivity, and Sphere standard requirements. As a result, disaster assistance will have increased in quantity and quality, and response time will be reduced through rapid and widely accepted assessments.
- By using standardised assessment techniques, greater co-operation between National Societies and other partners will have been established.
- National Societies will be more specialised and experienced in selected professional areas and share their experiences with others, both operationally and for training purposes, thereby reducing the need for each National Society to develop expertise in all major fields. This will have led to a functioning network where each National Society will have become a potential resource for others.
- A regional Disaster Preparedness Network, with a newsletter and a twice yearly meeting for representatives from each Society will have improved the learning and knowledge sharing between Societies; as a result in the longer term, National Societies in highly disaster-prone areas will gradually develop their disaster response capacities, and the Federation will proportionally reduce its operational role, while still assisting in the co-ordination and provision of technical and financial resources.
- As a result of the network meetings, the societies in the region will have increased their learning and knowledge management with other networks outside the region and will have therefore improved further the impact of their community based programmes.
- A regional page on disaster preparedness and response on the Federation’s South Asia web site will have enhanced knowledge sharing on disaster management and will have increased support and interest in the National Societies’ work in these areas.

### **Indicators**

- Number and kind of workshops and participants
- Increased number of National Society staff and volunteer exchanges

- Number of National Societies that have defined Disaster Preparedness Policies and action plans based on common regional learning and good practice
- Number of visits by staff from one National Society seconded to, or supporting learning in, other National Societies (with results)
- Number of disaster preparedness case studies produced and available
- Number and kind of assessments undertaken prior to programme implementation
- Increased quality of training programmes
- Data collected, relevance, accuracy, and frequency of use as reference material
- Number of evaluations and operational reviews and their utilisation for learning and for integration into improved guidelines for the region
- Increased quality and appropriateness of disaster related assessments and interventions as a result of in-region Rapid Assessment Teams
- Existence and frequency of use of the regional Federation web site page on disaster preparedness and response activities.

### **Critical assumptions**

- A suitably qualified and experienced Disaster Preparedness Delegate will be identified and placed at the regional delegation's disposal for a minimum of two, and preferably four years
- The programme receives sufficient financial support for the detailed project phase
- Large-scale relief operations do not hamper or divert funding for this programme
- National Societies adopt this programme as a complementary approach and pay serious attention to its wider ranging implications and its potential to build both operational and resource oriented capacities
- National Societies and the Federation recognise the opportunity that relief interventions represent for the capacity building and development of a National Society, and take this into account in their recruitment, planning, and policy decisions.

### **Monitoring & Evaluation arrangements**

- Monitoring will be carried out by regular assessments done by the regional technical Disaster Preparedness Delegate, as well as through feedback from country-based Federation delegates and National Societies.
- The regional Secretary Generals meeting will act as an overall policy forum for the regional programme, reviewing its progress and objectives in the light of experience and the cycle of programme evaluations.
- The evaluation will be undertaken jointly by the Federation regional delegate, country-based technical delegates, National Societies, Federation Secretariat technical services, participating National Society representatives and other supporting agencies as applicable. An evaluation will be undertaken by the end of 2002, with an annual review at the end of 2001.

[return to top](#)

## 3. Health and Care in the Community

### Background and progress to date

In the Appeal 2000-2001, the regional health priorities were identified as being :

- Community Based Health and Promotion Training Initiative
- Regional Blood Safety Initiative
- Reproductive and Child Health
- HIV/AIDS.

These priorities were to be addressed through technical support to National Societies; regional workshops; staff/programme exchanges; and the establishment of a database of regional health indicators and National Society health capacities. Health capacity building of National Societies was a key priority, to be achieved through the four areas highlighted above.

In terms of the health situation within the region, the challenges remain enormous and if anything health status is further deteriorating, with high morbidity and mortality rates in children due to mostly preventable disease; high maternal mortality and often poor access to reproductive health services; the spread of the HIV/AIDS pandemic; population pressures, growth and urbanisation; and an ongoing catalogue of natural and man-made disasters. 60% of the world's natural disasters occur in this region (World Disasters Report, 2000) which is home to around a quarter of the total global population. Drought and floods in particular have affected millions in 2000 alone, always with a serious health implication.

However, the National Red Cross/Red Crescent Societies in South Asia have continued in their efforts to address the health needs of vulnerable people and play an ongoing and important auxiliary role to their respective governments, especially in disaster preparedness and response, and in the provision of community based preventive, promotional and basic curative health services. Blood programmes are also a major activity for some National Societies. These require further review and strengthening to ensure a high quality Safe Blood programme within the region.

From a regional perspective, capacity has been limited by the fact that there was no regional Health Delegate for most of the first half of 2000, and that additional time was subsequently required for familiarisation within the region and for the re-identification of the key priorities which can realistically be addressed.

It is therefore right and appropriate that the overall direction and content of the regional Health Capacity Building Programme remains much the same, building on the existing strengths and activities within the region, but seeking to achieve more focus and impact through a targeted and phased approach over the next five years. The priorities for regional health action and support have been identified by the National Societies themselves through the participatory strategic planning process which each National Society undertook, with Federation support and facilitation, to develop the country assistance strategies.

The goal and objectives outlined below are thus relatively unchanged, and are based on the National Societies' identified needs, together with the overall health vision for the Federation, which encourages more strategic focus in an effort to make an impact on health at community level. Additionally, the objectives take account of the fact that the Red Cross/Red Crescent has a particular advantage with its extensive volunteer base and thus its huge potential strength in the area of health promotion and prevention. There are also intrinsic links between health, disaster preparedness and institutional development, with an attempt to build both of these into health activities. The regional Health Capacity Building Programme intends to take full advantage of the excellent entry point to institutional development which health activities and programmes provide.

Although Afghanistan and Bangladesh have their own country delegations, health delegates and programmes, these two National Societies will be included in all aspects of the regional Health Capacity

Building Programme. Not only is it important that they continue to feel an integral part of the region, but they have health expertise and experience which should be shared with others and which can benefit the wider region.

**Goal** The overall goal of the programme for the next three to five years is to strengthen National Societies' capacity to plan, implement and manage quality health programmes which make a positive difference to the health of vulnerable people, with the active participation of National Societies in the region in this process.

Targeted and specific National Society technical and financial support remains a key objective and activity for the region, but the regional programme additionally seeks to identify and undertake those activities related to the collective needs of National Societies which have optimum impact by being undertaken at a regional level.

The objectives and priorities outlined below are envisaged over the next three to five years, well beyond the current Appeal period, and thus longer-term commitments of support are sought.

## **Objectives and Activities planned**

The regional Health Capacity Building Programme has three main long-term objectives, which can be modified in the event of a change in National Society needs. They are :

**Objective 1** Provide technical and financial support to strengthen strategic health capacity.

Activities to achieve objective 1 are:

- Develop standardized but adaptable tools for community health assessment; health project proposal writing; report writing; monitoring of a health programme; and evaluation of a health programme.
- Undertake a brief inventory of all National Society health activities.
- Undertake an in-depth assessment of the health capacities, activities and vulnerabilities in four National Societies.

**Objective 2** Provide technical and financial support through the Appeal for National Society health programmes in:

- Health prevention/promotion/education and basic curative care.
- Reproductive and Child Health (including HIV/AIDS).
- Appropriate First Aid.
- Safe Blood.

*(NB: It is recognized that there are overlaps and linkages between the first three programme areas especially and that there are other National Society health programmes within the region which do not now fit directly into the Strategy 2010 focus but which will continue to require some support).*

Activities to achieve objective 2 are:

- Identify priority needs within each National Society.
- Identify possible providers of technical support from within the region.
- Provide the identified and planned support.
- Attract the maximum possible funding through the Appeal for National Society health programmes.

**Objective 3** Develop a learning environment and facilitate the better utilisation of existing intra- and inter-regional resources (human and financial), including better in-country co-ordination and networking between National Societies and governments, non-governmental organisations and other relevant institutions.

Activities to achieve objective 3 are:

- Develop a simple database of human health resources available within the region.
- Establish the South Asia Health Forum.
- Establish the South Asia Safe Blood Working Group.
- Provide two training workshops per annum.

- Facilitate two specific and focused exchange visits per annum.
- Undertake one piece of research/study on a relevant health issue per annum.
- Identify key partners and other organisations in each country for improved co-ordination.

### **Expected results**

As indicated above, this programme has three to five year objectives, but specifically by the end of 2001 the following will have been achieved:

- Five standardized but adaptable health management tools will be available (at least in draft) and National Societies will start to utilise them.
- Six brief inventories of National Societies' health activities and priority needs will be available.
- Three detailed assessments of the health capacities, activities and vulnerabilities in selected National Societies will be available.
- Priority National Society needs for Federation regional technical support will have been met as planned.
- A database of relevant intra- and inter-regional health expertise will have been commenced.
- A second technical support visit will have been made to India, Nepal and Sri Lanka (the regional health delegate is based in Pakistan and is thus already working directly with Pakistan Red Crescent Society).
- At least 75 per cent of the health funding requirements within the Appeal will have been pledged/received.
- A study on a relevant health-related issue will be available and shared with all National Societies.
- The South Asia Red Cross/Red Crescent Health Forum will have met once and produced a study relevant to regional needs.
- The South Asia Red Cross/Red Crescent Safe Blood Working Group will have met twice and produced at least study relevant to regional needs.
- Each National Society will have measurably improved links/co-ordination with government, non-governmental organisations and other relevant institutions the country.
- Two regional training workshops will have been provided, according to identified National Society needs, and will have some measurable outputs.
- Two specifically-focused exchange visits will have taken place according to National Society needs and expertise, with a measurable impact on health programming.

### **Indicators**

- *Reports:* Besides the regular monthly report which the regional health delegate submits to the head of the regional delegation, quarterly narrative and financial reports will be produced for the regional Health Capacity Building programme and will be available. Additionally, there will be a report from each meeting, training and exchange visit.
- *Project Work:* As indicated above, it is intended that the Health Forum, the Safe Blood Working Group, training workshops and exchange visits will also produce studies or projects relevant to the needs within the region. One example might be a draft health management tool from the Health Forum, or a regional strategy for Safe Blood from the Working Group. These products will be available within the regional delegation and all National Societies.
- *Qualitative Indicators of Health Management Capacity:* One year is not enough to undertake a full evaluation of the extent to which the regional Health Capacity Building Programme has had a positive impact on health management capacity in National Societies. Baseline information for this will be gathered during the inventory process. However, at the end of 2001 National Societies will be able to express an opinion on the change process with regard to capacity building in health services.
- *Q4/2001 Review:* A report will be available from a part-term review of the regional Health Capacity Building Programme, planned for the last quarter of 2001.

### **Critical assumptions**

- The limited capacity of the regional delegation is acknowledged. All efforts will be made to dovetail regional health activities with other regional activities such as workshops and planning meetings.
- Donor support is increased. The huge potential support for and interest in the South Asia region, needs to be translated into longer-term financial support. It is hoped that a more focused and targeted approach to developing health management capacity will act as a catalyst.
- Regional approaches to health are given a chance. Because the operational impact of networks, workshops and training is often called into question, the regional Health Forum, Safe Blood Working

Group, and training and exchanges must produce relevant and useful outputs for both the National Societies concerned and the wider region.

- Some human resources must be made available to the programme.
- National Societies accept the need for sector-specific and focused support for health from the regional delegation. Although this has indeed been acknowledged in principle, some National Societies have established health programmes which do not now fit into the Strategy 2010 vision, but which will continue to require Federation support.

### **Monitoring and Evaluation arrangements**

- The regional health delegate will monitor the programme against the action plan for the year and quarterly narrative and financial reports will monitor progress against the planned activities and action plan.
- Feedback from the National Societies will be gathered on an ongoing basis, through forums such as the Secretary Generals meetings.
- As indicated above, there will be an internal review of the programme in the last quarter of 2001; it will include the regional health delegate, one external colleague and National Society representatives.
- The Country Assistance Strategy planning process in the third quarter of 2001 will provide an indication of progress to date against the current National Society plans.

[return to top](#)

## 4. Regional Cooperation

### Background and progress to date

The Federation established a regional delegation in South Asia in 1998 with the clear objective of increasing networking and facilitating cooperation between South Asian National Societies. Since its inception, the regional delegation has been working towards this goal through gatherings such as secretary general meetings, partnership meetings and various staff exchange programmes.

In the last two years, the National Societies in South Asia have gradually started to think more strategically on issues of common interest. This has helped the Federation to further promote the regional cooperation agenda among them.

This programme aims to incorporate some of the Federation's global initiatives into a well defined programme for South Asia. These are: a regional delegate recruitment programme and a partnership meeting.

In 1998, the Federation launched a regional delegate recruitment programme with the objective of widening the base from which delegates are recruited for the Federation's international programmes and operations. In line with this initiative, a South Asia regional workshop for the pre-selection and assessment of candidates was conducted in Katmandu in March 2000.

Also in 1998, the Federation held its first South Asian partnership meeting for all stakeholders. This meeting for the first time brought various stakeholders ( regional National Societies, ICRC and donor National societies ) together to consider a common platform. The second of these meetings took place in Katmandu in March 2000. A new working model of support was proposed and all stakeholders discussed how to establish a common commitment strategy in South Asia.

This programme is designed to build on these initiatives, increase stakeholder commitment in South Asia and move closer towards the goal of working as a movement.

**Goal** The overall goal of this programme is to build National Societies' confidence in working as a Federation and establish strong networks between all Movement s in South Asia.

### Objectives and Activities planned

**Objective 1** To provide a regional forum for stakeholder participation and strengthen relationships between the stakeholders.

Activities to achieve objective 1 are:

- Hold a partnership meeting bringing together all six National Societies in the region, the Federation and ICRC country delegations, Federation and ICRC regional delegations and all participating Red Cross and Red Crescent Societies with a vital interest in strengthening the Movement in South Asia. The partnership meeting will aim to strengthen the overall goals of the Movement in the region, agree on short, medium and long term visions and action plans, and plan for the strategic integration and optimum use of available resources to achieve the Movement's overall goals and increase its effectiveness at programme delivery level.
- The partnership meeting will set action plans for implementation and delivery of the Federation's Strategy 2010 in the region through a set of regionally coherent capacity building initiatives. These will emerge from an analysis by the National Societies themselves of their institutional and programme consolidation needs and contain a collective approach to inter-society mutual support initiatives as a key component of their vision.

**Objective 2** To widen the pool of talented potential delegates in South Asia and to increase regional exchanges of qualified human resources between the National Societies of the region.

Activities to achieve objective 2 are:

- Organise a regional basic training course (BTC) in South Asia and identify a potential talent pool for Federation operations around the world and in the region
- Establish and maintain a Personnel Roster for South Asia based on pre-selection criteria, BTC results, second level training, accreditation, career moves and availability for missions
- Coordinate the process of proposing suitable candidates for open positions, regionally or internationally, by:
  - distributing the list of open positions.
  - short-listing candidates proposed by societies/delegations for a BTC
  - briefing and induction prior to mission
  - debriefing and evaluation
  - feedback to the individual and National Society/Federation Delegation involved
- Identify counterparts in all National Societies and country delegations to facilitate the process of regional recruitment.

### **Expected results**

#### *Objective 1*

- Consensus between various Red Cross and Red Crescent stakeholders in South Asia on working together and agreement on a framework i.e. a Regional Assistance Strategy.
- Increased support to agreed priorities and programs.
- Increased participation of stakeholders in building a long term vision and strategy for each country in South Asia.

#### *Objective 2*

- Most of the societies in the region will provide skilled delegates for Federation programs.
- Regional staff exchanges for various programmes will have increased.
- The professionalism with which National Societies identify and select candidates for BTC and international missions will have increased.

### **Indicators**

- Organisation of a partnership meeting which attracts a wide base of partners.
- More partners and improved cooperation between these partners.
- Organisation of a BTC and number of participants attending it
- Increase in number of delegates recruited from the region
- Standard process in place for selection of potential delegates.

### **Critical assumptions**

- The programme receives sufficient financial support for all project phases and supporters commit themselves to long-term funding.
- Various stakeholders commit themselves to more strategic cooperation within South Asia.
- National Societies commit themselves to the standards promoted by the programme.
- National Societies release their talented staff for work outside the society and are prepared to reintegrate them into the society at the end of their mission.

### **Monitoring and Evaluation arrangements**

The monitoring of the programme will be undertaken through regular assessments by the Head of Regional Delegation, and feedback from country delegations and National Societies. Additionally, the Secretary Generals meetings, now held every six months in South Asia, are an important monitoring mechanism for feedback on the qualitative and quantitative outcomes of the programme, and for seeking further improvements.

The evaluation of this programme will be undertaken jointly by Federation regional delegates, country-based technical delegates, National Societies, Federation Secretariat technical services, representatives of National

Societies providing support and other supporting agencies, as applicable. A mid-term evaluation may be undertaken by the end of 2000, with annual reviews at the next year's end and a final evaluation by the end of 2002.

[return to top](#)

## 5. Regional Coordination and Management

### Background and progress to date

The South Asia Regional Delegation was established in Delhi in early 1998, and covers six South Asian countries with established Red Cross/Red Crescent Societies, as well as Bhutan and the Maldives, which do not have a National Society, although the Federation and ICRC are actively pursuing the establishment of a National Society in The Maldives.

The regional delegation's objectives are to act as a focal point for the National Societies and country delegations in the region, assist in the coordination of activities and help to strengthen, develop and build the capacity of the member societies in the region as well-functioning National Societies. Since its establishment, the delegation has worked towards these objectives, as described below.

The decentralization process carried out by the delegation has ensured that two more countries in the region now have a strong Federation presence. This has greatly increased the effectiveness of the Federation, and means that, with the exception of Nepal, all countries now have a regular representative who can both play a capacity building role in key areas, and act as a facilitator of learning between that National Society and others in the region.

Since 1998, there has been a continuous strengthening of the relationship between the Federation and the National Societies in the region, which can be measured in terms of the quality of the regular meetings of the Secretary Generals in South Asia. These meetings started two years ago as a series of unstructured presentations, but today deal with key regional issues such as blood safety, disaster preparedness, and agreed common approaches to issues such as institutional self-analysis and strategic planning. The delegation is working very closely with the National Societies to more closely identify optimum country and regional objectives and to set realistic development plans.

The association between the Federation and the ICRC in South Asia is producing positive results. The signing of an operational guideline in Pakistan between the National Society, the Federation and the ICRC, and the setting up of a Development and Cooperation Unit in this Society are being used as examples in other countries.

A very strong relationship between the Federation and donor government representatives has been developed, to the point where the delegation is contacted by these agencies when disasters occur, rather than the other way round. At the same time a strategic dialogue has been built up with a number of these organisations, including the World Bank, the Asian Development Bank, and the European Union in order to examine longer term regional issues and their solutions.

**Goal** The overall goal of this programme is to coordinate Federation activities in the region.

### Objectives and Activities planned

**Objective 1** To act as the focal point of National Societies in the region and to help build sustainable processes of mutual capacity building and common programming.

Activities to achieve objective 1 are:

- Continue the coordination of Secretary Generals meetings in the region
- Hold an annual partnership meeting, which brings together the regional National Societies, the Federation and ICRC country delegations, and National Societies with an interest in the region
- Continue to take the lead in a strong, strategic planning approach in the region.

**Objective 2** To represent the Federation and build good relations with national authorities, international and national organisations, donor Governments, international and national media, and the ICRC.

Activities to achieve objective 2 are:

- Develop good relationships with regional donor government representatives through regular meetings
- Build strategic long-term partnership funding plans with bilateral and multilateral donors, in part through their involvement in monitoring, evaluation and the learning processes emerging from programmes.

**Objective 3** To ensure the implementation of Federation activities in the region, according to approved plans and budgets,

Activities to achieve objective 3 are:

- Develop further regional learning forums and human resource strategies such as the staff-on-loan facility to encourage common standards of implementation for Strategy 2010
- Continue to explore the possibility of establishing a National Society in The Maldives in coordination with ICRC.

### **Expected results**

Expected results for objective 1 are:

- The Secretary Generals' Meeting will have grown into the key mechanism through which a regional programme is planned, coordinated and evaluated
- The ownership and planning of the meeting will finally be taken over by the Secretary Generals themselves and lead to clearer common commitment to the Federation's regional aims
- The Societies of the region will have a clear framework and specific activities for mutual capacity building and shared learning, which will result in the emergence of common standards of quality and performance across the region.

Expected results for objective 2 are:

- Governments, bilateral and multilateral donors, and other actors with humanitarian concerns, such as national and international organisations and the media, will be using the Federation and National Societies in the region as reliable sources of information, and as trusted partners in coordinated programmes.
- More long term strategic funding partnerships will be in place and will allow the societies in the region to develop their competencies and increase their long term impact in community level programmes
- The relationship between the Federation, ICRC and National Societies will be expressed in tripartite agreements in each country that optimize the Movement's resources and overall positioning and impact.

Expected results for objective 3 are:

- The Federation supported programmes in the region will benefit from common implementation frameworks and common monitoring and evaluation mechanisms, which will build lateral understanding between National Societies.
- The Federation will continue to provide through its regional and other delegations a technical and support presence in strategic locations to facilitate support to National Societies, resulting in measurable progress of all Societies in the region towards acquiring the Characteristics of Well-Functioning Societies.
- A well-functioning National Society will be established in The Maldives.

### **Indicators**

- Positive feedback from National Societies on the performance of regional and country delegates, specific technical Delegates, consultants and others assisting in introducing regional programming.
- Positive feedback from stakeholders on the Federation's regional ability in capacity building.
- Partnership agreements between ICRC, Federation and National Societies in all countries of the region.
- Increase in long-term partnership support to National Societies.

- National Societies have made noticeable and measurable progress towards acquiring the “Characteristics of a Well-Functioning National Society” through mutual support strategies.
- A National Society will be functioning well in The Maldives.

### **Critical assumptions**

- The programme receives sufficient financial support to carry out the detailed project phases; supporters and partners such as ICRC and donors commit themselves to long-term agreement frameworks and funding as appropriate.
- Large-scale relief operations do not hamper or divert funding for the implementation of this programme, or distract from the above priorities
- National Societies reach a consensus on the need for a regionally coordinated approach to institutional capacity building and are sufficiently committed to its wider ranging implications and its potential to build operational, institutional and resource-oriented capacities.
- National Societies are prepared to seek the Federation’s assistance to improve their organisational development, and the Federation has the capacity to provide such support.
- National Societies and the Federation regional delegation establish and/or maintain a minimum of managerial stability.
- The political environment in each country continues to be conducive to National Society development and allows the outlined steps to be implemented.
- The political realities enable the creation of a new National Society in The Maldives.

### **Monitoring and Evaluation arrangements**

- The monitoring of this programme will be carried out by regular assessments done by the regional technical delegates, as well as through feedback from country-based Federation delegates and National Societies. The regional Secretary Generals’ meeting will also be a forum for regular feedback and structured evaluation of progress against objectives.
- The evaluation of this programme will be undertaken jointly by Federation regional delegates, country-based technical delegates, National Societies of the region, Federation Secretariat technical services, National Society representatives and other supporting agencies as applicable. A mid-term evaluation could be undertaken by the end of 2001 and a final evaluation by the end of 2002.

[return to top](#)

<b>DELEGATION: SOUTH ASIA RD</b>						
<b>PROGRAMME</b>	<b>DP</b>	<b>Health &amp; services</b>	<b>IDRD</b>	<b>Coord. &amp; mgt</b>	<b>Regional coop.</b>	<b>TOTAL</b>
Shelter & construction	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0
Food & seeds	0	0	0	0	0	0
Water	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0
<b>Sub total supplies</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Land & Buildings	0	0	0	0	0	0
Vehicles	0	0	100,000	25,000	0	125,000
Computers & telecom	0	3,800	3,000	15,425	0	22,225
Medical equipment	0	0	0	0	0	0
Other capital expenses	6,000	7,500	7,000	8,000	0	28,500
<b>Sub total capital</b>	<b>6,000</b>	<b>11,300</b>	<b>110,000</b>	<b>48,425</b>	<b>0</b>	<b>175,725</b>
Programme management	23,601	26,972	52,865	0	5,732	109,169
Technical services	7,065	8,074	15,825	0	1,716	32,680
Professional services	7,835	8,954	17,550	0	1,903	36,241
<b>Sub total programme support</b>	<b>38,500</b>	<b>44,000</b>	<b>86,240</b>	<b>0</b>	<b>9,350</b>	<b>178,090</b>
<b>Transport &amp; storage</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47,034</b>	<b>0</b>	<b>47,034</b>
Personnel (delegates & expatriates)	104,550	172,300	307,700	308,640	0	893,190
Personnel (local staff)	159,200	129,820	251,290	102,600	73,650	716,560
<b>Sub total personnel</b>	<b>263,750</b>	<b>302,120</b>	<b>558,990</b>	<b>411,240</b>	<b>73,650</b>	<b>1,609,750</b>
Travel & related expenses	4,500	23,300	23,250	38,200	2,000	91,250
Information expenses	36,500	3,500	4,770	3,091	0	47,861
Expert fees	750	10,080	750	10,485	0	22,065
Admin. - general expenses	0	5,700	0	236,715	0	242,415
Training workshops / seminars	0	0	0	0	0	0
<b>Sub total travel, training, general exp.</b>	<b>41,750</b>	<b>42,580</b>	<b>28,770</b>	<b>288,491</b>	<b>2,000</b>	<b>403,591</b>
<b>Total budget</b>	<b>350,000</b>	<b>400,000</b>	<b>784,000</b>	<b>795,190</b>	<b>85,000</b>	<b>2,414,190</b>