

# Appeal 2002-2003

 International Federation  
of Red Cross and Red Crescent Societies

## SOUTH ASIA

(Appeal 01.24/2002)

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

	2002 In CHF	2003 <sup>1</sup> In CHF
1. Disaster Response	434,022	277,185
2. Disaster Preparedness	383,607	408,039
3. Health and Care	391,303	390,180
4. Humanitarian Values	87,781	66,404
5. Organizational Development	693,997	539,356
6. Regional Cooperation	40,056	59,157
7. Co-ordination & Management	918,004	883,819
<b>Total</b>	<b>2,948,770</b>	<b>2,624,140</b>

## Introduction

### Regional context

The south Asia regional delegation was established in New Delhi at the beginning of 1998. It covers six South Asian countries with established Red Cross/Red Crescent societies in India, Pakistan, Nepal, Afghanistan, Bangladesh and Sri Lanka. Two other countries, Bhutan and Maldives, do not have a national society at present.

South Asia is one of the poorest regions in the world and most of its 1.3776 billion people, representing 2 per cent of the world's population, do not share



<sup>1</sup> These are preliminary budget figures for 2003, and are subject to revision in the course of 2002.

Asia's considerable human economic and organisational resources. In total, the region has over 40 per cent of the developing world's poor and 49 per cent of the malnourished people. In the year 2000, 54.5 per cent of the world's population affected by disasters were in South Asia (World Disasters Report). Over 45 per cent of the population lives on less than a dollar a day and the region's GNP per capita is put at US\$ 440 compared to the developing world average of US\$ 1,250.

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. Over 134 million are exploited as labourers and sex workers. Hundreds of thousands more beg on urban streets. More than 180,000 women die from complications in pregnancy every year, accounting for over half the maternal deaths in the world.

The health sector is unable to meet needs and the role of the Red Cross/Red Crescent in this area is therefore vital. Urbanisation, the re-emergence of tuberculosis and malaria, and the emergence of infections like hepatitis and HIV/AIDS, with the related issue of safe blood, represent serious challenges.

In addition, there are several major conflicts and areas of unrest that cause a drain on the economy in the region, notably in Afghanistan and Sri Lanka. Sri Lanka is losing about four per cent of its economic growth due to the 20-year old conflict. The medical and relief services provided through the national Red Cross/Red Crescent societies are under heavy pressure. In both countries the Federation is liaising with the ICRC, and in Afghanistan it is heavily involved in the health sector. There is some hope for an improvement of relationships between India and Pakistan over disputed territory in Kashmir: top level talks between the two countries over resolving this dispute took place in the second half of 2001 and, although not particularly successful, the two governments have declared their intent to continue with the peace process.

The situation in Nepal is of concern, with a general worsening of security in several areas. The massacre of the royal family and the political crisis engulfing the country, coupled with the rise in the activities of the outlawed Maoist movement, have left an indelible mark. A positive feature is that the Nepal government has initiated talks with the Maoists. Simultaneously, a government move towards land reforms, though not without resistance, promises to change Nepali society for the better.

This region presents the Federation with its greatest challenge to improve the lives of vulnerable people. Despite the difficulties, the region has remarkable potential; a large workforce with low wages and improving skill sets, fertile land which produces some of the largest granaries in the world, a huge energy potential, and rich natural resources.

Sustained economic growth is critical to reducing vulnerability in South Asia. After years of inward looking economic policies and tight regulation, sweeping reforms in 1990s led to a period of accelerated growth. For two consecutive years, 1998 and 1999, it ranked as the fastest growing developing region of the world. In 2000, it sustained its growth, with aggregate GDP remaining at 5.8 per cent (ADB Annual Report 2000), despite a slowdown in the Indian economy (the region's biggest). Bangladesh performed well in 2000, recovering from the devastating floods of 1999. The expanding Indian service sector, and exports expansion - in India, Sri Lanka and Pakistan - is helping keep the economic outlook positive.

This achievement, despite a climate of regional and national political instability, is an indication of South Asia's potential dynamism. However higher and sustained growth, with a more equitable distribution of benefits, is essential to substantially reduce the number of poor in the region.

## **Priority programmes for Federation assistance**

Deciding on priority programmes that reflect the priorities emanating from the Hanoi declaration and adherence to the four core areas of Strategy 2010, is no easy task when the region's massive population and overwhelming humanitarian needs are taken into consideration. Identified regional priorities for 2002 - 2003 are :

- Disaster preparedness and response.
- health capacity strengthening (including responses to HIV/AIDS).
- Organizational, finance and resource development.
- Information and advocacy strengthening and the promotion of humanitarian values.

#### **INDIA: Earthquake rehabilitation and countrywide programmes**

*The earthquake which struck India's north-western state of Gujarat on the morning of 26 January 2001 was the deadliest natural disaster of 2001, leaving some 20,000 people dead, 166,000 injured and affecting an estimated population of 15.6 million; the total economic loss is put at around CHF 8.25 billion.*

*The Indian Red Cross Society (IRCS), working with the International Federation and supported by more than 40 partner Societies was quickly into action and over a vigorous four month emergency operation delivered a wide ranging series of health and relief services/materials.*

*On 9 July 2001, following an extensive consultation exercise, the International Federation, on behalf of the IRCS launched a three year rehabilitation operation (Appeal no. 20/2001), budgeted at CHF 60.6 million and focussing on the following four key programmes: integrated health, shelter, capacity building and programme management, and coordination. These programmes are being implemented through various projects including: community based health, reconstruction of health facilities, water-sanitation, prosthesis and support for the IRCS central training institute. The operation also comprises a number of countrywide activities - notably national health, organisational development and disaster preparedness and response - intended to expand the capacity of the IRCS as a whole to meet the needs of vulnerable communities and cope effectively over the long term with India's increasing incidence of disaster.*

*Since its launch in mid-2001, the India earthquake rehabilitation appeal has been poorly supported - just 12 per cent coverage in the first four months - and there is now a risk that programmes will have to be curtailed, affecting not only the Gujarat component but also Red Cross and Red Crescent activities throughout India.*

*Donors can link to Appeal 20/01, which, due to its composition and time-frame is not part of the Federation's emergency appeal 2002/3, by clicking on: <http://www.ifrc.org/>*

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# 1. Regional disaster response

## Background and achievements/lessons to date

Major disasters requiring national societies' intervention and Federation support occur in one or more South Asian countries every year. From 2000 to mid 2001 the Federation's South Asia regional delegation (SARD) was involved in supporting the following large scale relief operations :

- Super cyclone, Orissa - India.
- Floods in Assam, Bihar, West Bengal - Eastern India, Bangladesh.
- Drought in Orissa, Gujarat and Rajasthan - India.
- Drought in Sindh and Balochistan - Pakistan.
- Cyclone - Sri Lanka.
- Gujarat earthquake - India.
- Gujarat earthquake - also affected Sindh Province in Pakistan.

The scale of these disasters is often huge. South Asia on average has 26.4 per cent of the world's disaster-affected population each year; in 2000 this rose to 54.5 per cent. Table 1 below shows the numbers of people affected by disasters in South Asia in comparison to global events:

Country	No. of people affected by disasters Annual average 1991-2000	No. of people affected by disasters Total for 2000
Afghanistan	327,459	2,580,015
Bangladesh	9,047,324	2,826,122
Bhutan	6,657	1,000
India	43,240,275	131,216,825
Maldives	2,385	0
Nepal	91,173	50,070
Pakistan	2,620,201	2,200,174
Sri Lanka	372,096	840,000
<b>Totals</b>	<b>55,707,570</b>	<b>139,714,206</b>
World-wide Totals	210,802,455	256,415,680
<b>Percentage in South Asia</b>	<b>26.43</b>	<b>54.49</b>

(Figures extracted from Federation's World Disasters Report 2001 and compiled by CRED)

Despite the annual occurrence of these disasters, during 2000 and most of 2001 the disaster response capacity of SARD was very limited, with no delegate specifically responsible for disaster response. Initial response to disasters in Nepal, Pakistan, India and Sri Lanka, where there were no country delegations, was carried out by whichever delegates were available and subsequent relief operations were co-ordinated by delegates newly recruited for the operation, who often did not report to SARD. This led to a lack of continuity and institutional memory and sometimes caused difficulties in completing operations satisfactorily.

When the massive Gujarat earthquake struck in January 2001, SARD responded rapidly and effectively within hours of the event, due partly to the fact that two new delegates with relief backgrounds had recently joined the team. However the price paid by SARD was that all of its resources were dedicated to the ensuing relief operation for many weeks, and a large proportion for up to four months. Consequently, the primary function of the regional delegation, to support and develop its regional national societies, was not fulfilled during this time.

One of the lessons learned from this experience was the need to strengthen the capacity of SARD in general, and in particular to enhance its ability to respond to these annually occurring disasters. This programme describes the means by which this is to be carried out through the deployment of a regional disaster response delegate (RDRD) who will co-ordinate the first response to disasters, including the preparation and launching of Appeals, and direct operations management in the case of smaller disasters. Additional roles will be to support the regional disaster preparedness (DP) programme in training and preparing national societies for effective emergency response including stockpiling and warehousing issues. Regional Field Assessment and Co-ordination Teams (FACT) will be developed from national societies disaster management staff and volunteers to enable a more rapid and locally appropriate first response to disasters in the region.

During the response by SARD and the Indian Red Cross society to the Gujarat earthquake, living and operational conditions for delegates and staff in Bhuj during the first two weeks were extremely difficult. Learning from this shortcoming, it is planned to establish a small portable emergency response kit, based in Delhi, to enable local delegates and national society counterparts to be self sufficient operationally for the first few days of an operation. A similar kit will be provided for use of the regional FACT when it is formed at the end of 2002.

The disaster response programme core and operational costs are expected to be covered by up to 40 to 50 per cent from Emergency Appeals, with the rest being born by this Annual Appeal. This will provide stability and continuity, and allow for long-term support for developing improved emergency response preparedness in South Asia national societies, and regionally through the FACT team. Red Cross Red Crescent partners at a partnership meeting held in April 2001 for the Gujarat earthquake operation, clearly recognised the need for strengthening SARD disaster response capacities. Soft pledges received from donors present are expected to cover some 50 per cent of the disaster response programme costs for 2002.

**Goal** Rapid and effective disaster response by South Asia national societies, co-ordinated by SARD, with minimal adverse impact on ongoing regional programmes.

## **Objectives and activities**

**Objective 1** To increase Federation capacity to assist South Asia national societies to respond effectively and rapidly to disasters.

Activities to achieve objective 1 are:

- Recruit a regional disaster response delegate on a 24 month contract, to focus on completion of long running relief programmes, to co-ordinate immediate, effective, initial response to disasters throughout the region, and to advise and assist national societies on emergency preparedness issues.
- Establish a fully equipped Federation disaster operations room at the SARD office in Delhi, to co-ordinate disaster response operations in the region.
- Design and equip a fully researched air-portable emergency response kit consisting of operations room equipment, maps, white boards, stationery (including standard report formats), computers, fax, sat phone, mobile phones, generator, camping equipment and food rations.
- Write standard operational procedures for the deployment of the emergency response kit and for disaster response co-ordination and information management during the immediate emergency phase of a response operation.

**Objective 2** To establish a regional FACT team of competent, trained, experienced national society personnel capable of rapid deployment within the region to assess and co-ordinate immediate Red Cross Red Crescent response to major disasters.

Activities to achieve objective 2 are:

- Identify and select a total of 10 suitable national society personnel from Bangladesh, Nepal, Pakistan, India and Sri Lanka, to be trained in FACT principles and functions. Special attention will be given to maintaining gender balance.
- Conduct a preliminary training workshop early in 2002 to provide potential FACT members with a background understanding of assessment, co-ordination and response principles in times of disaster, and to act as a final selection procedure for suitable candidates for further FACT training.
- Conduct a formal FACT training workshop for selected candidates late in 2002, and refresher training in 2003.
- Provide basic emergency response kits consisting of mobile, air-portable, command centre equipment and tented accommodation, for the use of the FACT team by the end of 2002.

### **Expected results by end of 2002-2003**

Objective 1:

- RDRD will have facilitated completion of any outstanding SARD administered regional relief operations by early 2002.
- RDRD will have initiated immediate response to disasters occurring throughout 2002 and 2003, including Appeal preparation and management of operations in the emergency phase.
- Ongoing SARD regional programmes will continue with minimal disruption during times of major response operations.
- SARD operations room and mobile emergency response kit will have been established and utilized in disaster response operations throughout 2002 and beyond.
- Standard operational procedures will have been written, tested and reviewed by late 2002.

Objective 2:

- A regional, multinational, FACT team drawn from trained South Asia national society staff and volunteers of each gender will be available for immediate deployment to disaster sites within the region from the end of 2002 and will have been deployed during disasters occurring in 2003.

### **Indicators**

Objective 1:

- Emergency Appeal Operations Updates and final reports show satisfactory completion of long-running operations.
- Immediate and effective SARD response to disasters as shown by evaluations and reports.
- Annual Appeal Programme Updates show minimal disruption caused by emerging disaster response operations to normal SARD ongoing programmes
- Improved SARD co-ordination and management of immediate emergency response and needs assessment, and faster Emergency Appeal preparation as demonstrated in lessons learned exercises and evaluations.
- Improved operational, communication and living conditions for SARD delegates, staff and national societies counterparts, when responding immediately to large scale disasters.

Objective 2:

- SARD training records show that not less than 10 national society staff have participated in a FACT training workshop and selection process by mid 2002.

- Federation HR database lists details of not less than eight trained, competent FACT team members drawn from South Asia national societies by the end of 2002.
- Federation Programme Update documents show deployment of regional FACT team in response to at least one disaster in South Asia during 2003.

### **Critical assumptions**

- Long term, unearmarked funding for 50 per cent of the RDRD position can be secured.
- Regional national societies all fully subscribe to the concept of deploying multinational regional FACT teams within their own countries.

### **Monitoring and evaluation**

Monitoring of this programme will be carried out in the following ways:

- Day to day monitoring via informal and formal reports from RDRD to head of regional delegation.
- Feedback from national societies on SARD performance in supporting them in disaster response operations.
- Emergency Appeals Operations Updates will provide the opportunity for review and feedback from Red Cross Red Crescent partners and others.

Evaluation of this programme will be carried out in the following ways :

- Internal review by SARD and South Asia national society counterparts will take place late in 2002 in conjunction with one of the DP regional training workshops/meetings.

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## 2. Regional disaster preparedness

### Background and achievements/lessons to date

South Asia is a region whose vulnerability to natural disasters ranks amongst the highest in the world. It is prone to severe seismic activity; extensive, endemic, annual monsoon flooding which becomes more severe each year because of climate change and continuing deforestation; devastating landslides; frequent tropical cyclones, especially in the Bay of Bengal; and chronic drought, driven by falling groundwater tables; all these events continue to affect millions throughout India, Pakistan, Afghanistan and now Sri Lanka. Ongoing armed conflicts undermine security to a greater or lesser extent in all South Asia countries, requiring Red Cross Red Crescent national societies to be ever ready for intervention to assist displaced populations.

In recent history the region has suffered extensive population movements. Some, such as those displaced from the Chittagong Hill Tracts, have returned successfully to their homes and have re-integrated with the assistance of the Bangladesh Red Crescent. Others, including those displaced within and beyond Myanmar, remain displaced and with little hope of return, and are in desperate need of a solution to their plight.

The national societies of the region play a major role in providing assistance to refugees and other displaced in all phases of a displacement disaster - from prevention/early warning and preparedness, through the first emergency phase following the displacement, to the care and maintenance phase until a solution is found. They thus need to continually upgrade their skills and competencies in order to address these increasingly complex issues.

The Asia and Pacific national societies reflected the need to maximise their disaster preparedness and response capacities in the Hanoi Declaration of 1998. At a follow-up meeting of South Asia national societies held in 1999, all six national societies present reinforced their commitment to disaster preparedness (DP) and clearly identified “developing disaster response and preparedness skills” as a major priority for the region. Building on these discussions and decisions, national societies’ Country Assistance Strategies and the South Asia draft regional Assistance Strategy all emphasise the need for strengthening DP programmes.

The South Asia regional delegation has been assisting national societies in this endeavour since 1999 through its regional DP programme. The programme focused initially on regional training and workshops to promote Community Based DP (CBDP) for Red Cross Red Crescent personnel at branch level throughout the region. Two staff on loan were seconded to SARD from the Nepal Red Cross and Bangladesh Red Crescent to encourage cross-regional capacity building. In November 2000 a regional DP workshop, wholly facilitated by national society trainers and attended by DP volunteers and staff from all six countries, revised a draft DP policy and strategy for the region. This was later supported by the Secretary Generals during their December 2000 meeting after some suggested modifications in its structure and is being further developed during 2001.

A regional Disaster Preparedness delegate (RDPD) was finally appointed in 1 January 2001. A regional DP manager completed the regional DP team in April. This enabled the regional DP programme to gain momentum towards the middle of the year, when a key regional meeting of national society DP representatives took place, and follow-up country workshops were held to formulate detailed proposals for a DFID sponsored DP programme.

Unfortunately, the lack of a regional Disaster Response delegate meant that during the first quarter of 2001, the RDPD's time was spent almost entirely on response operations, firstly for the Sri Lanka cyclone in January and, more significantly, for the Gujarat earthquake from the end of January until April. This resulted in less than anticipated progress during the first half of 2001. A regional Disaster Response delegate was appointed in October 2001.

SARD has adopted a policy of facilitating structured lessons-learned exercises following disaster response operations. These exercises have been facilitated by the SARD DP department with the key players in the operation from the national societies and the Federation. The results have been recorded, with recommendations, and circulated to interested parties. They will be used in the development of future case studies and training material. The lessons learned have also been used in new programme design. This process will continue after each smaller scale operation where there is no formal evaluation built into the programme.

The numerous disasters that struck the region during 2000 and 2001, and in particular the devastating Gujarat earthquake in India in January 2001, served to illustrate the disaster preparedness and response capacity limitations of the national societies, and the SARD. This has led to increased emphasis, in country and regional DP planning, on capacity building at national and regional level, and especially on human resource development. To carry out the desired long term goal of enhanced community DP, it is first necessary to build a strong national society structure, with a well resourced Federation delegation to back it up and provide technical advice and guidance. This approach, along with an additional focus on learning from community level pilot projects and adapting future programmes accordingly, plus learning from structured evaluations of disaster response operations, and sharing of information and skills, is the main thrust of the South Asia DP strategy for 2002 and beyond.

**Goal** Improved response by regional Red Cross Red Crescent national societies, and the Federation, to the needs of disaster-prone populations, before, during and following disasters.

## **Objectives and activities**

**Objective 1** To develop and implement common standards and guidelines and a regional DP/disaster response policy and plan of action.

Activities to achieve objective 1 are:

- Conduct one regional workshop for senior national society DP and disaster response personnel, late in each year, to review regional DP policy and plans of action formulated at the end of 2001.
- On request, provide advice to Federation country delegations to facilitate uniformity of the DP/disaster response programme approach throughout the region.

**Objective 2** To assist South Asia national societies to develop their own operational and strategic DP plans, based upon the regional DP policy.

Activities to achieve objective 2 are:

- Conduct one regional workshop for senior national society DP and disaster response personnel, in the first half of 2002, to discuss and agree on the key elements required for inclusion in DP plans, and to commit to a process leading to the formulation of DP plans in each national society.
- Assist national societies in advocating with their respective governments, at local and central levels, for inclusion of defined national society DP roles in government disaster management plans and policies. This will be accomplished through facilitating, and taking part in, meetings, discussions and workshops.

**Objective 3** To develop the human resources of South Asia national societies to ensure sufficient trained, competent staff, male and female, to implement country based DP programmes, and who have an understanding of regional DP strategies and priorities and a commitment to each other in maintaining excellence in DP programme delivery at all levels.

Activities to achieve objective 3 are:

- Conduct one regional training workshop each year for national society DP/disaster response practitioners to undertake technical training in selected fields.
- Facilitate each year, two 30 day DP/disaster response staff exchanges between national societies, and two 30 day staff-on-loan secondments to Federation regional or country DP departments.
- Facilitate advanced disaster management training at an internationally recognised learning centre for one national society staff member or volunteer each year.

**Objective 4** To improve the compilation and sharing of knowledge, case studies and skills within the region and internationally.

Activities to achieve objective 4 are:

- Conduct structured lessons learned exercises following each disaster response operation where there is no formal evaluation, and develop these as case studies for future training, for sharing with others and for guiding future programmes/operations planning.
- Continue to maintain and improve a regional DP network that includes national societies and other agencies, using e-mail and newsletters.
- Compile and share case studies emerging from the community based disaster preparedness (CBDP) and mitigation pilot projects which will be completed in June 2002 in Pakistan, India and Nepal, and incorporate them as appropriate into DP training material.
- Conduct one regional workshop/meeting each year for national society DP/disaster response practitioners to share and learn from their experiences. One health officer and one information officer from each national society will be invited to participate and, where available, one government disaster management counterpart from each country.
- Continue, and improve, the systematic monitoring of Internet based DP/disaster response information, including the Federation's DMIS, and disseminate information as appropriate throughout the region; this will include early-warning and extreme weather information to national societies' DP/disaster response departments.

**Objective 5:** To advocate for recognition of the Red Cross Red Crescent role in disaster management and for the involvement and participation of Red Cross Red Crescent partners in disaster management policy-making forums at regional and national levels.

Activities to achieve objective 5 are:

- Initiate meetings, workshops, information sharing and informal contacts, to improve, expand and maintain linkages between the SARD disaster management team and other key internal and external players in disaster management, including ICRC, partner and bilaterally operational national societies, government agencies, NGOs, UN, funding agencies, and learning institutions. Co-operation with ICRC conflict preparedness initiatives will be a priority.
- Co-operate and co-ordinate closely with the SARD information department to publicise the disaster management function and policies of the Federation and of South Asia national societies, through regularly produced promotional material and publications.

**Expected results by end of 2002-2003**

## Objective 1:

- South Asia national societies will have a continuing clear understanding and sense of ownership of, and commitment to, regional DP plans and strategies.
- Federation country delegations in South Asia will have subscribed to regional DP plans and policies and will have incorporated the broader perspective into their individual country programmes.

## Objective 2:

- One South Asia national society will have comprehensive, revised national DP/disaster response operational and strategic plans, incorporating specific roles agreed with government, in place and operational by the end of 2002; three other national societies will have achieved the same by the end of 2003.

## Objective 3:

- Each South Asia national society will have a fully functioning, effective disaster management department with the appropriate number of trained, competent male and female staff, by the end of 2002.
- There will have been increased understanding and co-operation between the DP/disaster response departments of various South Asia national societies and also with the Federation's regional and country delegations by the end of 2002, improving further throughout 2003.

## Objective 4:

- Lessons learned from disaster response operations will have been utilized to improve future performance and influence programme planning throughout 2002 and beyond.
- Red Cross Red Crescent disaster managers in the region will have developed a sense of team membership and will be communicating regularly between themselves from 2002 onwards.
- Case study information and lessons learned from the community level pilot projects in 2001 will have been fed back into training programmes and project design during 2002.
- There will have been closer co-operation between DP/disaster response, health and information staff within all national societies.
- National societies' DP/disaster response departments will have become better informed on world-wide trends in disaster management, and will have reacted rapidly as a result of real-time warnings of specific developing disaster situations; by the end of 2002 they will be accessing and processing such information independently.

## Objective 5:

- Key organisations involved in disaster management in the region will have accepted the Federation and South Asia national societies as important partners in DP and disaster response.

**Indicators**

## Objective 1:

- Revised regional DP policy document and plan of action.
- National societies' plans of action which reflect the regional policies.

## Objective 2:

- One national society DP/disaster response plan completed and in use by the end of 2002; three more national societies' plans by the end of 2003.

## Objective 3:

- Human resource database held at SARD records personnel details of trained, experienced, competent staff in disaster management departments/units in all six South Asia national societies;

not less than 25 per cent will be women by the end of 2002, with an increased proportion by the end of 2003.

- One training workshop report each year detailing training received, discussions held, conclusions reached, and participants' evaluation of the workshop.
- National societies and Federation staff records show two disaster management staff from each of two national societies have exchanged positions for a period of 30 days each and an additional two national society staff have worked in Federation offices for a 30 day period.
- One advanced disaster management certificate or diploma from an internationally recognised disaster management training institution held by a disaster management department staff member from one South Asia national society by the end of 2002 and by two staff members from two national societies by the end of 2003.

#### Objective 4:

- Records and recommendations of post-disaster operation lessons learned exercises.
- National society and Federation programme design documents and Appeals reflecting input of lessons learned and evaluation recommendations.
- Increased regular communication between all South Asia national societies and Federation disaster management departments.
- Case study documentation, and programme design documents and training material which refers to them.
- Workshop/meeting report each year detailing discussions held, information exchanged, conclusions reached, participants' evaluation, and a participants' list showing the participation of national societies' information and health officers and government disaster management counterparts.
- Regular co-ordination meetings between national society DP/disaster response staff and their information and health colleagues.
- More rapid response by national societies to disasters related to extreme weather conditions.
- South Asia disaster management information posted on the Federation DMIS Internet site.

#### Objective 5:

- Reports of disaster management meetings and workshops held by non-Red Cross/Red Crescent agencies in South Asia show increased active participation of Red Cross Red Crescent representatives.
- Records of meetings with ICRC showing collaboration with ICRC Conflict Preparedness programme initiatives during early 2002 and joint project design documents for selected areas by 2003.
- Increased number of high quality press articles and TV features during 2002 on Red Cross Red Crescent disaster management roles and responsibilities, specific projects, and advocacy on selected issues.

#### **Critical assumptions**

- Large-scale relief operations do not hamper or displace funding for the implementation of this programme.
- RDPD and other disaster management personnel are not diverted to disaster response operations.
- Long term donor commitment to South Asia regional and national society DP programmes continues throughout at least 2003.
- National societies can recruit and retain high level staff to manage their disaster management departments.
- Close working relationships can be forged and maintained between national societies and government disaster management departments.
- Organizational development of national societies progresses apace with this programme.

## **Monitoring and evaluation**

*Monitoring of this programme will be carried out in the following ways :*

- Regular assessment done by the Federation regional DP delegate and regional DP manager, as well as through feedback from country-based Federation delegates and regular reports from national societies.
- Programme Updates prepared at six monthly intervals will provide the opportunity for review and feedback from Red Cross Red Crescent partners and others.
- Annual regional meetings of Federation and national societies' disaster management staff will review progress and objectives of the programme in the light of ongoing learning, examine its overall direction and set priorities.

*Evaluation of this programme will be carried out in the following ways :*

- DFID and British Red Cross will undertake a formal evaluation at the end of the one year DFID-supported DP/disaster response programme in mid 2002.

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### **3. Regional health capacity building programme**

#### **Background and achievements/lessons to date**

The programme for 2001/2 was developed from the priority needs which each national society identified during the comprehensive Country Assistance Strategy planning process in the second half of 2000. Regional health priorities were thus identified as being: health prevention/promotion/education and basic curative care; reproductive and child health (including HIV/AIDS); first aid; and safe blood.

The programme was fortunate to be fully funded in 2001, with support from DFID, Japanese Red Cross and Swedish Red Cross, plus the British Red Cross provision of the regional health delegate. Regional health capacity was strengthened in April by the recruitment of a health programme officer and the programme is on target to achieve nearly all its objectives for 2001 by the end of the year.

Key achievements include the first meeting of the South Asia Safe Blood Working Group, attended by all six national societies and held in Pakistan. The main outcomes of this meeting were a real commitment to refocus and scale up activities with regard to the recruitment and retention of voluntary non-remunerated donors; a commitment to build more relationships with partners in the field of blood; and increased awareness campaigns. The first meeting of the Health Forum for national society health managers at headquarters level was held in Sri Lanka, again with all six national societies represented. The main purpose of this group is to work on issues relating to the management of health programmes and improving their impact at community level. In particular, the meeting focused on how to measure the impact of health programmes and on the need to build more partnerships with other organisations. Most importantly, there was a unanimous decision to establish the South Asia regional Task Force on HIV/AIDS (SART) and this process commenced during 2001. The group will collect as many health programme monitoring tools as possible, and monitoring will be the main theme for the next meeting.

Other programme achievements to date include the establishment of a database of health expertise in the region; ongoing technical support to country programmes; the collection of simple inventories of national society health activities and capacities. Still to be undertaken in 2001 is a training workshop for provincial level health officers in health management and Training of Trainers, and a couple of exchange visits.

The in-depth analyses of the health activities, capacities and vulnerabilities of four national societies (India, Pakistan, Nepal and Sri Lanka) will not have been completed in 2001; at least two will be carried over into 2002. This objective was too ambitious. The regional health team has detailed information on the health activities of the Pakistan Red Crescent, but was unable to work with the Indian Red Cross because of the earthquake operation. The Sri Lanka Red Cross is in the early stages of a pilot health programme, having been preoccupied with constitutional issues during 2001. It is hoped that the Nepal health assessment will have been carried out before the end of 2001.

It was intended to have a regional approach to polio eradication, although this was not included in the objectives for the year. In reality, the Afghanistan and Bangladesh Red Crescent societies had already scaled-up their activities with support from their country health delegates. The Indian Red Cross was unable to undertake the necessary assessment and planning phase, again because of the earthquake. However, Pakistan developed a plan of action for scaling-up during 2001 and this will continue into

2002. The role of the regional health team will be to support and monitor these activities, in co-ordination with the two country delegations.

Given that 2001 was the first full year of a three-to-five year programme, the goal and objectives outlined below are relatively unchanged, with a continued focus on strategic health management and capacity building in an effort to have a greater impact on health at community level. The objectives take account of the huge potential strength represented by the volunteer base and preventive/promotive health action. They also strive to build in elements of disaster preparedness and institutional development.

Although Afghanistan and Bangladesh have their own country delegations, health delegates and programmes, these two national societies are included in all aspects of the regional health capacity building programme. Not only is it important that these national societies continue to feel that they are 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.

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 relating to the collective needs of national societies which have optimum impact by being undertaken at a regional level. All activities planned for 2002/3 have been developed from national society needs as identified in the country appeals, and through regional meetings and country visits. In particular, responses to emergency health needs and HIV/AIDS will be specific areas of focus for 2002. The objectives and priorities outlined below are envisaged over the next three to five years, which is well beyond the current Appeal period, and thus longer-term commitments of support are sought.

**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 and emergency health responses which make a positive difference to the health of vulnerable people, with the active participation of national societies in the region in this process.

## **Objectives and activities**

The regional health capacity building programme has three main long-term objectives, which have been modified slightly for 2002/3 to take more account of health in emergencies; HIV/AIDS; safe blood through voluntary non-remunerated donors; and to continue with scaled-up activities for polio eradication. It was also identified during 2001 that the regional health team can play more of an advocacy role, focusing at first on HIV/AIDS; partnership- building; and regional health human and financial resource development.

**Objective 1** Provide technical and financial support for strategic health capacity strengthening, including the management of emergency health situations.

Activities to achieve objective 1 are:

- Establish regional delegation health team as resource centre for the collection and dissemination of available standardised but adaptable tools for all aspects of health programme management
- Develop a regional strategy for better response to and management of emergency health situations
- Develop a tool for measuring the health management capacity of a national society
- Update inventory of all national society health activities
- Undertake an in-depth assessment of the health capacities, activities and vulnerabilities in two national societies

**Objective 2** Provide technical and financial support for national society health programmes in:

- health prevention/promotion/education and basic curative care.
- reproductive and child health.
- First aid.
- Safe blood through voluntary non-remunerated donors.
- HIV/AIDS.
- Polio eradication.
- Emergency health.

Activities to achieve objective 2 are:

- Identify priority needs within each national society as outlined in the country appeal.
- Facilitate provision of support required by each national society.
- Act as an advocate for national society health programmes, through active promotion and awareness-raising of programmes and activities, especially in the area of HIV/AIDS.
- Attract maximum possible funding through the Appeal for national society health programmes.

**Objective 3** Develop a learning environment and facilitate the better utilization of existing intra- and inter-regional resources (human and financial), to include better regional and in-country co-ordination and networking with relevant partners and stakeholders.

Activities to achieve objective 3 are:

- Maintain and develop the database of human health resources available within the region.
- Hold the annual meeting of the South Asia Health Forum in the third quarter of 2002.
- Hold the annual meeting of the South Asia Safe Blood Working Group in mid-2002.
- Establish South Asia regional Task Force on HIV/AIDS (SART) and hold first meeting in March 2002.
- Provide one training workshop as per identified needs .
- Facilitate two specific and focused exchange visits per annum.
- Identify and develop relationships with two key partners at regional level.
- Encourage national societies to identify key in-country partners and stakeholders for improved co-ordination and better uses of limited resources.
- Undertake one piece of research/study on a relevant health issue per annum.
- Facilitate increased publication and dissemination of national society health programmes and activities.

### **Expected results**

- A collection of useful tools for health programme management will have been started by the regional health team and be available for national society use.
- Updated inventories of national societies' health activities and priority needs.
- Two detailed assessments of the health capacities, activities and vulnerabilities in selected national societies.
- Federation regional technical support will have been provided as planned.
- The database of relevant intra- and inter-regional health expertise will be up-to-date.
- A regional strategy for health in emergencies will have been developed.  
Two technical support visits will have been made to India, Nepal and Sri Lanka (the regional health team is based in Pakistan and is thus already working directly with the Pakistan Red Crescent society)
- One technical visit each will have been made to Afghanistan and Bangladesh, in co-ordination with the needs of the respective national societies and country delegations.

- At least 75 per cent of the health funding requirements within the Appeal will have been pledged/received.
- An extended piece of project work on a relevant health-related issue will be available and shared with all national societies.
- The South Asia Health Forum for national society health managers will have met once and produced findings relevant to regional needs.
- The South Asia regional Safe Blood Working Group will have met and produced findings relevant to regional needs.
- The inaugural meeting of SART will have been held and will have developed terms of reference for the focus of its future work.
- Each national society will have measurably improved links/co-ordination with government, non-government and other relevant institutions within its own country.
- One regional training workshop 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.
- At least one health programme or activity from each national society will have been published in a Red Cross/Red Crescent publication or other publication.
- Two key regional partnerships will have been established.

### **Indicators**

- Quarterly narrative and financial reports on the programme will be produced. Additionally, there will be a report from each meeting, training and exchange visit.
- Envisaged project work produced by the health Forum, the Safe Blood Working Group, training workshops and exchange visits might include a draft health management tool from the forum, or a regional strategy for Safe Blood from the Working Group. They will be available within the regional delegation and to all national societies.
- A report will be available from an end-of-year review of the regional health capacity building programme, planned for the last quarter of 2002.

### **Critical assumptions**

- Donor support is maintained. More effort is made to identify possible regional sources for funding the regional health programme.
- SART is successfully established. This requires a Project Co-ordinator for nine months to one year, starting August 2001, with a specific experience in networks and in HIV/AIDS. It also requires the ongoing commitment of all six national societies. The Federation regional health team will act as the Secretariat for SART for a couple of years, until such time as one national society is able to take on this responsibility.

### **Monitoring and evaluation**

- The regional health delegate will undertake ongoing monitoring of the programme against the action plan for the year and additionally produce 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; the Health Forum; Safe Blood Working Group; and SART.
- A full evaluation of the extent to which the programme has had a positive impact on health management capacity within national societies will be undertaken in 2003, to allow sufficient time for changes in health management capacity to have taken place. Baseline information for this will

have been gathered during the inventory and detailed assessment processes, and through the technical visits and regional meetings.

- At the end of 2001, national societies will have been asked to complete a simple questionnaire on how they feel the programme has helped them to develop their health management capacity. This internal review of the programme will be repeated in the last quarter of 2002, and include the regional health delegate, one external colleague and national society representatives.

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## 4. Humanitarian values

### Background and achievements/lessons to date

In recent years, the Federation has come to acknowledge the increasingly important role that advocacy and communications strategies play in supporting institutional and operational objectives globally. It is widely recognised that proactive and well planned communications activities have a direct impact on building a positive image of the Federation and national societies and on their ability to mobilise financial and technical resources for programmes and emergency operations.

Communications has been in the forefront of SARD's response to every major emergency in the region. Recent examples such as the 2001 Gujarat earthquake and the 2000 India floods highlight the significant role played by professional and timely communications support in mobilising local and international support for Federation emergency appeals. A strong information unit in SARD and a well established network of international media contacts has contributed to positioning the Federation as a leader in the field of disaster preparedness and response.

Since 1998 the general strategic direction in communications that the Federation has pursued in South Asia has been to promote the role, Principles and activities of the Federation and its partner national societies, as well as developing the communications capacity of individual national societies through the regional information development programme. In 2001 the Asia Pacific advocacy and communications strategy was developed, with the aim of building on existing regional approaches to communications in order to create an integrated and holistic strategy for the Asia-Pacific region as a whole. The strategy sees 'communications' as the umbrella for traditional information work, PR and the promotion of the Fundamental Principles and humanitarian values. Developing a systematic, coherent and global/regional approach to communications which cuts across all programmes will lend greater coherence and effectiveness to planning and implementing the Federation's objectives across the Asia-Pacific region.

The South Asia regional delegation is now recognised by the international media as a credible and reliable source of information on humanitarian issues. This recognition has only come about because of a high level of engagement with individual correspondents. These relationships need to be constantly developed and consolidated, which requires regular and sustained networking.

Efforts will be made to use the regional delegation's strong links with the media and other external stakeholders to develop more targeted communications activities linked to global Federation advocacy priorities, such as reducing the stigma and discrimination surrounding HIV/AIDS. In addition, specific support will be provided to national societies to launch National First Aid Days, and campaigns to counter abuse of the emblem, which will be co-ordinated closely with the ICRC. While continuing to respond to rapid onset disasters in the region, in 2002 - 2003 more focus will be placed on developing advocacy and media strategies featuring slow onset and forgotten disasters in the region, in particular the humanitarian crisis in Afghanistan.

A series of 'issue based editorials' based on core programme areas will be commissioned from leading regional journalists for use within the Movement and externally. Greater effort will also be invested in actively marketing Federation and national society activities in the region through the Federation web site and the Asia Pacific FOCUS Magazine.

In order to build a framework around the promotion of the Fundamental Principles and humanitarian values, SARD will liaise closely with national societies and the ICRC in the region to develop and introduce relevant training materials that will be incorporated into current and future national society

programme design. These materials will be based on the Federation's 'Better Programme Initiative' methodology and the 'From Principles to Action' training materials currently being developed by the Secretariat.

While there are many national society and Federation activities in the region that illustrate humanitarian values in practice, the impact of these activities needs to be better publicised. Case studies that highlight how Federation and national society programmes are actively influencing and changing people's attitudes and behaviour will be researched and shared within the Federation to enhance understanding of the application of humanitarian values in different cultures as a basis for future programme development. In 2002 it is anticipated that the post of regional information delegate will be filled by local recruitment, in line with the Federation's continued drive towards regional recruitment.

**Goal** To implement a range of communications and advocacy initiatives that achieve a greater degree of visibility, credibility, co-operation and support for Red Cross Red Crescent activities in South Asia and a better understanding of the Movement's Fundamental Principles and humanitarian values among internal and external stakeholders.

## **Objectives and activities**

**Objective 1** To expand strategic links with local and international media in order to promote and advocate for the strategic priorities of the Federation.

Activities to achieve objective 1 are:

- Further develop, update and expand the network of media contacts within the South Asia region and compile a comprehensive database of key media contacts.
- Continue to service the information needs of the media, particularly in the event of rapid onset disasters, by providing spokespeople, briefings and logistical support.
- Maintain and expand the regular flow of publicity materials (including press releases, publications, photographs, video footage) to contacts in the international and regional media.
- Continue to facilitate field trips to Federation/national society programmes by visiting international media, in co-operation with the communications departments of participating national societies and the Federation Secretariat.
- Establish an annual 'First Aid Day' in each country across South Asia in September 2002 and provide support for the development and implementation of national society advocacy and communication campaigns to highlight the day in 2002 and 2003.
- In co-operation with national society information departments, identify and initiate publicity activities based on key calendar events, including polio national immunisation days, World Water Day and International Day of Disaster Reduction.
- In collaboration with the ICRC, provide support for the development and implementation of advocacy and communications strategies linked to national society campaigns to counter abuse of the Red Cross emblem. National society publicity campaigns will be launched on 8 May 8 2002.
- In December 2002 and December 2003, provide support for the development and implementation of national society advocacy and communications strategies to mark 'World Aids Day' and aimed at reducing discrimination and stigma associated with HIV/AIDS.
- In 2002 devise and implement an advocacy and communications strategy to highlight the humanitarian crisis in Afghanistan, including the production of a video for distribution to donors and the media.
- Commission at least eight advocacy led articles by leading journalists in the region, focusing on the four core areas, to be used both internally and externally.
- Organize a minimum of two workshops in 2002 on 'humanitarian reporting' for undergraduates at colleges of journalism in India.

**Objective 2** To achieve a greater degree of co-operation and support from key external stakeholders (including diplomatic missions, the corporate sector, civil authorities, the media, NGOs, INGOs) through more effective marketing of the Federation.

Activities to achieve objective 2 are:

- Develop strategies to market and promote the 2002 and 2003 World Disasters Report and provide support to each national society in the region to launch the Report.
- In 2002 and 2003 implement PR and marketing strategies to promote the Federation's Emergency Appeal.
- Continue to submit regular editorial contributions to the Federation's Asia-Pacific FOCUS magazine and expand its distribution to a broader readership base of stakeholders in the region (corporate, political and non-governmental).
- Provide a regular flow of relevant editorial input to the Asia-Pacific regional "window" on the Federation's main web site.
- Participate in six monthly strategic planning meetings with counterparts in the regional information unit for South East Asia.

**Objective 3** To promote an understanding and application of the Fundamental Principles and humanitarian values within national societies in the region.

Activities to achieve objective 3 are:

- Integrate a module into national society dissemination training programmes using the existing "Principles to Action" training materials and materials currently being developed.
- Identify and research four case studies that exemplify best practice in national society programmes promoting the Fundamental Principles, combating discrimination in the community and promoting a culture of non-violence.

**Objective 4** To fill the post of the SARD regional information delegate by local recruitment.

Activities to achieve objective 4 are:

- By the end of the first quarter of 2002, recruit an information officer from the South Asia region to replace the regional information delegate in September 2002.
- Provide a structured induction and technical training for the regional information officer.

### **Expected results by the end of 2002-2003**

Objective 1 are:

- The regional and international media will increasingly recognise the Federation as a reliable and credible source of information on humanitarian issues.
- The Federation will be recognised by stakeholders as a lead agency in disaster preparedness and response.
- National societies will gain increased recognition for their first aid services, resulting in greater income generation potential.
- The Federation and national societies will have capitalised upon opportunities to advocate on strategic priority issues including discrimination linked to HIV/AIDS.
- Federation operations in Afghanistan will attract greater donor support.
- Journalism graduates will have a greater understanding of the Federation and how to report on humanitarian issues.

Objective 2:

- The launch of the World Disasters Report will have received a greater degree of coverage in international and regional media and wider distribution amongst target audiences.
- The Emergency Appeal will have attracted a greater degree of support from regional donors.
- Federation and national society activities in South Asia will gain greater exposure to a wider audience through Asia Pacific FOCUS magazine.
- Federation and national societies will achieve a greater level of visibility via the Federation's web site.
- Closer collaboration in communications planning and a common approach to the development of communications initiatives and activities in the Asia Pacific region.

#### Objective 3:

- The motivation and quality of national society staff will have increased, based on a greater understanding of the Fundamental Principles.
- 'Best practice' case studies of national society programmes will serve as practical examples of the application of the Fundamental Principles that will enhance future programme planning.
- Better understanding within the Movement of how the Fundamental Principles are perceived in the context of South Asia, particularly in peacetime situations.

#### Objective 4:

- The regional information delegate will be replaced by a well trained, locally recruited information officer.

### Indicators

#### Objective 1:

- A quantifiable rise in regional and international media coverage of the Federation and national societies.
- The Federation's priorities in advocacy will have been highlighted in international and regional media and in certain cases will have provoked political debate.
- Discrimination against HIV/AIDS sufferers in South Asia will have become a prominent issue in the South Asian media.
- A greater degree of donor support and interest for Federation and national society programmes in the region.
- Revenue generated through national society first aid training programmes will rise.
- The Federation's operation in Afghanistan receives higher levels of donor support.

#### Objective 2:

- The World Disasters Report generates higher sales within the region and contributes to building direct links with peer groups.
- The Emergency Appeal generates a marked increase in funding levels for SARD and national societies in the region.
- Increased levels in editorial submissions by national societies for publication in FOCUS Magazine.
- Greater number of South Asian news stories appearing on the Federation web site and other sites linked to it.

#### Objective 3:

- The availability of training materials on the Fundamental Principles and evidence of their use by national societies.
- The collation of research, and publication as appropriate, of best practice case studies illustrating the application of the Fundamental Principles and humanitarian values.

- Evidence of the application of the Better Programme Initiative and the Fundamental Principles in national society service delivery and advocacy.

### **Critical Assumptions**

- Workload associated with rapid onset disasters does not disrupt the implementation of the programme.
- Donor commitment to the programme rises significantly.
- National societies take greater ownership of FOCUS magazine.
- National societies devote greater financial and human resources to their communications programmes.
- National societies retain their current information staff.
- National societies commit sufficient management support to their communications programmes.
- No reduction in capacity of the SARD information unit.

### **Monitoring and evaluation**

- Regular assessment visits to national societies by the regional information delegate, and feedback from country based regional delegates.
- Reporting on the programme via the six monthly Operations Updates.
- Annual regional meetings with national society information counterparts.
- SARD quarterly planning meetings.
- Press clippings and media reports will be collated and distributed accordingly.

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## 5. Regional organisational and resource development programme

- **Organizational development (OD)**
- **Finance development**
- **Information development**
- **Resource development.**

### Background and achievements/lessons to date

The next phase of the organisational development programme will be to continue to build on the areas of common concern identified by all national societies during the Strategic Planning workshops in 2000 and to undertake a regional and mutually-reinforcing approach to resolving them. In response to the mandates given by the regional secretary generals meetings during 2000/01, a number of regional approaches have been implemented to enable national societies to build each others' capacities through knowledge sharing and mutual training mechanisms.

In December 2000 a regional Human Resource Development working group comprising of the HRD managers of all 6 national societies met to begin to develop common minimum guidelines for effective HRD policies and strategies for staff and volunteers. The report from the meeting is to be integrated into each national society's ongoing HRD internal discussions, and an OD workshop encompassing change management, HRD, and organisational restructuring modules, held in October 2001 for senior management of all national societies, will ensure that HRD processes are updated and remain at the heart of all change processes in national societies.

In June 2001 a regional Constitution Review workshop was held for senior governance (chairpersons, legal advisers to the board, and secretary generals of all national societies) to initiate a common and mutually supportive approach to revising the region's constitutions according to the "Guidance for national societies' Statutes" promoted by the Federation's Governing Board of May 2000. This successful process, with co-facilitation by ICRC colleagues, to reinforce the Movement's support to initiatives to strengthen the legal base of all national societies, is to be followed up with support to the individual country action plans agreed on at the meeting for taking constitution revision forwards.

Targeted and specific country-level support work remains an organisational development priority for the region, and the regional organisational delegate has facilitated Country Assistance Strategy workshops in Afghanistan, Nepal and Bangladesh within an overall strategic planning methodology to build long-term and sustainable planning skills in each national society.

The OD programme for 2002/3 aims to build on the 2001 activities and initiate a number of new activities reinforcing mutual capacity building between national societies. Examples of this are: the three-month staff on loan positions planned to enable experienced trainers in Gender and Human Resource Development, and Resource Development from Nepal Red Cross to train other trainers in the other five national societies in a move to develop similar high quality programmes in these areas; and setting up a "Volunteer Expert Network" in South Asia consistent with the Federation's "Volunteer 2005" aim of implementing more effective and diversity-sensitive volunteer recruitment and development programmes in all national societies.

Since 1998 the SARD information department has implemented a range of activities aimed at strengthening the communications capacity of national societies in the region. This programme is intended to complement the commitment made by each national society in the Hanoi declaration of 1998, which recognised communications as one of the priority areas for the Movement in the region.: *“We will progressively improve our ability to publicize the activities and enhance the image not only of our own national societies but of the movement as a whole, thereby building public, corporate and government support to our national and international operations”*

The focus for the SARD information delegate has been to support the development of information departments within each national society by providing technical support and communications training to information officers, key personnel in management and volunteers through a series of national and regional communications workshops. Although marked progress has been made in raising the profile of the national societies, the communications capacity of each society remains vulnerable, as most information departments maintain only one information officer at national headquarters level to service all communications needs. This hampers the ability of information officers to work strategically. To meet expectations, national society senior management needs to commit a higher degree of management support and adequate resources to their information service.

In 2002 the SARD information department will implement the Federation’s Asia Pacific Regional Communications Strategy 2001-05 which will evolve into a wider ‘marketing and communications strategy’ for the region. On a sub-regional level, developing a more consistent and systematic approach to communications will lend greater coherence and effectiveness towards supporting the development of national societies across South Asia.

The primary focus for 2002-2003 will be to continue to improve the technical skills of national society information staff through training, secondments and exchanges, but also to integrate advocacy and communications components into training provided by other SARD regional programmes such as DP/disaster response and health. Greater emphasis will also be placed on targeted training of senior management by including training components into regional forums and workshops.

The regional Financial Development Programme (RFD) in South Asia has succeeded in developing a regional approach to building the capacities of national societies by following a stepped and planned list of activities. To date the programme has achieved a consistent approach in four of the national societies - Pakistan, Sri Lanka, Nepal and India - to orientation for national headquarters staff on Federation standards and requirements in budgeting and reporting, and in agreeing a phased activity plan to develop the capacities of financial management and accounts staff at headquarters and in the branches of each society.

The regional finance unit (RFU) continued to support the national societies of the region in introducing computerization of their accounts. As of May 2001 the regional finance development delegate position has been phased out in favour of a regionally recruited finance development manager.

The continuation of the programme into 2002/3 is based on further capacity building visits to national societies to help them develop financial management capacities enabling them to manage national society resources independently and minimize their dependence on Federation delegations.

Under this project, training workshops have been organized for personnel involved in the finance development programmes of all national societies in the region to plan detailed programmes, share experiences, and identify mutual capacity building strategies. One of the most successful regional capacity building exercises in 2001 was the exposure and training visit of the new finance director of

the Indian Red Cross to the Nepal Red Cross society. The visit was facilitated by the regional finance development manager and immediate impact was felt when a number of outstanding financial management issues in the Indian Red Cross were resolved.

Further secondments from the finance departments of regional national societies to sister societies and to SARD are being planned, to enable selected national society colleagues to gain experience of, and exposure to, different working practices.

## Organizational development programme

**Goal** 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 governance and management standards in all national societies.

### Objectives and activities

**Objective 1** To develop and implement common standards regarding measurable progress towards the “Characteristics of well-functioning societies” by supporting the revision of the statutes of 5 national societies.

Activities to achieve objective 1 are:

- Provide during 2002 support to the 5 national societies who are undertaking a constitutional revision and review progress through the regional secretary generals’ meeting.
- Conduct a regional review workshop of progress in early 2003 with ICRC and explore fresh Red Cross legislative frameworks to protect the new constitution in each country, using a regional knowledge sharing approach between the national societies.

**Objective 2** To build strategic management capacity in all societies by implementing a regional approach to management development programmes to strengthen further the strategic change management skills needed to deliver the change objectives of “Strategy 2010”.

Activities to achieve objective 2 are:

- Conduct a regional OD training event for the senior OD counterparts of all 6 national societies in order to continue to build and share culturally appropriate and successful change management skills and competencies needed for strategic change.
- Through the above process, achieve a regional standard for management development training, and a follow-up implementation plan for each national society at country level.

**Objective 3** To build a regional approach to human resource development and maximise internal training capacities in all national societies .

Activities to achieve objective 3:

- Facilitate and develop an annual regional training forum on human resource development standards, by bringing together HRD managers from all national societies to share existing strategies and good practice, draw on global good practice guidelines, and 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, train each other, 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 by creating staff on loan training programmes

between national societies in which their in-region experienced training resource people train others in techniques to enhance participation of women and youth in all programmes at all levels.

- Conduct a regional workshop on the Federation's Volunteering Policy in keeping with the "Volunteer 2005" Strategy, and set up a regional annual meeting of a Volunteer Expert Network to enable national societies to share resource persons experienced in implementing effective volunteer recruitment and development strategies.

### **Expected results by end of 2003**

#### Objective 1:

- National societies in the region will have developed drafts of changes to their constitutions with the support of the Federation and ICRC regional OD and co-operation counterparts.
- A regional review meeting in 2003 for senior governance will have provided a refreshed approach to updating Red Cross/Red Crescent Laws to protect individual national societies as a result of experience sharing of successful models of promoting legislative change.

#### Objective 2:

- In addition to secretary generals, each national society will have a nominated senior director as OD counterpart who will be responsible for building management competencies to support strategic change goals internally to regionally identified and shared standards.
- Organizational change processes of all national societies will have been effectively supported and implemented to a level congruent with the "Characteristics of a Well-Functioning national society", through the application of strategic management tools. National societies will have developed a realistic 3 year change plan, regularly reviewed and adapted through ongoing evaluation and monitoring processes at institutional level.

#### Objective 3:

- There will be a commonly agreed and consistent set of Human Resource Development guidelines in the region, building on shared learning and good practice of all national societies.
- A regional resource persons pool to support HRD training of trainers between national societies will have increased the total training resources available in the region, provided personal and professional development opportunities to those selected to train others, built long term sustainable internal training capacities of all national societies, and have reduced dependency on delegates and external expertise.
- National societies will have incorporated gender awareness and youth involvement in the regular planning process and programmes.
- National societies will have volunteering policies that increase the resources they expend on managing and developing volunteers to higher standards. A Volunteer Expert Network will also help societies exchange mutual strategies and skills, and help them to network with and learn from other resource agencies with experience in successful volunteer management skills.

#### Objective 4:

- National societies will have begun to develop strategies for human resource development, income generation and good governance .

### **Indicators**

- National societies have made noticeable and measurable progress towards "Characteristics of a well-functioning national society".

- National societies have qualitatively improved their overall strategic management capacity as well as their staff and volunteer management.
- National societies produce quality planning documents and effective feedback on programme implementation.
- The number of Federation or bilateral delegates has gradually decreased 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.

## Regional finance development programme

**Goal** To assist the regional national societies to build up and develop their financial management capacities and to enable them to have transparent systems of accounting, with appropriate internal controls, able to produce timely, accurate and transparent financial reporting for external donors and internal management purposes.

### Objectives and activities

**Objective 1** To ensure that regional national societies benefit from the experience of regional sister societies in developing common standards in finance development plans.

Activity to achieve objective 1:

- A regional workshop will be held for the main participants in each country finance development programme to discuss the progress of the programmes and to plan the way forward, including mutually supporting activities and exposure programmes.

**Objective 2** To improve national societies' financial systems and procedures taking into consideration existing capacities, within a regional framework for planned capacity building plans.

Activities to achieve objective 2:

- The regional finance development manager will co-ordinate assistance for developing financial procedures manuals endorsed by the board of each society to common regional quality standards.
- The regional finance development manager will provide technical assistance to national societies to enable them to develop sound, transparent and effective manual accounting procedures.
- Promote a common standard of computerization of societies' financial accounts across the region once each society has shown capacity to implement and maintain manual prepared accounts according to a phased regional plan.

**Objective 3** Strengthen the capacity of national society staff and arrange appropriate training when required.

Activities to achieve objective 3:

- Regional finance development manager will assist in identification of appropriate training possibilities in external training institutions, preferably within the region, as requested by national society finance personnel in the region.
- Facilitate a series of exposure visits of selected finance personnel between national societies in the region to build mutual capacities and share experiences.

### Expected results by the end of 2003

- The approach to finance development projects throughout the region will be consistent.
- National societies will have a technically trained cadre of finance management staff at national headquarters level to improve management information systems.
- Financial reporting will have increased in timeliness and accuracy.
- National societies' dependence on Federation country and regional delegations will have decreased.
- A regional resource pool of technically trained finance staff will support each other in building capacities.
- In some national societies capacity building of finance personnel and computerization of accounts will have percolated to branch level.
- The experience of national societies who are already making progress with a finance development programme (e.g. the Nepal Red Cross society) will have been shared with all regional societies in 2002/2003.

### Indicators

- Updated financial procedures manuals will be available in all national societies, being initiated in the priority countries in 2002.
- Utilization of available regional expertise to support the development of sound manual procedures will have been conducted in 2002/2003 through exposure visits and mutual training events.
- An appropriate financial software programme will have been identified, implemented and be fully running in a minimum of 2 national societies in the region by 2002/2003.
- Training for national society staff will have taken place, in response to requests originating from national societies in the region.

## Information Development Programme

**Goal** To enable national societies in the region to attain a greater degree of visibility and support among key stakeholders by promoting their activities and the Fundamental Principles through effective and professional advocacy and communications strategies.

### Objectives and activities

**Objective 1** To support the development of a well functioning communications capacity within each of the national societies in the region through technical support, mutual learning and training initiatives.

Activities to achieve objective 1 are:

- Continue to support the development of advocacy and communication strategies for each national society in the region where appropriate.
- Organize one regional communications and advocacy training workshop each year for national society information staff.
- Provide communications training (particularly media training) to national society senior management at one regional forum in 2002 and one in 2003.
- During 2002 and 2003 integrate and implement communications training modules into training workshops initiated by other regional programmes, where appropriate (*DP/disaster response and health*).
- Develop a generic communications training module by the end of 2003 based on the Federation's revised Communicators Guide, to be used in national society training programmes.

- Continue to support short term secondments of national society information staff from the region to the SARD information department, with two secondments in 2002 and a further two in 2003.
- Support short term exchange visits by national society information officers to other national society information departments within the region. Two exchanges will take place in 2002 and two in 2003.
- Support the development of web sites for each national society in 2002-2003.

### **Expected results**

#### Objective 1:

- By the end of 2003, the information officers of each national society will have the requisite skills to independently deliver effective advocacy and communications programmes for their national society.
- By the end of 2003, all information officers will have undergone secondments to SARD and will have participated in exchange visits, and an information network will exist within the region that will enable improved knowledge sharing between national society information officers and the SARD information department.
- By the end of 2003 there will be a heightened awareness and support for information programmes among national society senior management, resulting in a greater allocation of resources to national society information departments.
- During 2002 and 2003 the inclusion of communications training modules into workshops and seminars organized by other SARD regional programmes will have benefited a much wider section of national society management and programme staff at headquarters and branch levels.
- By the end of 2002 each national society will have a communications training module to utilise in cross-sectoral training programmes at national and branch levels.
- By the end of 2002 each national society will have a well designed and maintained web site that will be used to actively market each society's activities.

### **Indicators**

- Increased levels of professionalism in advocacy and communications among national society information staff will result in a quantifiably higher level of positive media coverage of national society events and activities.
- Improved networking between national society information officers will foster a greater degree of communication and knowledge sharing between national society information staff and the SARD information department.
- Increased visibility of national societies will produce increased levels of donor support and improved linkages with counterparts in national governments and peer organisations.
- Increased acknowledgement of the role of advocacy and communications by national society senior management will lead to improved internal communications within each national society and well resourced information departments.
- The promotional activities of each national society will be more representative of all programme areas at headquarters and branch levels.
- National society web sites will generate marked levels of new support (including donors and volunteers) for each society.

## **Resource Development Programme**

**Goal** To support the regional national societies in developing effective financial resource mobilization strategies.

## Objectives and activities

**Objective 1** To promote effective local resource mobilization and income diversification strategies in all 6 national societies by facilitating mutual capacity building and sharing of successfully documented case studies and developing a regional resource group of fund raising personnel.

Activities to achieve objective 1 are:

- Conduct a regional resource mobilization workshop for all 6 national societies for experience sharing, learning, and common strengthening of techniques to raise diversified funds, using successful documented case studies on sustainable models of funding core costs, as well as locally generated income programmes.
- Develop an annual regional forum for fund raising managers to share experience and successful strategies, and to draw on the experience and competencies of other key regional institutions promoting local resource mobilization (e.g. the South Asia Fund Raising Group resource agency).
- Support national societies in designing and implementing follow-up country-specific training programmes using experienced fund raising staff from one society to facilitate learning and planning in other societies, in an effort to help national societies to develop new approaches to sustainable resource development.

## Expected results by end of 2003

Objective 1:

- A regional training workshop on resource development will have been conducted, followed by country-specific training programmes, in an effort to help national societies to develop new approaches to sustainable resource development.
- Societies will be regularly exchanging successful resource mobilization techniques and resource persons to develop common regional learning on culturally appropriate fund raising techniques.
- Using this new knowledge national societies will have designed their own resource development strategies, and successfully diversified and considerably increased their income.

## Indicators

- National societies have made noticeable and measurable progress towards “Characteristics of a well-functioning national society”.
- National societies have qualitatively improved their overall strategic management capacity as well as their staff and volunteer management.
- National societies produce quality planning documents and effective feedback on programme implementation.
- Financial support to national societies is increasing as a result of implementing strategic communications plans, integrated with resource mobilization targets.
- National societies have measurably increased their resource mobilization capacity, and sustainable income has increased against benchmarked indicators.
- The number of Federation or bilateral delegates has gradually decreased due to an increase in societies’ efforts in exchanging their operational personnel and building each others’ institutional capacity.
- Positive feedback from national societies on the performance of regional and country delegates, specifically the assistance of OD, finance development, and information development delegates 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 regional national societies.
- Experience gained in different national societies' programmes taken into account by the other societies.
- An increase in technical skills and cultural awareness will be seen in staff who have taken part in the exchange programmes.
- Media coverage throughout the region will increasingly reflect the activities, Principles and humanitarian values of the Red Cross and Red Crescent Movement
- An increased level of collaboration and co-ordination between information counterparts in SARD and the regional delegation in Bangkok will result in significant improvements to regional communications mechanisms.
- Increased communications capacity will translate into increased recognition and measurable support for the work of national societies among donors, governments, the public and potential volunteers.

### **Critical assumptions**

- The programme receives adequate, stable and timely funding for the detailed project phases; supporters commit themselves to long-term funding.
- Large-scale relief operations do not hamper or displace funding for the implementation of this programme, or distract from its priorities.
- National societies reach a consensus on the need for a mutual exchange programme to achieve institutional capacity building and, once this is achieved, are sufficiently committed to its wider ranging implications and 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 the implementation of the programme.
- Full commitment, interest and engagement of societies in the region to the objectives and expected outcomes of this programme.
- Stability in staff with appropriate competencies in the national societies and increase in staffing levels if required.
- Full co-operation from other regional programmes and delegates.

### **Monitoring and evaluation**

*The monitoring of the programme will be undertaken in the following ways:*

- Regular assessment by the regional technical delegates through regular reporting by national societies to SARD, as well as through feedback from country-based Federation delegations and national societies in regional secretary generals' meetings and other regional forums.
- Impact of the programme will be highlighted in the SARD six monthly Operations Update.
- Monitoring visits to national societies will be undertaken by the SARD delegates.
- Media coverage will be monitored by national societies and shared with SARD.
- Progress against objectives will be evaluated at the yearly regional communications workshops.
- Reports on the regional workshops will be produced and distributed.

*The evaluation of the programme will be undertaken in the following ways:*

- Joint missions 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 2002, with annual reviews at year end and a final evaluation by the end of 2003.

- The regional finance development manager will report quarterly to the regional head of delegation and a mid-term review of the programme will be conducted internally by the end of 2002.
- A final evaluation of the finance programme will be conducted by the end of 2003 with the support of other Federation technical delegates, and may include participation from the regional finance unit in Kuala Lumpur.

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## 6. Regional co-operation

### Background and achievements/lessons to date

The Federation established a regional delegation in South Asia in 1998 with a clear objective to increase networking and facilitate co-operation between South Asian national societies. Its other main task was to build national societies' capacities. Since its inception, the regional delegation has been working towards this goal through forums such as secretary general meetings, partnership meetings and various staff exchange programmes.

Another priority function of the delegation is to facilitate advocacy with external institutions such as governments, donors and INGOs on the need for more co-ordinated national and regional strategies to deal with disaster preparedness, and HIV/AIDS awareness and prevention. These two Federation global advocacy themes have been highlighted in South Asia as they are particularly relevant to the need to change the policies and practices of external institutions.

The national societies in South Asia have devised strategies on issues of common interest during the last two years, in addition to their 5 year development plans. Using the Hanoi Declaration within the broader framework of Strategy 2010, the second generation of CAS are nearing completion in Bangladesh and Nepal. A draft regional agreement strategy presented to the secretary generals will be finalized in 2002.

The Hanoi Declaration has been a useful strategic document for the past three years and will be updated and strengthened in the regional conference in Manila in 2002.

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 the initiative, a South Asia regional workshop for preselection and assessment of basic training course (BTC) candidates was conducted in Kathmandu in March 2000, and in July 2001, a BTC was held in Bangladesh. A pool of competent delegates has been built up and co-ordinated by a regional human resources co-ordinator. Delegates from Bangladesh and Nepal were deployed in Pakistan during the response to the crisis in Afghanistan late in 2001.

In 1998, the Federation held its first South Asian partnership meeting for all stakeholders in Delhi. This meeting brought various stakeholders together (regional national societies, ICRC and donor national societies) for the first time. The second of these meetings took place in Kathmandu in March 2000, when a new working model of support was proposed in which all stakeholders joined their efforts and discussed how to establish a common commitment strategy in South Asia.

A partnership meeting was held in New Delhi following the Gujarat earthquake with over 20 participating national societies attending. Although concentrating on the earthquake, participating societies acknowledged the significant co-ordination role played by SARD during the earthquake operation and made commitments to strengthen the regional delegation further.

A major lesson learned is the need to put greater emphasis on constitutional revision, since many national societies' constitutions in South Asia are outdated. To address this, a regional constitutional workshop was held in Sri Lanka in July 2001, facilitated jointly with ICRC, with very positive outcomes. The Sri Lanka Red Cross society has just completed a comprehensive review of its

constitution in line with the Federation's model statutes, and other national societies have review processes underway.

By providing quality regional programmes, acting as a considerate advocate for the most vulnerable, particularly in recent slow-onset disasters, and promoting the work of the national societies and the Federation in South Asia, SARD is now accepted by the national societies, governments, diplomatic community, UN family and NGOs as a key humanitarian player in the region.

**Goal** The overall goal of this programme is to build national societies' confidence in working as a Federation and establishing strong networks between all Movement stakeholders in South Asia.

### **Objectives and activities**

**Objective 1** To provide a regional forum for strengthened relationships between Movement stakeholders (national societies, Federation and ICRC regional and country delegations) and promote specific Federation-facilitated co-operation activities to increase programme co-ordination between all Movement actors in the region.

Activities to achieve objective 1 are:

- Hold a regional partnership meeting to bring together all six national societies in the region, through joint planning and funding between the Federation and ICRC regional and country delegations, and all participating Red Cross or Red Crescent societies that have a vital interest in strengthening the Movement in South Asia. The meeting would aim to strengthen the overall goals of the Movement in the region, and agree to short, medium and long term visions and action plans, and plan for strategic integration and optimum use of available resources to achieve the Movement's overall goals and increase its effectiveness at programme delivery level.
- Agree in the Partnership meeting on how to implement Strategy 2010 objectives involving integrated planning between national societies, Federation and ICRC.
- Participating national societies are partners in support for mutual capacity building between national societies in the region including an in-region pool of human resources to deliver the Federation's overall goals.
- Develop and agree on a clear advocacy strategy across the region that enables the Federation, other Movement stakeholders and the regional national societies to promote changes to the policies and practices of external institutions through effective and focussed programmes, linked to a higher visibility and external communications strategy.

**Objective 2** To continue to increase the pool of talented potential delegates in South Asia and to increase regional exchanges of qualified human resources between regional national societies.

Activities to achieve objective 2 are:

- Organize another regional BTC in South Asia and identify a potential talent pool for Federation and ICRC operations around the world and in the region.
- Establish and maintain a Human Resources Database for South Asia based on preselection criteria, results from successfully completed BTC, second level training, accreditation, career moves and availability for mission.
- Provide formal training to the human resources co-ordinator to further develop technical skills.
- Co-ordination of the process of proposing suitable candidates for open positions - regionally or internationally by: distributing the list of open positions; short-listing candidates proposed by national societies/delegations for final selection to BTC; briefing and induction prior to mission

debriefing and evaluation; and feedback to 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 by end of 2002-2003**

#### Objective 1:

- The partnership meeting will have agreed a collective vision and mission between participating national societies and all Movement partners in the region which will be used to benchmark implementation of Strategy 2010 programmes, and provide strategies for further improving impact.
- Consensus will have been reached between various Red Cross and Red Crescent stakeholders in South Asia on working together, and agreement on a framework will have resulted in finalization and approval of a Regional Assistance Strategy by October 2002.
- Increased support will have been provided to agreed priorities and programmes throughout 2002, building a Movement approach to planning, with the integration of ICRC in CAS and Appeal planning processes as envisaged in the new CAS Guidelines and “Joint Federation/ICRC Working Paper on building national societies capacities”.
- Increased participation of stakeholders in building a long term vision and strategy for each country in South Asia will have continued throughout 2002-03.

#### Objective 2:

- Most of the societies in the region will have provided skilled delegates for Federation and ICRC programmes: eight delegates will have been deployed by the end of 2002 and a total of 14 by the end of 2003.
- There will have been an increase in regional staff exchanges for various programmes, especially in times of major disasters, with at least one per national society and six to SARD in 2002.
- Increased professionalism with which national societies identify and select candidates for BTC and international missions. This will continue during the next two years.

### **Indicators**

#### Objective 1:

- A partnership meeting which attracts a wide base of participants and future partners.
- Production of a regional vision for the Movement as a result of participatory action planning, and forward commitments to support that vision and Appeal plans.
- A shared and owned vision and mission statement that gives all partners in the region clear roles and mutual support strategies which can be monitored on a regular basis through agreements and programme progress reports.

#### Objective 2:

- Organization of BTC with ICRC and number of participants attending BTC.
- Increased number of delegates recruited from the region.
- Standard processes in place and well utilized by the regional national societies for selection of potential delegates.

### **Critical assumptions**

- The programme receives sufficient financial support to be carried out in the detailed project phases and supporters commit themselves to long-term funding.
- Various stakeholders participate and commit themselves to more strategic co-operation within South Asia.
- National societies commit themselves to standards promoted by the programme.
- National societies have the confidence to let their talented staff work outside the society and then reintegrate them into the society at the end of the mission.
- All Movement partners agree to support this regional approach and commit funds, time and personnel to ensure its success.

## **Monitoring and evaluation**

*Monitoring of this programme will be carried out in the following ways :*

- By regular assessment done by the Federation head of regional delegation in consultation with the ICRC regional head of delegation, as well as through feedback from country delegations and national societies.
- The forum of the secretary generals meetings, now held every 6 months in South Asia, is an important monitoring mechanism for feedback on the qualitative and quantitative outcomes of the programme, and for seeking further improvements.

*Evaluation of this programme will be carried out in the following ways :*

- Jointly by the Federation and ICRC, regional delegates, country-based heads of delegations and technical delegates, national societies, Federation Secretariat technical services.
- Participating national society representatives and other supporting agencies, as applicable.
- A mid-term evaluation will be undertaken by the end of 2002 with annual reviews at year end and a final evaluation by the end of 2003.

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## 7. Regional co-ordination and management

### Background and achievements/lessons 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, where there are currently no national societies, although the Federation and ICRC are jointly pursuing the potential establishment of a national society in the Maldives.

The SARD has clear objectives of acting as a focal point for the national societies and country delegations in the region, assisting in the co-ordination of activities and helping to strengthen, develop and build the capacity of the member societies in the region as well-functioning national societies.

Since its establishment, the SARD has worked towards these objectives, as illustrated below:

The decentralization process carried out by the SARD has ensured that two additional 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 continuing strengthening in the relationship between the Federation and the national societies in the region, which can be measured in terms of the quality of the now regular meetings of the secretary generals in South Asia. These meetings started three years ago as a series of unstructured presentations, but now deal with key regional issues such as blood safety, disaster preparedness, and agreed common approaches to issues such as institutional self-analysis, strategic planning, human resource development, and constitutional revision.

The lesson learned in the first three years was to move away from Federation facilitated Secretary Generals meetings to giving them ownership. The most recent planned meeting in Afghanistan unfortunately had to be postponed.

There are many value-added examples of having a strong regional delegation and none better than when the Gujarat earthquake struck. The lead role was played by the Indian Red Cross society, supported by three SARD delegates playing key co-ordination roles before the FACT and ERUs arrived. The regional delegation served as the country operation centre with up to 40 delegates working out of the office for a period of two and a half months and over 800 person-days spent in support of this massive operation. The delegation has also played a serving leader role in advising and supporting bilateral participating national societies. An example of this is facilitating the Spanish Red Cross to set up a major ECHO funded DP programme in Sri Lanka.

Throughout the region, SARD is working very closely with the national societies to identify more closely the optimum country and regional objectives and to set realistic development plans.

The association between the Federation and the ICRC in South Asia is seen as very positive by all national societies in the region. 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 co-operation unit in this

society are being used as examples in other countries. The tripartite process in Sri Lanka also proved very effective during a rigorous year-long constitutional review in 2001.

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

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

### **Objectives and activities**

**Objective 1** To act as the focal point for national societies in the region and to help to develop sustainable processes of mutual capacity building and common programming, by continuing to support jointly with ICRC the regional secretary generals meeting.

Activities to achieve objective 1 are:

- Ensure the secretary generals meeting in the region is held at least once a year, and increase ownership of the meeting by national societies in the region by: increasing their funding of it; managing it; ensuring it is their forum for discussing Geneva policy implementation.
- Hold an annual partnership meeting, which brings together the regional national societies, the Federation and ICRC regional and country delegations, participating national societies and external donor institutions with an interest in the region.
- Continue to take the lead in a strong, strategic planning approach in the region.
- Assist all national societies to undertake a new generation of CAS by end 2002.
- Finalize the Regional Assistance Strategy by end 2002.

**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:

- Meet with regional donor government representatives on a regular basis and develop good relationships.
- Build strategic long term partnership funding plans with bilateral and multilateral donors and ICRC, including their involvement in monitoring, evaluation and learning processes emerging from the programme.
- Map regional donor institutions and recruit a regional donor relationship manager.
- Increase diversified income, cooperate better on use of resources, and increase advocacy opportunities, leading to better positioning and recognition of the Federation as a key commentator on humanitarian trends and issues, with effective programmes in place to address them.
- Develop a regional advocacy strategy, in co-operation with national societies, to highlight South Asia needs within the Federation global advocacy priorities of HIV/AIDS, and disaster preparedness.

**Objective 3** To ensure the implementation of Federation activities in the region, according to integrated and approved plans and budgets between all regional programmes.

Activities to achieve objective 3 are:

- Maintain the lead in a strong strategic planning approach by co-ordinating joint meetings within the delegation and with ICRC at key strategic moments, for planning and evaluating ongoing activities; hold 4 such meetings per year.
- Develop further regional learning fora and human resource strategies such as the staff-on-loan facility to enable common standards of implementation to emerge in implementing the Strategy 2010.
- Implement a Federation/ICRC co-operation strategy regionally, within the framework of the “Joint Working Paper on national societies capacity building”.
- Develop and implement a regional HR strategy and adopt a regional database to facilitate the placement of skilled personnel in short and medium term assignments of a regional or international nature within the Movement.
- Increase focus on training and staff development.

**Objective 4** To undertake joint missions with ICRC to facilitate the emergence of a national society in the Maldives, and to review opportunities to achieve the same objective in Bhutan.

The activity to achieve objective 4 is:

- Continue support with ICRC for a new national society in the Maldives and undertake two further missions a year to develop dialogue and action plans with key stakeholders at national level.

### **Expected results by end of 2002/03**

Objective 1:

- The secretary generals’ meeting will have grown into the key mechanism through which a regional programme is planned, co-ordinated and evaluated during 2002 and 2003.
- The ownership and planning of the meeting will finally have been taken over by the secretary generals themselves in 2002, leading 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 have resulted in the emergence of common standards of quality and performance across the region by 2003.

Objective 2:

- Governments, bilateral and multilateral donors, and other actors with humanitarian interests 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 co-ordinated programme objectives. Building on past progress in this initiative, and using its communication strategy the delegation will have focused and intensified its efforts in 2002.
- A greater number of long term strategic funding partnerships will be in place and will have allowed 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 have been demonstrated in clear tri-partite agreements in each country; these will have optimized the Movement’s resources and overall positioning and impact in India and Nepal by the end of 2002 and in the other countries by 2003.

Objective 3:

- The Federation supported programmes in the region will have benefited from common implementation frameworks and common monitoring and evaluation mechanisms which will have built lateral understanding between national societies and between programmes.

- The Federation will have continued to provide, through its regional and other delegations, a technical and support presence at strategic places, to facilitate the relevant levels of technical support to national societies; this will have resulted in measurable progress of all societies in the region towards the characteristics of well-functioning national societies.
- National societies will have contributed to a skilled regional pool of human resources who will be regularly deployed to enhance mutual capacity building between national societies during 2002 and beyond.
- Regular cross-programme planning and monitoring meetings, co-ordinated where applicable with ICRC, will have enhanced a holistic approach to capacity building in national societies in the region by late 2002.

#### Objective 4 :

- A well-functioning national society in the Maldives will have been established by 2003.

#### Indicators

- Positive feedback from national societies on the performance of regional and country delegates, consultants and others, assisting in the progress towards regional programming.
- Positive feedback from stakeholders on the Federation's regional ability in capacity building.
- Partnership agreements between ICRC, Federation and national societies exist in all countries of the region.
- Long term partnership support to national societies is increasing, based on their credible planning and high quality implementation of programmes.
- National societies have made noticeable and measurable progress towards the characteristics of a well-functioning national society through mutual support strategies.
- A national society in the Maldives will be well-functioning.

#### Critical assumptions

- The programme receives sufficient financial support to be carried out in the detailed project phases, and supporters and partners such as ICRC and donors commit themselves to long-term agreement frameworks and funding where appropriate.
- Large-scale relief operations do not hamper or displace funding for the implementation of this programme, or distract from the above priorities.
- National societies reach a consensus on the need for a regionally co-ordinated approach to organisational capacity building and are sufficiently committed to its wider ranging implications and 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 programme to be implemented.
- Political realities enable the creation of a new national society in the Maldives.

#### Monitoring and evaluation

Monitoring of this programme will be carried out in the following ways:

- Regular assessment by the regional technical delegates, as well as through feedback from country-based Federation and ICRC delegates and national societies.

- The regional secretary generals' meeting will be a forum for regular feedback and structured evaluation of progress against objectives.

Evaluation of this programme will be carried out in the following ways:

- Jointly by Federation regional delegates, country-based technical delegates, national societies, Federation Secretariat technical services, ICRC regional and country delegates, participating national society representatives and other supporting agencies as applicable.
- A mid-term evaluation will be undertaken by the end of 2002 with annual reviews at each year's end and a final evaluation by the end of 2003.

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<b>PROGRAMME BUDGETS - 2002</b>								
Delegation SARD								
PROGRAMME	Disaster Resp	Disaster Prep	Health & Care	Human Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	24'000	0	0	0	0	0	0	24'000
Clothing & Textiles	2'800	0	0	0	0	0	0	2'800
Food & Seeds	1'000	0	0	0	0	0	0	1'000
Water	200	0	0	0	0	0	0	200
Medical & 1st Aid	1'000	0	0	0	0	0	0	1'000
Teaching Materials	2'000	0	0	0	0	0	0	2'000
Ustensils & Tools	1'400	0	0	0	0	0	0	1'400
Other Relief Supplies	4'000	0	0	0	0	0	0	4'000
<b>Subtotal Supplies</b>	<b>36'400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36'400</b>
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	25'000	0	0	0	0	0	0	25'000
Computer & Telecom	42'700	0	1'000	0	3'000	0	10'425	57'125
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	12'500	0	6'000	0	2'000	0	12'500	33'000
<b>Subtotal Capital</b>	<b>80'200</b>	<b>0</b>	<b>7'000</b>	<b>0</b>	<b>5'000</b>	<b>0</b>	<b>22'925</b>	<b>115'125</b>
Programme Management	29'266	25'867	26'386	5'919	46'796	2'701	61'901	198'836
Technical Services	8'761	7'743	7'898	1'772	14'008	809	18'530	59'521
Professional Services	9'716	8'587	8'759	1'965	15'535	897	20'550	66'008
<b>Subtotal Programme Support</b>	<b>47'742</b>	<b>42'197</b>	<b>43'043</b>	<b>9'656</b>	<b>76'340</b>	<b>4'406</b>	<b>100'980</b>	<b>324'365</b>
Warehousing/Inspection	0	0	0	0	0	0	2'168	2'168
Transport & Vehicles	5'600	0	0	0	0	0	40'608	46'208
<b>Subtotal Transport &amp; Storage</b>	<b>5'600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42'776</b>	<b>48'376</b>
Delegates & Expatriates	108'550	107'050	125'700	5'000	240'880	0	332'030	919'210
National Societies and Local Staff	42'330	85'760	73'100	6'675	131'597	12'650	156'420	508'532
<b>Subtotal Personnel</b>	<b>150'880</b>	<b>192'810</b>	<b>198'800</b>	<b>11'675</b>	<b>372'477</b>	<b>12'650</b>	<b>488'450</b>	<b>1'427'742</b>
Travel & Related Expenses	26'200	37'200	27'000	16'000	34'500	0	31'900	172'800
Information	5'000	14'400	2'600	41'600	0	0	6'530	70'130
Consultants	0	0	0	7'650	5'000	0	12'550	25'200
General Expenses	22'000	13'000	25'360	1'200	23'680	0	161'893	247'133
Training Workshops & Seminars	60'000	84'000	87'500	0	177'000	23'000	50'000	481'500
Security	0	0	0	0	0	0	0	0
<b>Subtotal Training, Information &amp; General</b>	<b>113'200</b>	<b>148'600</b>	<b>142'460</b>	<b>66'450</b>	<b>240'180</b>	<b>23'000</b>	<b>262'873</b>	<b>996'763</b>
<b>TOTAL BUDGET</b>	<b>434'022</b>	<b>383'607</b>	<b>391'303</b>	<b>87'781</b>	<b>693'997</b>	<b>40'056</b>	<b>918'004</b>	<b>2'948'771</b>