

ANNUAL REPORT



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

SOUTH ASIA

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 178 countries. For more information: www.ifrc.org

Appeal No. 01.24/2002; Appeal target: CHF 2,948,770; Budget revised to CHF 2,964,976; Appeal coverage: 64%

Operational Developments:

Events of September 11 in 2001 have changed the course of history in South Asia. These events have further destabilized the region which is impacting the whole world. Afghanistan is struggling to find some semblance of peace while border tensions between Pakistan and India have caused grave concern for the region's future. The conflict and political situation in Nepal was alarming and added another dimension of insecurity in a region with porous borders which allows growing violence, HIV/AIDS, human trafficking, and population movements. These borders pay no regard to natural disasters which can decimate hard gained economic improvements.

The National Societies were acknowledging their need to increase their response capacity in the Border States, with the support of ICRC. The heightening of tension in May/June between Pakistan and India and the deteriorating situation in Nepal in terms of insurgency in opposition to the Government meant that some delegates were redeployed in Sri Lanka for two weeks in early June, and country programmes in Nepal were hampered.

Further instability in India, but at least from a security point treated as separate from the above mentioned events, were the events in India's western state of Gujarat. The state was subjected to serious communal unrest and violence after an attack on an Ahmedabad bound passenger train at Godhra railway station at the end of February. The communal riots claimed about 1,000 lives and the homes of 100,000 people.

The positive exception throughout the year was Sri Lanka. As the cease fire continues to hold and peace prevails, new opportunities are arising for the Federation and ICRC to strengthen further the capacity of the Sri Lanka Red Cross in hitherto remote, and difficult to reach, branches.

Objectives, Achievements and Constraints

Overall objective for the operation:

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

The mission of SARD is 'to work as a co-ordinated Federation team with all members of the Red Cross and Red Crescent Movement and external stakeholders to facilitate better use of regional resources, mutual learning and support between National Societies and other partners to deliver self-sufficient, relevant programmes in disaster preparedness and response, health and care in the community, and the promotion of humanitarian values'.

Priority programmes for Federation assistance (as per the South Asia appeal for 2002):

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 scaling up of HIV/AIDS) programmes.
- Organizational, finance and resource development.
- Information and advocacy strengthening and the promotion of humanitarian values.

The regional priorities continue to be developed through regular and intensive consultative process commencing with the Hanoi Declaration and followed by biannual Secretaries General meetings, regional partnership meetings and various regional technical meetings. The cumulative result of this process was made during the meeting of the South Asia Secretaries General meeting in Islamabad in August 2002, when the 'Kabul Pledge' was adopted by all National Societies in the region. The Kabul Pledge is a strong commitment from all six Societies to strengthen collectively their National Societies and to be role models for change.

Summary of objectives, achievements and constraints: The regional programmes were generally progressing well during the year, in line with objectives, with the exception of the regional Health Programme, after the tragic death of the Regional Health Delegate in August. A review of the regional health programme will be done shortly to equip National Societies and the incoming health delegate with the latest needs and priorities.

Despite continuing security issues in some countries, the regional programmes, with the exception of the regional Disaster Response programme, were also in line with their revised budgets. The DR programme had a balance, mainly due to a postponed regional workshop. The workshop is now planned to be carried out during the first quarter of 2003.

Significant progress was made in strengthening the National Societies including: a Secretary Generals meeting, a regional partnership meeting, the development of a RCAS and a regional change management workshop, establishment of a new HIV/AIDS network, Reach Out, a new initiative designed to increase knowledge and sensitize people to improve working practices with refugees/IDPs, Better Programme Initiative (BPI), and continuing constitutional review.

Introducing the Strategy for the Movement as a co-ordination tool with the National Societies and ICRC, will enhance better co-ordination of resources. The strategy for the Movement is the framework for the regional CAS and has wide ownership by all National Societies in South Asia and major stakeholders. The Societies are providing a steadily improving service delivery to the most vulnerable populations while building stronger relationships with existing partners and cultivating new partners.

One of the major outcomes is the action points in the Kabul Pledge, adopted by all National Societies in South Asia at a Secretaries General Meeting in August. The Kabul Pledge displays a great commitment from all six National Societies to collectively strengthen their Societies and to be role models for change.

The regional disaster preparedness (DP) Policy Priorities document was finalized. It was unanimously adopted by all senior Disaster Management participants in Sri Lanka in July and later approved by the South Asian Secretaries General.

The 6th Asia and Pacific Conference¹ took place in Manila in November and the Manila Action Plan committed National Societies to focus more on population movements. In anticipation of this, a Regional Population Movement coordinator, an Afghan national, started her work in early October. The Manila Action Plan and other developments, such as the implementation of the Secretariat Change Strategy, are being incorporated into the 4th draft Regional Cooperation Agreement Strategy. Further input from partners as previously requested is welcomed. Regional progress was also made in areas such as:

- Vulnerability and Capacity Assessment - the outcome of a workshop held in October will provide important directions to the development of Disaster Management plans in National Societies;
- Constitution revision - the National Societies' in the region reaffirmed their collective commitments in this area. A regional branch development workshop in December confirmed that a strong legal base is an essential foundation of an overall organizational strengthening process. In this context significant progress has been made in all Societies, inspired by the successful completion of the processes and the creation of regional role models in Sri Lanka and Nepal.
- Planning and reporting - four National Society reporting focal points are in place in the region to improve reporting and capacity building in this area. This is partly the result of the first Regional Planning and Reporting workshop in the region, in October.
- Better Programme Initiative - National Societies programme planning in conflict sensitive areas has improved after a training of trainers (ToT) course in December in Nepal.
- Information Technology - strategies to maximize the use of effective Information Technology (IT) to manage the flow of information have been shared between Pakistan, Nepal and Indian RC/RC Societies, using Nepal Red Cross experience of networking as an example.

Disaster Response

Goal: Rapid and effective disaster response by South Asia National Societies, co-ordinated by SARD, with minimal adverse impact on ongoing regional programmes.

Objective 1: To increase Federation capacity to assist South Asia National Societies to respond effectively and rapidly to disasters.

Achievements: The Regional Disaster Response Delegate (RDRD) was involved in both closing and settling outstanding issues from old Emergency Appeals, and conducting assessments regarding new disasters. In relation to the closure of ongoing programmes, this was done in close co-operation with the Indian Red Cross HQ, the Federations' India Operations centre (IOC), from which the RDRD took over some of the responsibilities from the parting relief delegate. Assessments were made in Orissa, Assam and Andhra Pradesh for that purpose.

In connection with the drought operation in southern Sri Lanka, the DRDR carried out assessments, advised the Sri Lanka Red Cross on disaster response procedures and prepared a new appeal in relation to the continuation of the drought. A food basket assessment was introduced as an assessment and monitoring tool to be used in relation with slow onset disasters. In the North of Sri Lanka the RDRD participated in an assessment team with representatives also from the Sri Lanka Red Cross and the ICRC. The objective was to determine the capacities of the branches and identify possible programmes in relation to the ongoing peace negotiations and resulting people movements.

Recommendations were made to the Sri Lanka Red Cross governance to support the ongoing process of institutional change. From the DR point of view, the most interesting outcome was the joint agreement to develop a single curriculum for training in DR for all components of the RC/RC

¹ A regional conference, is one of the statutory meetings, where the member Societies of the International Federation meet in each geographical region, in principle once every four years, for the purpose of considering issues which are of common and special interest to the National Societies in the region. The last regional conference before that held in Manila in November 2002 was in Hanoi, in 1998.

Movement and the co-ordination of activities in this regard. Due to uncertainty about the budget and with a coverage of less than 10% during the first half of 2002, the RDRD co-operated with the India Red Cross and IOC in the development of an Indian Red Cross disaster operation room and in establishing an emergency response kit. Field testing and lessons learned in this process will facilitate quick implementation of this activity once funding becomes available.

The RDRD was also responsible for regular upgrading to the Federations DMIS website of information on South Asia disasters and emergencies.

During the second half of the year, the RDRD was involved in drafting the appeal for the Floods and Landslides in Nepal (23/2002) and was part of the assessment team for the draft India Drought Appeal. Support was also given to the Sri Lanka Red Cross for the drought operation and the Nepalese Red Cross for the floods and landslide relief operation.

Visits were also used to give training in different aspects of disaster response and/or lessons learned exercises. In Nepal the RDRD facilitated two conflict preparedness / disaster response workshops at district level jointly with the Nepal Red Cross and the ICRC Cooperation Delegate. A joint country-specific curriculum for districts will be piloted early in 2003. A Better Programming Initiative (BPI) module will be part of that curriculum. After evaluation, the experience will be used as a model in the region to further mobilize the different Movement components in increasing the capacity of the National Societies.

In Sri Lanka, Assam and Nepal the RDRD participated in lessons learned exercises with beneficiaries, volunteers and district and national staff participating in close cooperation with the Regional DP delegate. In the case of Assam the RDRD cooperated closely with the India Operation Center (IOC) DP delegate. In Sri Lanka these sessions were followed with training where priority was given to issues identified as weaknesses during the lessons learned sessions.

The RDRD further cooperated with key persons in the Indian Red Cross as well as the Federation's India Operations Centre (IOC) to further develop operational procedures for deployment of an Emergency Response Kit (ERkit) in emergency situations.

Constraints: The effort to put processes similar to the Federation/ICRC conflict preparedness/ DR workshops at district level and joint country-specific curriculum in place was done in Nepal was hampered in Sri Lanka. The reason was the postponement of the signing of the cooperation agreement between the Sri Lanka Red Cross, the ICRC and the Federation.

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.

Achievements: In line with overall Federation policies, the name regional FACT was changed to Regional Disaster Response Team (RDRT). In April, a RDRT training was held in India in close cooperation with the Federation Secretariat, with 30 participants from all six National Societies. The topics covered the full Disaster Management cycle from risk analysis and disaster preparedness to the tools available for disaster response implementation. Two of the 9 days focused on putting into practice the skills discussed during the workshop.

A number of participants was identified to respond on a regional level, as trainers at national and regional level as well as for future FACT training. A database is under development to facilitate mutual assistance between the National Societies in the region as part of the development of a map of the Human and Material resources of all components of the Movement in the region.

The RDRD was also involved in the introduction of BPI through a training in Sri Lanka in March 2002. There are interesting opportunities to combine BPI SPHERE and REACHOUT and to gain and

cooperation between all components of the Movement in this respect. In India and Pakistan, visible initiatives to use BPI in Disaster Response are already in place while all countries identified it as a useful tool for project development and monitoring.

The post of Regional Population Movement Coordinator was filled in September. In November, the PM coordinator attended a REACH OUT training in Tanzania followed by a ToT course in BPI in Kathmandu. She has also visited the Bhutanese refugee camps in Nepal. She will be a valuable asset to the region, by identifying regional trends in PM as well as designing and initiating pilot projects to further integrate BPI and REACH OUT in the National Society programmes.

A BPI ToT with ten participants from four counties of the region was held in Kathmandu, Nepal in December. Plans for further introduction of BPI in the region are underway. Both SARD and the Federation Secretariat facilitators committed themselves to supporting the National Society in this issue. All participants agreed that integration of BPI into existing programmes will increase their sustainability.

Constraints: Insufficient funding was received for the DR programme in the first half of the year. However the initial budget was retained as the priorities set in the appeal remained valid. The second regional disaster response team (RDRT) training which was planned to be held in November was postponed to the first quarter of 2003. The main reasons for the postponement were a) ongoing relief operations and numerous workshops in the last quarter of 2002 would have made it difficult to get the right participants for the training and b) the advantage in 2003 of having Regional BPI trainers available to include this important tool in the RDRT course.

Due to the reasons mentioned above, CHF 40,000 was carried over to 2003 to facilitate the RDRT training to be held in the first quarter of 2003. The remaining balance was reserved to facilitate the RDRT to react quickly when the situation in the region demands it. Meanwhile, one RDRT member was sent to the Federation team leader training in Germany, and one member was sent to Sri Lanka to support the drought operation of the Sri Lanka Red Cross. Team members were put on alert during a cyclone warning in the Bay of Bengal, but finally no intervention was considered to be necessary.

Disaster Preparedness

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

Objective 1: To develop and implement common standards and guidelines and a regional Disaster Preparedness / Disaster Response policy and plan of action.

Achievements: To reflect the strong recommendations to standardize Red Cross/Red Crescent training materials by National Societies at the October 2001 workshop, this objective was afforded more emphasis during this year. As some of the activities required to implement these new initiatives were not included in the original Appeal, the budget was revised accordingly to allow for the development of standardized training materials.

The working group on training materials was formed to look into existing materials in use and to suggest way forward. It consisted of one representative from each National Society plus the SARD DM team. The Working group had their first meeting in New Delhi during the last week of April. The discussions resulted in an agreement that all National Societies in South Asia will work towards achieving a set of recommended minimum standards in their DM training.

The participants agreed on four categories of training that each National Society should hold for its staff and volunteers at various levels including in communities:

- Basic Disaster Management (DM) (5 days),
- Disaster Response (7 days)

- Community Based Disaster Preparedness Training in Communities (7 days)
- Community Based Disaster Preparedness Trainers of Training for staff and volunteers (9 days).

Based on the recommendations of the Working Group, the SARD team, in coordination with the National Societies in the region, started translation into English of seven manuals, currently utilized by the Nepal Red Cross and the Bangladesh Red Crescent. These manuals were published and printed at the end of December, for distribution to all six National Societies.

In addition to this, copies of two Federation DP Trainers manuals were reprinted for distribution and local adaptation by the National Societies and a copy on Compact Disc was provided to NS. This resource is targeted to support National Societies in the development of minimum standard training materials for DM.

During the DP Strategy Workshop held in July in Negombo, Sri Lanka, the seven recommendations made by the working group on training materials were discussed. The workshop participants recommended to continue the process with more members (India and Afghanistan) meeting more frequently. Recommendations also supported the inclusion of Community Based First Aid (CBFA) in the core curriculum, hiring of consultants and the integration of gender sensitivity into future training activities. Senior Government DM officials from South Asia who attended the workshop were appraised of the concept and progress. Delegates responsible for bilateral DP programmes in the region have also been kept informed on the availability of these resources in order to avoid duplication of efforts.

The regional DP Policy Priorities document was finalized. It was unanimously adopted by all senior Disaster Management participants during the Sri Lanka workshop and approved by South Asia Secretaries General at their meeting in Islamabad in August. These policy priorities will provide a coherent approach in DP programme implementation in the region and uniformity in capacity building initiatives. A meeting of delegates from Country Delegations is planned in early 2003 to work out coherent DM action plans, in line with these regional DP policy priorities.

Constraints: Though the DM Managers in the National Societies have comprehensive knowledge of the four training focus areas, it was felt that support from an eminent academician will help speed the process of developing the detailed contents. The Consultant has been identified to take the process forward in the coming year.

Objective 2: To assist South Asia National Societies to develop their own operational and strategic DP plans based upon the regional DP policy.

Achievements: In Sri Lanka, India and Nepal, the regional delegation worked with various interested stakeholders to harmonize capacity building efforts for more productive results. In Sri Lanka the SARD DP programme began to fund a senior disaster management position within the National Headquarters which will help to take the process of developing DM plans further. It also supported consolidation of the Spanish RC-supported Floods Preparedness programme in eight districts in Sri Lanka. A VCA training programme was organized in December to develop skills of Sri Lanka Red Cross staff primarily in the drought affected District of Hambantota. Federation support (training resources, meetings to help understand context, and technical support in disaster preparedness) has been made available to both the Sri Lanka Red Cross and the Spanish Red Cross in implementing their bilateral project. In India, the regional delegation agreed to provide increased assistance to the country delegation in monitoring its project in Assam. At the invitation of the German Red Cross the regional delegation also participated in a planning meeting to discuss the exit strategy for the German Red Cross bilateral Orissa Disaster Mitigation Programme.

The Nepal Red Cross and regional delegation had a series of meetings in the first week of April to discuss future strategies on their DP Programmes. The Regional DP Manager also held discussions with the Belgian Red Cross on the future of the Nepal Red Cross community based DP programme

(CBDP) and the need for sustained support. The April discussions with the Nepal Red Cross resulted in three main outputs:

- It was agreed that the Nepal Red Cross will conduct an external evaluation of its CBDP programme.
- The Nepal Red Cross will strengthen its traditional disaster preparedness programme and focus on some new initiatives (e.g. earthquake preparedness in Kathmandu valley and use of new technology to manage its disaster response mechanisms).
- The Federation will actively promote and resource the Nepal Red Cross CBDP programmes after its evaluation and redesign.

CHF 50,000 was reallocated to Nepal Red Cross to carry out its CBDP programme. An evaluation was carried out of CBDP programme approach, to study its effectiveness on communities and learn from programme implementation approach and establish directions for improvement.

The recommendations also included extending the programme with slight changes in the implementation and broadening the scope of training programmes to include income generation activities for better sustainability of the programme by communities. In addition, there were recommendations on sustainability of the programme. This learning will direct the CBDP programme strategies in the country.

The Nepal Red Cross is also developing an information database for analysis by GIS tools. Data is shared by all major relief organizations and Government under "DP-Net". The Nepal Red Cross has a very good liaison with the government's Disaster Management department at national and district levels and is working to improve the same at village and community levels. This will provide useful learning for other National Societies in the region, to develop their strategies in establishing linkages with Government and other partners.

During the Regional DP Strategy Workshop in Sri Lanka the Bangladesh DP Delegate discussed elements of DM plans and provided all National Society participants with a copy of the Federation's Standard Training Module on National Society DP Planning. The participants suggested more emphasis on integration of DP & Disaster Response, establishing linkages with government, and community level programming in DM plans. They clearly recognized the development of National Society DP Plans as a priority activity for 2003.

The regional Vulnerability and Capacity Assessment (VCA) workshop carried out in Bangladesh in October stressed the need to assess capacities of the National Societies, in the light of vulnerabilities and also to develop structures within National Societies for implementation of VCA. These developments will provide important directions to the development of DM plans in National Societies.

In Pakistan, the nation-wide DM Capacity Assessment of the Pakistan Red Crescent was completed. The outcome will assist the Pakistan Red Crescent further to formulate its Disaster Management Policy and plans for 2003 and beyond.

The Regional Delegation has facilitated deployment of its DP Coordinator to the India Operations Center, exclusively for support of the Assam community based DP programme (CBDP).

Constraints: 1. Progress on the development of DP plans has not progressed as quickly as had been hoped and more emphasis on this will be required during 2003. The limited progress has been due to the need to strengthen National Societies disaster management departments to enable this process to gain momentum.

2. The capacities of the SA National Societies in CBDP programmes varies a lot and the learning coming out of this programmes largely reflects country perspectives of Nepal, requiring a cautious approach in programme implementation in other National Societies.

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.

Achievements: The first technical training workshop for National Society DP/DR practitioners in 2002, as prioritized by the National Societies, was conducted on disaster response (see the Disaster Response section).

During the first half of the year, four staff members of the Pakistan Red Crescent involved with DM at provincial level, went on a study visit (10 days) to Nepal. The purpose of the visit was to gain understanding of the community based programme of the Nepal Red Cross. The participants came from two provinces where a new community DP pilot project is currently under way. The participants spent most of their time in remote communities of Nepal and interacted with field officers of the Nepal Red Cross in implementation of their programmes.

One staff on loan from the Bangladesh Red Crescent joined the Federation Regional Delegation for one month in April. This programme allowed the staff member to understand the role and service delivery of the Federation at a regional level and also assisted the Federation in compiling DP/DR training material from National Societies in the region. The above programme components were supported by the German Red Cross.

The Regional Delegation continued to provide opportunities to various National Society staff and volunteers to attend relevant training courses (e.g. SPHERE, Better Programming Initiative, Reach Out etc.) run either by the Federation Secretariat or by other stakeholders in South Asia.

The regional DP Strategy workshop in Sri Lanka provided a much needed opportunity for National Society senior DM staff to examine the regional DP programme and approach and redefine DM priorities for their countries in the changed economic and political scenario. It also served to provide insight into development of DM plans & training materials, advocacy and use of tools such as the "Well Prepared National Society".

In July, four participants from South Asia successfully participated in a Federation global VCA Training of Trainers workshop in Italy. There were two participants from Bangladesh (one from Bangladesh Red Crescent and one from the Federation), one from the Regional Delegation in Delhi, and one from the Pakistan Red Crescent. Three of those trained, one from each country, subsequently organized and facilitated in Bangladesh in October, a four day regional VCA training workshop for participants from all six National Societies. This cascading process continued in Sri Lanka in December when the Sri Lanka Red Cross participants, supported by the trainer from the Pakistan Red Crescent, conducted a VCA training workshop in Hambantota. This process in Sri Lanka will result in implementation of a VCA in Hambantota early in 2003 to identify needs and priorities for a drought mitigation programme. The entire process will be written up as a case study during 2003.

A Sri Lanka senior DM staff member was seconded to the Regional Delegation for a month to learn about activities and procedures in the Federation and to support the organization and documentation of the regional VCA workshop. A field trip was organized to drought affected areas of an Indian state, Rajasthan for his better learning on coping mechanisms and long term drought mitigation measures suitable for implementation in the drought affected areas of Sri Lanka.

During the later part of the year, three staff members of the Pakistan Red Crescent - involved in DM at provincial level, went on a study visit for six days to Bangladesh to learn about the Community Based Cyclone Preparedness Programme (CPP). The coastal areas of Pakistan are prone to cyclones and the visiting team gained useful information to assist them to develop a programme comparable to CPP to be implemented in vulnerable areas of Pakistan.

The Regional Delegation is also working to improve IT structure and skills in National Societies DM departments. It is doing so by facilitating improved knowledge sharing and communication through internet/e-mails. A laptop computer has been provided to the Sri Lanka DM department for the purpose, along with basic operating instructions. A training programme on Geographical Information Systems (GIS) was planned for National Society staff in January for skills development in compilation and analysis of databases. GIS Software has been purchased and will be provided to participants after training, in order to help SA NSs developing their own database.

Constraints: Encouragement has been given to National Societies to involve more women in disaster management at all levels but overall progress has been slow. In Sri Lanka in the drought relief operation, 50% of the volunteers recruited for assessments and distribution were women. Though all training programmes/ workshops now have participation of women candidate made mandatory, a few NSs are still struggling to find suitable candidates due to cultural / other reasons related to existing structures in DM department.

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

Achievements: A case study with lessons learned from small disaster response operations (2001) in South Asia was published in January. The case study which documents lessons learned from these operations was then distributed to primary stakeholders and partners in South Asia. Copies were also shared with other Regional Delegations in Asia Pacific and the Geneva Secretariat for global knowledge sharing.

A CBDP case study was completed in Nepal in addition to the evaluation of the CBDP programme. The recommendations of the evaluation are under review by Nepal Red Cross and once finalized, the document will be shared for internal and external learning. Please also refer to Objective 3 for details of skills transfer activities between National Societies. The Regional Delegation is also promoting formal evaluations of some other programmes in the region to document lessons learned and thereby improve programme design through mutual learning. The two CBDP programme evaluations taking place in Bangladesh & Nepal, plus the Nepal Red Cross CBDP case study will provide further material for both internal & external knowledge sharing. For example, the Bangladesh CBDP evaluation showed a clear connection between the programme and the wider organizational development of the Society, leading to far reaching organizational change processes.

The Regional Delegation is also committed to increase the utilization of tools like DM Information System (DMIS) by National Societies in the region. During the year the regional DM team continued to participate in the process of developing DMIS further.

Lessons learned exercises were carried out by the Nepal and the Sri Lanka Red Cross, with external facilitation by SARD. The Country Delegations in India and Bangladesh have also carried out similar exercises on floods relief operations this year. These lessons learned will be published early next year for sharing with RC/RC partners, including concerned Government officials.

The integration of the learning from the Nepal CBDP programme into the 'World Disasters Report 2002' was an important contribution to global learning, enabling other stakeholders and RC/RC Movement partners to access the important learning in this programme concerning community empowerment and sustainable programme models.

Almost all National Societies/Country Delegations have now carried out these activities with little or no support from the Regional Delegation. It is expected that in future, after each relief operation, lessons learned exercises will be undertaken and shared by concerned National Societies for broader knowledge sharing.

Constraints: Owing to different programme implementation approaches in different countries, the methodology of lessons learned exercises is not coherent and poses problems in developing a suitable model for reference of this vast database. The issue will be emphasized in DM Managers' meeting early next year.

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.

Achievements: The Regional Delegation took opportunities during various meetings to raise the profile of Red Cross and Red Crescent in DM. In February the Regional Delegation met a team from the World Bank to discuss the issue of diversified risk management in South Asia. Meetings were also held with UNDP, WFP, UNICEF, ECHO, DFID, CARE, and OXFAM to increase interagency communication and exchange programme information.

During the second part of the year, there were several activities for promoting the role of RC/RC in DM which have indirect yet strategic impact. The attendance of senior government officials from four countries, at the Regional DP Strategy Workshop in Sri Lanka was very well appreciated and workshop participants recommended its continuance. The joint government-RC/RC group made recommendations on policy development and planning, development of coordination mechanisms, joint assessments, sharing DM logistics, and volunteer development and mobilization. The group also discussed possible constraints and ways to overcome them.

Two DP Newsletters were published and distributed amongst various partners and, in addition to distribution of the published "lessons learned" case study also served the purpose of dissemination of RC/RC roles.

The database of recipients was updated to improve communication with all those not directly associated with the Regional Delegation DP Programmes. Government counterparts were invited to participate in the lessons learned exercises, carried out in Sri Lanka and Nepal to discuss streamlining of relief operations by learning from past experiences. Increased emphasis on government participation in regional and country programmes is helping South Asia National Societies to work more closely with Governments and other partners.

Constraints: No major constraints were faced.

The budget for the Disaster Preparedness programme was slightly revised upwards in the first half of the year to reflect and accommodate the priorities as described in the activities under objective 1.

CHF 50,000 of DFID funding was reallocated to Nepal Red Cross to carry out its CDBP programme (see objective 3). At the year the programme was in line with the revised budget.

Humanitarian Values

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 and Red Crescent activities in South Asia and a better understanding of the Movement's Fundamental Principles and humanitarian values among internal and external stakeholders.

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

Achievements: The SARD information officer now has a comprehensive database of all key international and local media organizations and individual correspondents based in India. The officer is readily expanding the database to incorporate other media contacts from neighbouring countries.

Media representatives increasingly see the Federation as a credible and reliable source of information on humanitarian issues in the region. This recognition has in part been derived from the consistent networking with the media carried out by the regional information team. A good indication of this recognition was the level of interview requests made to the Federation following the 2002 floods in Nepal, India and Bangladesh and also at the time of launching the Sri Lanka Drought Appeal.

Regular informal briefings on operational/ advocacy issues have been given to the international media and the Foreign Correspondent Club of New Delhi now lists the Regional Delegation as an associate member and recommends many correspondents arriving newly in New Delhi to call on the Regional Information team, mainly for the purpose of getting introduced.

Much of January was devoted to supporting the IOC information delegate with the implementation of the media campaign to mark the first anniversary of the Gujarat earthquake. The regional information officer was largely responsible for overseeing the production and distribution of the 'Insight' publication which was printed in English, French, Spanish, Hindi and Gujarati. The regional information delegate produced a four minute video news release which was distributed to local and international news agencies and which was widely broadcast locally. Other materials included a series of news stories which were featured on ifrc.org as well as in selected local newspapers. The regional information officer spent 10 days in Gujarat, liaising with local media based in Kutch and organizing a press conference on the day of the anniversary.

The regional information department has actively contributed to some of the global advocacy initiatives carried out by the Federation and has maintained a consistent flow of information materials to key media representatives. A number of news stories were produced from the region. Some of these stories were used on the special web page on ifrc.org set up for the World Assembly on Aging in Barcelona. Similar work was carried out in connection with the World AIDS Meeting in Barcelona held in mid July and for the First Aid Day on September 14. The regional information team also provided support to National Society advocacy and communication strategies in relation to the Global First Aid Project and World AIDS Day. A number of stories were also produced in the region to support the launch of the global HIV AIDS anti discrimination campaign on 8 May, the World RC/RC Day.

One story was written by a freelance journalist who was commissioned by the regional information department to write a feature based around the Indian Red Cross HIV AIDS hospice in the State of Maharashtra. The regional information department liaised closely with national society information officers to ensure that they planned appropriate and well coordinated campaign launch events based around 8 May. Resulting press coverage from these launches was encouraging. The Regional Information department has also been developing a strategy to support National Society advocacy and communication strategies in support of the Global First Aid Project.

In May the regional information officer accompanied a joint Federation / Sri Lanka Red Cross drought assessment team to the southern district of Hambantota. His role was to prepare appropriate information materials (including video footage, photographs and news stories) and liaise with national and international media in Sri Lanka in advance of a press conference which was planned to accompany the launch of an emergency appeal linked to the drought.

Following some of the worst floods and landslides in Nepal in 20 years during September-October, the Regional Information Officer visited Nepal and worked towards extensive coverage of the disaster in the national and international media. He also wrote for the Federation website and took photographs, together documenting the scale of the disaster and the fast response of the National Society. The visit during those initial days of the disaster was followed up by another visit essentially to accompany visiting journalists to cover the relief and rehabilitation efforts and advocate for safer locations to resettle vulnerable communities rendered homeless by the disaster.

Constraints: Media strategies in the region underwent a change during 2002, mainly in the face of economic pressures. Media houses have either undergone management changes (the split of the Indian Express group which had the largest number of editions among all newspapers in South Asia, for example), or are gearing up for changes of franchise/ownerships (like NDTV, South Asia's largest indigenous television news organization televising for Star Television becoming an independent entity in 2003). As a result of these changes in the corporate plans of these organizations, many journalists have also jumped jobs. This has partially impacted on the strategic links built with the media in South Asia.

Objective 2: To achieve a greater degree of co-operation and support amongst key external stakeholders through more effective marketing of the Federation.

Achievements: The Asia Pacific communications strategy was fully incorporated into the sub regional communications objectives of SARD. In February the regional information delegate travelled to Bangkok for meetings with the regional information delegate for south Asia. The purpose of the meeting was to review the strategy prior to a meeting in the Secretariat with representatives of the Asia Pacific desk and media service. The meeting in Geneva was called primarily to review in detail the relevance of the current strategy document and to review the progress of its implementation. The meeting also provided the opportunity to review linkages within and between the Geneva Secretariat and the regional information functions. It was agreed that various measures would be put into place to improve communication between the field, one of which has been the initiation of a monthly teleconference between a representative of the Asia Pacific Desk, the media service and the two regional information delegates.

In preparation for the Asia Pacific conference in Manila the SARD information team was coordinated closely with the regional information unit in Bangkok on preparing communications materials in advance of the conference. A video highlighting discrimination and stigma issues in the region linked to the Federations global HIV/AIDS campaign was produced and includes material focused on the Nepal Red Cross and the Indian Red Cross HIV AIDS programmes.

The regional information team continued to provide a regular flow of stories from the region for use on the news section of ifrc.org. Contributions of stories from National Societies in the region increased and there was approximately a fifteen per cent increase in South Asian News stories featured on the web site during the first part of the year. Consistent coverage has been given to major programmes undertaken by National Societies in the region particularly in relation to the emergency relief operations such as the drought in Sri Lanka and the floods in Nepal, India and Bangladesh. Coverage is also being provided for a drought situation in the western state of Rajasthan in India. The distribution of FOCUS Magazine continues to expand and now approximately two hundred stakeholders in India alone receive the publication.

The 2002-2003 South Asia Emergency Appeal was proactively marketed with key stakeholders across the region. In order to broaden potential interest in the Appeal, Arabic versions were also distributed.

The 2002 World Disasters Report was launched by National Societies in Sri Lanka, Nepal and Bangladesh all of whom organized media events and attracted considerable media exposure. The WDR has been distributed to key stakeholders in Govt., the media, peer organizations and academic institutions and contacts have been taken up with the local distributor of the Report to market the Report with a wider audience, particularly in India.

Having fully incorporated the Asia Pacific communications strategy into the sub-regional communications objectives of SARD earlier on in the year, a five-day workshop of Information Officers from the Societies in the region chalked out their roles with the strategy in mind (in Sri Lanka in July). The Nepal Red Cross has already come up with its own Communications Strategy and also a Communications Policy. Similarly a communications strategy for the Indian Red Cross is being developed jointly by the OD unit of the India Operations Center and the ICRC's Cooperation

Delegate. From the SARD, the Regional Information Officer and from ICRC the Communications Manager were also involved in the framing of this strategy. Their involvement in the development of the strategy will increase in the coming months as it evolves.

Assigning regional journalists to cover RC/ RC has been undertaken with two institutions imparting training in mass media and communications. Two journalists have also been taken on a tour of the flood-hit regions of Nepal. The journalists made four stories on the impact of Red Cross relief reaching vulnerable people affected by the floods in the Terai (flat) region.

The viability of a regional 'Red Cross Red Crescent journalism fellowship' is being explored whereby regional media will be supported under the programme to produce feature articles on core area themes. Two media workshops on humanitarian reporting to undergraduates at colleges of journalism are also under review. The viability of a regional 'Red Cross Red Crescent journalism fellowship' is being explored whereby regional media will be supported under the programme to produce feature articles on core area themes.

Constraints: The Asia Pacific FOCUS had only three issues during the year and will be closed. This is because no funding is available to support the publication. The Societies are, in some cases slowly but increasingly, aware of the serious nature of the HIV/AIDS. Some Societies (across religious lines) in the region recognize the need to carry forward the campaign against stigma and discrimination attached to HIV/AIDS as an important activity.

The need for further advocacy with other National Societies (besides Nepal Red Cross) to evolve a communication strategy of their own is still there.

Objective 3: To promote an understanding and application of the 'Fundamental Principles' and 'Humanitarian Values within National Societies in the region.

Achievements: An orientation into the 'Principles in Action' CD was provided to each National Society information department and in some Societies these training materials are being used to complement existing orientation / induction programmes for new staff and volunteers. The 'Principles to Action' CD provided by the Humanitarian Advocacy unit in Geneva has also been distributed among the Societies. A presentation based on this CD was made before the information officers of the region during the Information Officers workshop in Sri Lanka. The Regional Information Officer and the Information Officer of the Nepal Red Cross made a similar presentation for the Nepal Red Cross staff and officers in September.

While awaiting appropriate examples of 'best practice' in the application of Humanitarian Values in the region, the priority to date has been to orientate National Society managers in the concept of Humanitarian Values with the BPI framework as one of the tools.

A comprehensive set of activities was emphasized under the Humanitarian Values and advocacy component of the emergency appeal for the floods in Nepal (23/2002). One of the objectives under this section of the Appeal is to advocate with government to resettle vulnerable people/communities on safer land.

The advocacy efforts initiated by the Sri Lanka Red Cross with the technical support of the Regional Information team around the earlier drought appeal have been sustained for the purpose of this year's appeal for the ongoing drought.

In late December, the Regional Information Officer attended the strategic planning meeting of the South Asia Regional HIV/AIDS Network (SARNHA) in Dhaka. There he made a presentation on the Federation's Campaign to put an end to discrimination and stigmatization towards people living with HIV/AIDS. A presentation will also be made to Network member(s) and National Societies on how to write for and produce their quarterly newsletter.

Constraints: Lack of funding was a big constraint. All objectives under this programme were affected by a lack of funds. Secondly the advocacy around the Sri Lanka drought could have been better if the National Society had a website of its own.

Objective 4: To localize the post of the SARD regional information delegate.

Achievements: The Regional Information Officer assumed the responsibilities of the Regional Information Delegate in the last week of September. This was preceded by a structured induction/ orientation programme which has entailed the Regional Information Officer undertaking a month long secondment to the Federation Secretariat's Strategic Communications Unit (formerly the media service). There he assumed specific responsibilities as well as received some technical training. In addition, he underwent the Delegates Induction Course.

Constraints: Funding, as mentioned above.

The budget was revised and reduced by 54.8% to 39,662 CHF at the end of the first six months. Due to the minimal contributions to the programme various expenditures were reduced to more realistic levels (reductions include; travel costs, support for National Society emblem campaigns, journalist assignments). Thanks to a contribution from the regional DP programme some activity costs was taken out of the budget altogether (printing SARD brochure, National Society WDR launches).

In addition, funds reallocated from old India emergency appeal projects made it possible to complete the activities mentioned above. Around 85% of the budget was spent at the end of the year and remaining is being spent during the first quarter of 2003.

Health and Care

Following the year-end review of the programme 2001, some minor modifications were made for 2002. These included the establishment of a broader-based Regional Health team and a down-scaling of attempts to hold regional-level training, given the diversity of training needs within the region. Instead it was decided that more effort would be made to identify relevant in-country training opportunities and to develop more National Society needs-specific training.

With the development of the Pakistan country delegation to support the National Society, more time became available for the Regional Health team to focus on the Regional and country level health programmes during the first months of the year.

During the second quarter, there was a change of personnel with a new Regional Health Delegate coming into post. The previous delegate remained in Pakistan as Health Coordinator and was able to ensure a good hand-over to her successor with no loss of continuity and programme institutional memory. The new Regional Health Delegate was placed in Delhi.

The Regional Health Programme faced a major drawback and disruption due to the tragic death of the new Regional Health Delegate in August. The draft South Asia Annual Appeal section for Health had just been finalized and the Delegate's work in the region had just begun. The position was advertised but not filled until after the end of 2002.

Current regional health priorities for South Asia are HIV/AIDS; community based first aid, community based preventive and basic curative care; and the strengthening of public health capacity to tackle key health needs prevailing in the region.

It has been decided to carry out a Health Mapping exercise in order to equip the new Regional Health Delegate and the National Societies on updated priorities. As the Regional Network on HIV/AIDS

(SARNHA) is in place and the American Red Cross is active in safe blood programmes, it is anticipated that the areas of priority for the Regional Health Delegate will somewhat change.

The mapping, due to delays in the processing of funds is planned to take place early in 2003.

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.

Objective 1: To provide technical and financial support for strategic health capacity strengthening, including the management of emergency health situations

Achievements: The development of the Regional Health Resource Centre was started during the first half of the year. This will be a collection of books, journals, videos, CDs etc., on aspects of health and health programme management which should be useful for National Societies. These include Federation publications as well as those from many other sources. In 2003 it is also intended to collect health monitoring tools from the different National Societies. The overall aim is to have a "toolbox" from existing resources which can be utilized to strengthen health programme management and capacity. All documents and resources are being put onto a special library database.

The anticipated meeting of the National Society Health Managers (Health Forum) was postponed pending the arrival of a new Regional Health Delegate. At the meeting it was planned to review the monitoring tools which are currently available. It is anticipated that all health management tools will be converted into an electronic version and which will be distributed to the respective National Societies.

A new activity for 2002 within this objective was the development of a Regional strategy for better response to and management of emergency health situations. Both the Health Forum meeting and the newly-formed Regional health team are expected to address this issue in early 2003. The latter initiative is described in more detail under Objective Three below.

Constraints: Due to the tragic death of the Regional Health Delegate, the Regional Health Programme was not been able to deliver as planned during the last half of the year however the SARNHA project has been very active.

Objective 2: To provide technical and financial support through the Appeal for National Society health programmes, especially in health prevention/ promotion/ education and basic curative care; reproductive/child health (including HIV/AIDS); appropriate First Aid; and safe blood donor recruitment and retention.

The advocacy role in promoting greater awareness of the disease burden in vulnerable communities and NS efforts to respond to these increased in the first quarter of the year. The Regional programme aims to act as an advocate for National Society programmes through active promotion and awareness-raising of programmes and activities, with special emphasis on HIV/AIDS. A co-ordinated effort by all 6 National Societies resulted in the formation of a Regional HIV/AIDS network in the first part of the year. September 14 was observed as First Aid day by the National Societies in Pakistan, India, Nepal and Sri Lanka with funding from the Humanitarian Values and Information programmes of SARD. The SARNHA Newsletter, see objective 3 is another example of advocacy/communication in this regard.

Greater awareness of HIV/AIDS issues within the National Societies resulted in clear commitment to scale up HIV/AIDS activities in line with the Federation global response.

National Society priorities were discussed at the time of the previous regional Health Delegate, now HoD in Pakistan. In particular Sri Lanka will, through their community health programme, be focusing on first aid, HIV/AIDS and safe blood donor recruitment and retention.

A regional application was submitted to the global OPEC Fund to support HIV/AIDS scaling up work at a regional programme level, and at Sri Lanka and Nepal country levels. The country level documents include an integrated approach to organizational development and capacity building of each Society. Among these objectives are the development of relevant and focused services through sensitized vulnerability and needs assessment exercises, strengthening of Branch capacities to deliver services, and mobilization of long term volunteers. Other integrated capacity building elements include the linkage with some Societies' Youth wing programmes and peer education programmes on HIV/AIDS. The regional OD programme will be supplementing this learning culture by documenting the Nepal Red Cross experience of delivering exceptionally successful HIV/AIDS education and prevention work through their junior Red Cross and Red Crescent Youth programmes. The documentation will be shared widely across the region in the form of regional OD Capacity Building Fact Sheets in early 2003.

It is hoped to have the next meeting of the Regional Safe Blood Working Group in the first half of 2003. Nepal Red Cross has particularly asked for support for its community based first aid and community development activities, within its overall health and care programme. The Nepal Red Cross has submitted a proposal in this regard.

In India, an HIV/AIDS Prevention and advocacy programme through Junior, Youth Red Cross and in the communities will make up a major component of the annual appeal for India 2003. Country Delegation technical support to Pakistan Red Crescent is ongoing. Support within the current Humanitarian Crisis operation for Afghan refugees is being closely linked to the ongoing health activities and capacity development of the National Society. A new Health Delegate was expected at end of January 2003. Meanwhile the Federation Health Officer in Islamabad has been the responsible Health person at the Federation Delegation and continues to support the National Societies in capacity building and community health services.

Constraints: As above

Objective 3: To develop a learning environment and facilitate the better utilization of existing intra- and inter-Regional resources

Achievements: The first South Asia Regional HIV/AIDS meeting held in Kathmandu in May culminated in the creation of the South Asian Red Cross and Red Crescent Network on HIV/AIDS (SARNHA). The SARNHA aims at building capacity of member National Societies to effectively combat HIV/AIDS through the delivery of integrated community based projects. For this purpose SARNHA coordinates and supports capacity building through organizing information sharing and workshops at various levels. All six National Societies in the region are members of SARNHA.

SARNHA is committed to focus in on both prevention and care through Youth Peer Education projects, working with people living with HIV/AIDS (PLWHA) as well as delivering preventive messages to high risk groups and developing sustainable care programmes. Ultimately the aim is to create a sustainable basis for Red Cross/Red Crescent HIV/AIDS control efforts in South Asia.

In line with this plan, the following activities have been carried out by the SARNHA Coordination Office between June and December 2002:

- A rapid review of the first six months of the project was carried out. The review recommended accelerating issues like cross border interventions, to meet the recommendations of the Kathmandu Meeting, building capacity of the National Societies on HIV/AIDS programming and enhancing ownership of the network among them.

- HIV/AIDS related Information Education and Communication materials like training materials were collected, purchased and disseminated to all National Societies.
- The SARNHA Coordination Office Team visited the National Societies of Sri Lanka, India, Nepal, Bangladesh and Pakistan. The team reviewed activities carried out by the National Societies and SARNHA Coordination Office according to the work plan developed in the Kathmandu meeting. The visiting team also held meetings with GO's, NGO's and INGO's and explored opportunities for cooperation.
- A one day brain storming session was organized with the Health Service Department and Junior/Youth Department, HIV/AIDS Prevention Section of the Nepal Red Cross in order to develop a discussion paper on Youth Peer Education. The discussion paper is planned to be presented, discussed and finalized at the second SARNHA meeting which will be held between 22 and 27 December in Dhaka, Bangladesh.
- A quarterly newsletter was developed, published and distributed to all countries in the region.

The second SARNHA meeting in Dhaka held in late December focused on the Nepal Red Cross sharing its youth peer education (experience/lessons learned) programme and building consensus on minimum contents of the peer education programme/modalities. The meeting focused on the following main areas:

1. Review of activities carried out by member National Societies and the SARNHA Coordination office against the action plan developed in Kathmandu;
2. Building consensus on a regional Youth Peer Education policy paper;
3. To prepare a plan of action for the next six months period and finalize the plan for the next (3rd) SARNHA workshop.

The meeting will be followed by a strategic planning workshop. The expected outputs of the workshop are to develop common understanding on concepts of a strategic plan, and processes of formulating one. The workshop also encourages every National Society to hold a strategic planning workshop in their countries, using skills from this one. This is linked to the overall SARD approach to organizational development and capacity building objectives of strengthening strategic planning skills through programmes at all levels.

It is also expected that each member National Society will have a draft strategic plan on HIV/AIDS at the time of the third SARNHA meeting. The draft SARNHA strategic plan will be shared with all concerned authorities for their inputs. Measures will also be taken to have complementarities between SARNHA and country level strategic plans.

The Regional Safe Blood Working Group planned for the third quarter in Sri Lanka did not take place. However, and as reinforced by the Kabul Pledge there is a true commitment from National Societies to scale up safe blood donor recruitment and retention activities, and this will be the main focus for the next meeting, which now is planned for the first half of 2003.

The draft agenda prepared earlier this year also includes sessions on working in partnerships with Government and others in blood programmes, and maximizing capacity development of the National Society through donor recruitment and retention programmes. In India, the American Red Cross is involved in this project. The Federation manual will be a key tool for developing donor programmes.

One modification to this objective for 2002 was the establishment of a broader-based Regional Health team, to make better use of health resources within the Region. This team will consist of the Regional Health Delegate and the country-level Health Coordinators in Afghanistan, Bangladesh and Pakistan. The intention is to meet six-monthly to discuss common issues and to provide greater and more co-ordinated support to the National Societies. Unfortunately, the meeting never had the chance to take place in 2002. In 2003, more effort will be made to facilitate the increased publication and dissemination of each National Society's health programmes and activities.

In 2002, more effort was planned to be made to facilitate the increased publication and dissemination of each National Society's health programmes and activities. A piece on the mobile health programme in Baluchistan Province, Pakistan, has appeared in the Federation's Asia Pacific Focus publication. Other stories on the web site include water and sanitation story on Afghanistan, clinics and anganwadis (courtyard kindergardens) in Gujarat (India), arsenic water treatment in Nepal,

In the Secretaries General meeting in August and as a part of the Kabul Pledge, the National Societies in the region determined the following regional health priorities:

- Scaling up our commitment to confront the HIV/AIDS pandemic by making our prevention efforts more effective, improving treatment for people living with the virus and reducing the stigmatization of those who have HIV/AIDS. Our South Asia Regional Network on HIV/AIDS will coordinate responses as well as share lessons and best practice on how to reduce vulnerability to this health crisis.
- Strengthening the National Societies role in the collection of safe blood and seeking more technical and policy support from the Secretariat.

The SARNHA project was not budgeted for in this appeal. It was possible to establish this project thanks to un-earmarked funding from the Japanese and Swedish Red Cross and DFID. As the regional delegation after the first part of the year gave priority to this programme and aimed to continue with it throughout the whole appeal period, the budget was revised (increased) after the first half year to reflect this.

Initially there was a plan to reallocate CHF 75,000 of DFID funding to country level health programmes in Pakistan, Sri Lanka and Nepal. At the end of the year 37,500 CHF had been reallocated and spent in Nepal and Sri Lanka.

- In Nepal (CHF 12,500) was received and spent but as other funding was coming in towards health, the Society did not request a second reallocation. The funds were used for one CBFA training of trainers course between 20-30 May in which 23 participants attended. Funding were also used for 30 first aid kits/boxes which have been provided to CBFA volunteers ward unit, schools and CBFA trainers. Finally funds were used for production and printing of 50 sets of training materials and 90 CBFA volunteers' manuals.
- In Sri Lanka (CHF 25,000) was received and spent, primarily on the following activities: 15 minute weekly radio programme to create public awareness on HIV/AIDS, workshops for District Branch officials/NHQ staff, workshop on Safe Blood Donor recruitment, Street Art competition on World Aids Day

Due to the Afghan crisis Emergency operation and consequent refocused health activities, the delegation and National Society in Pakistan were not able to utilize this funding opportunity.

The remaining DFID funding planned for reallocation, CHF 37,500, were spent on different activities under the SARNHA project, for instance the regional strategic planning workshop held in Dhaka in December.

For more information, see the respective annual reports for these countries.

Constraints: As above

Organizational Development (Institutional and Resource Development)

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.

Institutional Development

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.

Achievements: Following the regional Constitution Review workshop held in June 2001, a regional Change Management workshop for senior governance and management members from all 6 National Societies was held in Sri Lanka in March 2002. The workshop aimed to support the Societies to manage complex strategic change processes more coherently. At the workshop the Bangladesh and Pakistan Red Crescent *Societies* re-affirmed their commitment to manage and complete the Constitution revision processes by the end of 2002, which will now be completed by mid-2003 with final joint facilitated support from the regional OD Delegate and ICRC.

A regional Branch Development workshop conducted in December 2002 *also* reaffirmed the National Societies’ collective commitments in the region to achieve constitution revision. The workshop confirmed that a strong legal base is the essential foundation of an overall organizational strengthening process. In this context significant progress has been made in all Societies, inspired by the successful completion of the processes and the creation of regional role models in Sri Lanka and Nepal. The new Constitutions in the Nepal Red Cross and Sri Lanka Red Cross have had an important impact. They have helped the Societies to clarify the differences between governance and management, and restructure management organigrams according to new responsibilities at NHQ level to improve the effectiveness of planning and monitoring systems. Similarly, the Policy Committee structures in both Societies have been revised to ensure greater effectiveness and devolved responsibilities to management.

In Nepal the constitutional revision process was also aimed at helping the Society to address some of the criticisms and accusations about the political positioning of some of its volunteers and members. This seriously compromised its perceived neutrality and impartiality in the conflict sensitive environment. The adoption of the new constitution and its Code of Conduct for members led to the introduction of new volunteer management systems through the national Volunteer Policy, a proposed Volunteer Manager post, and introduction of new competency based selection and orientation systems. These systems aim to ensure a higher standard of integrity in the human resource base that will protect the National Society from external interference which will otherwise render it ineffectual in the conflict.

The new constitution in Sri Lanka Red Cross has also had important impact. The newly elected Central Governing Board is requesting Federation and ICRC support to enable it to appoint a Branch Executive Officer in each of the twenty five district branches. This strengthening of management and consequent separation from governance is an important outcome of the constitutional revision. The Society is faced with many new program planning opportunities with the emerging peace process in the country. To improve its program capacity it has also prioritized a 5 Year Strategic Plan to be coordinated by the new management which will assist it to plan more effective services and Branch development strategies. Clarifying the differences between governance and management has resulted in further restructuring of the NHQ management organigrams leading to strengthened management responsibilities. New managers are being appointed with external experience to bring new management competencies to the revised structures.

In most cases the process of revising Constitutions has led to more far-reaching organizational development and change. An evaluation of the Pakistan Red Crescent Branch and NHQ structures in May 2002 resulted in a presentation with recommendations to the Managing Board to be made in June 2002 for the Federation and ICRC to support the Pakistan Red Crescent Constitutional revision in a co-ordinated way.

In Afghanistan and India the Red Crescent/Red Cross Societies have formed a small review body to begin the process of scrutinizing the existing Constitutions and reflect on their conformity with the global “Guidance for National Society Statutes” document. As part of a strategic preparation process

for these discussions, both National Societies have completed an extensive and well-documented Branch assessment exercise. The purposes of these exercises were to gain uniform understanding of membership and volunteer systems, review all existing policies and systems, and take suggestions for strengthening the legal base of each Society. Both exercises prioritized the need for constitutional revision and legal base strengthening at all levels, followed by the development of national policies, guidelines and systems in a uniform and coordinated manner across the whole Society. It has been noticeable that the improved clarification in governance and management roles in some Societies as a result of new constitutions has improved policy making committee structures.

The regional OD delegate has co-ordinated technical and legal support with the ICRC to enable these processes to be supported in ways that meet the requirements of the Federation's "Guidance for National Society Statutes". Each constitutional revision process is taking place within a particular and strategic context to enable the National Society to improve its overall service delivery in more coordinated and well-managed internal environments.

Constraints: Due to time commitments the regional OD Delegate has been unable to work directly with the Bangladesh Red Crescent Constitution Revision Committee, but technical and legal advice and support work has been effectively coordinated with the regional ICRC Cooperation delegate and the Federation Head of Delegation to feed in appropriate support. The Indian Red Cross has instituted a process which is aimed at formation of a full Constitution revision committee being formed. The initiation of the Afghanistan revision process was postponed to early 2003 due to the completion of appointments to a new governance and management structure during 2002 and the consolidation of orientation for new members of ARCS prior to further change process support.

Objective 2: To build strategic management capacity in all Societies by implementing a regional approach to management development programs to strengthen further the strategic change management skills needed to deliver the change objectives of "Strategy 2010".

Achievements: The regional Change Management workshop held in March 2002 (*as mentioned under objective 1*) was conducted for 20 participants of all 6 National Societies from senior governance and management levels, including members of Managing Boards, Secretary Generals, and Director Generals/Directors. The objectives of the workshop were to refresh their knowledge of strategic management skills in managing complex organizational strengthening and change processes. Each National Society exchanged experiences on successful models of managing change, learning of new techniques and change management models from case studies from external organizations, and looked at the links between successful change management and strong human resource development and internal and external communications strategies.

The decisions of the workshop were for the regional OD delegate to:

- draft a "South Asia RC/RC Change Management Manual" in the form of a series of guidelines under the topics listed above; to include in these guidelines examples of successful change management models as shared by the Societies during the workshop itself to act as knowledge sharing material;
- undertake a structured management development "training of trainers" program in each National Society, facilitated by a regional "personnel-on-loan" from Nepal Red Cross HRD Division as the core trainer during 2002. Through this last initiative, the Society hoped to achieve a regional standard for management development training, and a follow-up management training and development curriculum and courses for managers at all levels within each Society at country level;
- draft a series of regional "capacity Building Fact Sheets" documenting models of excellence in capacity building in all Societies of the region and circulating them widely to champion change processes and learning environments in all National Societies.

The Terms of reference and schedule for Training of Trainers (TOT) in Management Development courses in four National Societies was finalized in June 2002, and the draft curriculum for the five day TOT was also finalized in discussion with the regional trainer identified from the Nepal Red Cross.

It was also agreed that each Society would nominate after the workshop a senior OD counterpart who would join similar counterparts from the other 5 Societies and receive regular annual regional OD training in order to continue to build and share culturally appropriate and successful change management skills and competencies needed for strategic change between all 6 Societies. These counterparts then attended the regional Branch Development workshop in December 2002 to continue to build on their new change management skills to the aim of improving services to vulnerable communities through well-functioning branch development models.

While the Federation regional OD delegate continued to draft a “South Asia RC/RC Societies’ Change Management Manual”, effective change management experiences, techniques and practices are also being shared across all Societies in the region. The Pakistan DCU review was shared with the Bangladesh and the Afghanistan Red Crescent to strengthen the participatory nature of their planning processes.

The regional Branch Development workshop held in December was attended by NHQ and Branch level participants from all six Societies. Through participatory techniques and discussions participants created a strong and collectively agreed framework by which all National Societies want in future to measure effective organizational change. The participants agreed minimum impact indicators for characteristics of well functioning National Societies in the region. These indicators were set at Sub-Branch (community) level, Intermediate (Province, State or District) level, and NHQ level. The strategic framework agreed requires each of these levels to have measurable and developed plans and strategies, systems and procedures, human resource development and skills, resource mobilization and sustainability plans, internal structures and linkage mechanisms, and external linkage plans.

At country levels change management strategies have also demonstrated more participatory approaches. In Afghanistan the branch assessment exercise resulted in the assessment team visiting all 31 Branches. This has also led to interest in conducting a comprehensive 5 Year Strategic Development Plan process in early 2003 aimed at reunifying the National Society through participatory long-term internal planning to meet the needs of external vulnerability. In order to strengthen the management competencies at all levels to achieve this objective management development” training is being planned for early 2003.

The Indian Red Cross is planning a national level 5 Year Strategic Development Plan meeting in May 2003. It will use the analysis of the nation-wide branch assessment exercise as an important platform on which to build change management plans. The NHQ has been strengthened by a new Organizational Development/Resource Development department. Amongst its aims are to assist the Society to undertake strategic planning processes, restructure the management organigram at NHQ level into two parts (program and service departments), integrate organizational development objectives into all programs, and assist all managers to identify key change goals to strengthen service delivery.

The Sri Lanka and Pakistan Red Cross/Red Crescent senior management are focusing on planned change processes. In Pakistan the Development and Cooperation Unit (DCU) review with its participatory branch involvement agreed the services required at NHQ level to support more effective program and service delivery at branch levels. In Sri Lanka Red Cross the senior management team is planning a similar participatory 5 Year Strategic Development Plan process. The change management technique will involve branches in visioning about future structures to improve integrated national program planning and support.

Similarly strategies to maximize the use of effective Information Technology (IT) to better manage the flow of information and change have been shared between the Pakistan, Nepal and Indian RC/RC

Societies. Using the Nepal Red Cross experience of networking 60 computers together to improve knowledge management and cross-departmental planning, other Societies have been encouraged to adopt the same technique and Sri Lanka, Pakistan, Bangladesh and India are in the process of active discussions to implement similar initiatives. The impact of the initiative regarding better narrative and financial planning, monitoring and reporting between all departments is being monitored in Nepal Red Cross and will be shared when available with all other Societies in early 2003.

Constraints: Due to pressures on the time available to the regional OD Delegate, the proposed regional “Change Management Manual” will now be completed by mid-May 2003. Several Societies have developed well-focussed change management plans but lack country level OD funding support to implement these. The regional OD delegate has supported three Societies affected by external conflict sensitive environments to apply to the Federation’s global Capacity Building Fund to enable these strategic and urgent capacity building priorities to be supported in 2003 while other OD funding is sought. The regional OD programme budget has also increased its support to country level OD consolidation processes in Sri Lanka, Bangladesh and Afghanistan which will be operationalised further in 2003

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

Achievements: There has been significant impact on regional HRD work to aim at more common standards within all National Societies since the regional HRD workshop was held in December 2001 in Nepal.

The finalized “South Asia Regional HRD Manual” which was drafted and agreed by all 6 Societies has been circulated to all. *It has been used consistently at the regional Change Management and Branch Development workshops respectively to improve integrated approaches to HRD in all Societies’ programmes and structures.* It has been welcomed as a strategic tool to help improve standards in volunteer and staff recruitment, development, appraisal, grievance, recognition and reward systems.

In response to the Manual’s recommendations, National Societies in Sri Lanka, Pakistan, India and Nepal *have* set up a NHQ level unit with managers/focal points to improve volunteer management standards across all levels. During the latter half of the year, the Manual was adapted to Sri Lanka Red Cross needs and the version which has been translated into three languages has been distributed at a special HRD training and orientation workshop in November for NHQ and all Branches.

In Nepal a new Volunteering Unit will follow a similar process, and in Pakistan a new HR department has been recommended. New senior national level Volunteer Manager posts have been set up in Sri Lanka, Pakistan, and Nepal. In India, the responsibilities have been merged into a new Human Resource Development Coordinator post in the NHQ to play a role in advocating stronger HR practices and systems in all the 650 Branches over a phased program of orientation and training. A pilot “Volunteer Handbook” will be used to recruit and train 150-200 volunteer managers in the Gujarat State Branch to improve volunteer recruitment, induction, retention and development. If successful it will be replicated across the rest of India.

The request of National Societies to avail of a structured management development “training of trainers” program was initiated during the second part of the year. The Sri Lanka Red Cross agreed dates for the first course in January 2003 using the regionally developed training module facilitated by a regional “personnel-on-loan” from Nepal Red Cross human resource development (HRD) Division as the core trainer. Two initial planning visits have been made by the core trainer to agree the final curriculum and appropriate participants list in Sri Lanka. Other Societies have expressed interest and are consulting on training dates in early 2003.

To ensure gender awareness perspectives are integrated and actively implemented in all HRD *and programme* activities across the region, a “regional trainer-on-loan” was agreed with Nepal Red Cross to enable the Head of the Society’s Women’s Development section to set up “training of trainers” programs on gender sensitization in all 5 other National Societies during 2002 and early 2003.

The draft *terms of reference and curriculum* for the gender sensitization TOT work was completed in June 2002 and has been shared with all other Societies. The curriculum includes an orientation into the Red Cross and Red Crescent Movement’s perspective on gender and the importance of women’s representation at all levels of policy, management and program planning and evaluation; clarifying the concepts of “Women in Development”, “Women and Development”, and “Gender and Development”; understanding and developing gender analysis tools and participatory processes to address gender issues in National Societies; and developing a Plan of Action to further gender perspectives within all the structures and programs of each National Society.

The first of the regional gender sensitization courses was successfully conducted in Pakistan Red Crescent in late 2002 with important impact. The Society has begun drafting a national Gender Policy, appointed a national focal point on gender, and planned to hold further gender sensitization training across all levels of the PRCS during 2003 with the aim of improving both the profile of volunteers, members and staff, as well as the impact of all programmes on women.

Dates to complete the regional gender sensitization training events were agreed with each National Society throughout 2003. In the meantime all Societies attended the regional “Branch Development” workshop in December and undertook mapping of existing gender policies, structures and systems across the region. This led to an agreement to take action to strengthen their approaches to drafting, adopting and implementing their Gender Policy and implementation systems. Sri Lanka Red Cross has planned to appoint new personnel to a specific national Gender Unit.

The expected outcomes of the gender sensitization program at regional level are to have a cadre of trainers in each Society who run regular quality training programs for all staff and volunteers; an environment which recognizes the importance of women’s involvement in the RC/RC Movement and its work; institutional arrangements on Women’s Development in each National Society to strengthen the gender perspective; a Gender Policy in each national society (adopting the framework of the Federation’s Gender Policy agreed at the General Assembly in 1999); and a plan of action in each Society to undertake phased internal gender sensitization training. The Nepal Red Cross is the first of the region’s National Societies to adopt a national gender Policy. Sri Lanka are also drafting a similar policy, and the regional OD delegate is facilitating the sharing of existing drafts and completed policies between all Societies to provide learning and inspiration.

During the regional workshop on “Branch Development Models” in December all six Societies debated proposals to launch regional fora on “Volunteers”, “Gender” and Youth”. It was proposed to strengthen national level work in each of these areas before forming regional fora of focal points. It was therefore agreed that the existing “training of trainers” in gender sensitization, and further support work to strengthen the youth and volunteering structures would be prioritized in all Societies.

At the same workshop a structured discussion took place to enable the Societies to consider ways of strengthening each others’ youth wing development experiences. Although it was considered too early to invite a Federation Youth Delegate from another region, it was agreed to consider forming a regional RC/RC Youth forum perhaps in late 2003. A mapping exercise revealed the status of youth wing strategies and policy development in each Society. The discussion led to the collective agreement to adopt new or revised Youth Policies in conformity with the Federation’s global Youth Policy.

It was also agreed to create opportunities for staff on loan programs between National Societies so that in-region experienced youth training resource people can train others in techniques to enhance participation of youth in all programs at all levels. Strong examples of good practice were shared. For

example, Sri Lanka Red Cross have incorporated a youth representative at every level of governance committees as part of their revised Constitution.

During late 2002 and early 2003 the regional OD delegate is assisting all Societies in the region to draft and contribute learning to the regional “Capacity Building Fact Sheets”. Two agreed Fact Sheets already include models of excellence in “Women membership drives in Nepal Red Cross” and “Linkages between Junior Red Cross and HIV/AIDS prevention programmes in Nepal”. These Fact Sheets aim at documenting effective capacity building practices and sharing knowledge across the region, as well as promoting integrated approaches to enriching the diversity of the RC/RC Movement’s human resource base in South Asia.

At the end of the year the activities of the Institutional Development project remains in line with the revised budget.

Constraints: The regional Branch Development workshop in December 2002 asked all National Societies whether they wished to establish and participate in three regional fora as previously recommended by them, namely a regional Youth Forum, Gender Forum, and Volunteering network. After due consideration it was proposed that these forums be established only in late 2003, to enable all Societies to first consolidate their national level work in these three areas.

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.

Objective 1: To ensure that regional National Societies benefit from the experience of regional sister Societies in developing common standards in finance development plans.

Achievements: In last years Regional Finance Director’s Meeting all National Societies participated in a regional mapping exercise which highlighted existing activities, issues of concern and identified strategies on how Finance Development work can be introduced at a Branch level. The exercise aimed at improving overall programme reporting and ensuring effective monitoring systems. During 2002 a pleasing level of progress and improvement has been made as the National Society Finance Directors are committed to these objectives.

The regional Finance development work in the region (Nepal, Pakistan, Sri Lanka & India) experienced a good amount of progress and improvement in this period. The programme continues to be welcomed by all National Societies as it supports in-country improvements to be implemented against regionally consistent norms. The National Societies have improved their financial management capacity, including accounting and financial reports, management information system (MIS) etc. Plans are in place for National Societies to pass on the new financial systems to their district branches and chapters.

A Regional Finance Management workshop was held in September in Nepal jointly with the Nepal Red Cross targeting junior finance staffs (Nepal, Pakistan, Sri Lanka, India & Bangladesh) who are involved in day to day finance work. The main focus was on how to achieve well functioning account/ financial management systems particularly when it comes to utilizing modern technology such as accounting software, knowledge about procurement, budgeting, inventory control & other relevant matters.

A regional workshop on Narrative and Financial Reporting was held in October in Bangladesh jointly with the Regional Reporting Delegate. The module on finance reporting enabled the team to

emphasize the importance of Finance development as an integrated part of organizational development.

Constraints: Lack of funding. The budget for reporting development had to cover the entire workshop on Narrative and Financial Reporting.

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

Achievements: The Regional Finance Development Manager visited the Sri Lanka Red Cross in March and June to provide support with familiarization of its new financial system and procedures. Training was provided on sound and transparent financial and accounting procedures manuals to ensure effective basic accounting standards and reporting frameworks to donors.

The Nepal Red Cross finalized an Internal Audit manual and shared this with the Sri Lanka Red Cross. The Nepal Red Cross is also revising its financial procedure manual. A draft has already been shared with the Sri Lanka Red Cross, the Indian Red Cross and Pakistan Red Crescent.

Once this is finalized it will be used as a model for further development in the region. Sri Lanka Red Cross and the Pakistan Red Crescent have finalized their financial software, it will be installed during 2003. The Indian Red Cross is also in the process of finalizing the software for computerized accounting.

In November a Regional Finance Directors meeting (Nepal, Pakistan, Sri Lanka, India & Bangladesh) was held in Sri Lanka. Following were the main outcomes:

- The progress of the finance development plans as developed and agreed in the Kathmandu workshop in November 2001 was followed-up. Where applicable, the reasons for non achievements were identified.
- Success stories, problems, constraints and lessons learned with regard to finance management were shared.
- It was decided to develop finance development projects for each National Society in the region - to be carried out 2003 and onwards.

The Internal Audit system of each National Society was also discussed. Even though some have a good system, the different constitution of each National Society makes it somewhat difficult to produce a regional manual. As a result, there will be a proposal to develop a common internal audit approach in the region. This proposal will be presented at the next Secretaries General Meeting for their consideration.

Constraints: Lack of funding and the fact that the National Societies have different finance procedures depending on their constitution. For instance the Indian Red Cross is working under the Indian Government procedures whereas the Nepal Red Cross has its own procedures.

Objective 3: To strengthen the capacity of National Society staff and arrange appropriate training when required.

Achievements: The Treasurer of Nepal Red Cross visited the Sri Lanka Red Cross in March 2002 to study and discuss the Internal Audit Manual and Financial Procedure Manual of the Sri Lanka Red Cross in order to help both Societies to establish effective internal audit departments and mechanisms.

In June the Federation's standard BuSY Budgeting Software was installed at the Sri Lanka Red Cross. 3 staff members were trained in its use. This will help them to prepare the budgets in the right format as per Federation's requirement.

The country level workshop for the finance staff of Sri Lanka Red Cross was planned in the third quarter of 2002 but it will only take place once the National Society has finalized its software. Staff from NHQ and selected branches will take part in this training workshop to improve the overall Management Information Systems (MIS) and achieving better uniformity in basic accounting standards and reporting frameworks to donors.

The Pakistan Red Crescent finalized its financial software as have the Indian Red Cross; the latter Society will complete installation early next year.

At the end of the year, the activities under this project were in line with the initial budget.

Constraints: The financial software company selected for the Sri Lanka Red Cross is not able to provide service to meet donor requirements. Therefore the Federation team is looking for another finance software which can meet the requirements and it will be finalized in the first quarter of 2003 in stead of late 2002.

Attempts to develop common computerized accounting systems and financial procedures within the region have met some difficulties due to the different and specific requirements of National Society Managements. Similarly, common computer software is not available in all countries. As a result, the Federation team has finalized the available software in the individual countries and has had it re-designed to ensure that it meets Federation financial reporting requirements.

Regional 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.

Objective 1: To support the development of well functioning communications capacity within each of the National Societies in the region through technical support, mutual learning and training initiatives.

Achievements: Since January 2002, the regional information dept. has been actively engaged in a variety of training initiatives in the region. In February the 2 information officers of the Nepal Red Cross spent a one week internship at SARD. With the assistance of external facilitators they received specific training in various aspects of communications including advocacy, video techniques, web site editing and strategic planning. As well as improving their technical skills, this was an opportunity to familiarize them with the role of the Movement in the region and they met with all SARD delegates and relevant counterparts within IOC as well as the Indian RC and the ICRC. The visit was also an opportunity to further develop the NRCS communications strategy for the Society. As well as providing a valuable knowledge sharing opportunity, the internship gave the participants a much greater understanding of the communications priorities of the Federation and provided them with technical skills that they are now utilizing on a regular basis.

The exchange visits of National Society information officers in the region has begun with preparations currently underway for the two Nepal Red Cross information staff to spend a week visiting the information dept. of the Thai Red Cross and the Federation's regional information unit in Bangkok. This represents a valuable opportunity to share expertise and knowledge with another national society which has a more developed information department.

The regional information team supported two communications training workshops organized by the Sri Lanka Red Cross and the Nepal Red Cross in April. The three day Sri Lanka workshop was attended by dissemination/information officers from district branches together with some branch secretaries and/or chairmen. The regional information team acted as facilitators together with the information officer of the Pakistan Red Crescent. This was an excellent opportunity to review progress following a previous workshop held in Sept. 2000 but also to actively seek ways in which to improve

information sharing between district branches and the NHQ. It was encouraging to note the greatly increased media relations activities carried out in some of the districts and the involvement of the PRCS information officer highlighted some common problems that the two Societies share and also provided a valuable insight into the communications activities of the Pakistan Red Crescent.

The communications training workshop held by the Nepal Red Cross involved the participation of branch officers/secretaries from 23 district chapters. This was the first communications workshop coordinated solely by the Nepal Red Cross information section and was supported by the regional information officer from SARD and the communications delegate from the ICRC's delegation in Kathmandu. The workshop was an opportunity to introduce to participants various concepts such as media relations, advocacy and internal communications. The regional information officer also facilitated a workshop on feature writing for the information contact persons from the different programme sections of the Nepal Red Cross headquarters. By improving basic writing skills, journalistic contributions submitted from different programmes to the Society's information dept., are now rapidly increasing.

In April, a 9 day regional disaster management training course was held for DP managers. During the workshop the regional information officer gave a presentation on 'Building partnerships with the media' which provided an opportunity to reinforce the message with DP practitioners, that the media were important partners in advocating for DP at a national level.

In May the regional Information Delegate attended the joint meeting of the ART (Asian Regional Task Force on HIV/ AIDS) and the newly established SARNHA (South Asia Red Cross and Red Crescent Network on HIV/AIDS) network. During the meeting a half day training session was given to ART members on how to write for and produce their quarterly newsletter. A presentation was also given to the SARNHA members on the global HIV AIDS anti stigma and discrimination campaign.

A five-day workshop for information officers from the National Societies was held in Sri Lanka in July. The workshop was facilitated by the regional information team together with the Regional OD Delegate. The workshop came up with the following objectives for the information and communications work of each National Society:

- To act as a channel for the needs of vulnerable communities. To increase support from
- diverse stakeholders to vulnerable communities.
- To increase awareness of RC/RC programmes in response to humanitarian contexts.
- To build a strong organizational network focused on flow of information and knowledge
- To build the image and understanding of the RC/RC Movement and its ideals.

Capacity building of the information teams within the National Societies to achieve these objectives was identified as the central issue for the regional information department at SARD. The Information Officer of the Sri Lanka Red Cross spent November and December with the regional information department (time shared with the Reporting Delegate) in New Delhi as a staff on loan (SOL).

With the assistance of external facilitators the Sri Lanka Red Cross Information Officer on loan received specific training in various aspects of communications including advocacy, web site editing and strategic planning. She also participated in a BPI workshop while part-resourcing the Information module for a reporting workshop in Dhaka.

As well as improving her technical skills, this was an opportunity to familiarize her with the role of the Movement in the region, SARD delegates and their work. The visit was also used to develop a communications strategy for the Sri Lanka Red Cross. In addition to providing a valuable knowledge sharing opportunity, the secondment has also been aimed at giving a greater understanding of Federation communications priorities.

The SARD has provided financial support to the National Society information departments of Nepal, Sri Lanka and Pakistan which enabled one staff from each National Society to undergo technical

training in web site design, editing and management. This training was through local external consultancies. Support was also provided for English language training courses for the information staff of the Nepal Red Cross and the Bangladesh Red Crescent.

Salary support to the information officers of the Sri Lanka Red Cross and the Nepal Red Cross continued to be provided throughout the year and some technical hardware was purchased for the information departments of each National Society (including stills cameras for Nepal, Sri Lanka and Bangladesh). A contribution was also made towards acquiring new hardware in the Sri Lanka Red Cross (to go with a LAN network in the headquarters which can be installed in the coming year) which has greatly enhanced information sharing between NHQ departments.

All National Society information staff have access to the recently completed online Movement 'Communications Guide' and the Nepal Red Cross have already translated the guide into Nepali and distributed the same to programme staff. Other National Societies are expected to follow suit in the coming year.

The Budget for the Regional Information Development programme was revised and reduced by 18.9% to 169,382 CHF in the first half of the year. These revisions were partially based on the funding available to implement the programme, but also some of the costs for the regional information delegate had originally been budgeted for 12 months instead of 7 (the reg. info delegate ended his mission in September). Another factor behind the revision was coverage of various costs from a contribution from the regional DP programme. At the end of the year, the Information Development Project was in line with the revised budget.

Constraints: Lack of coordination between the different components of the movement has at times led to difficulties in working with the counterparts in the National Societies. The lack of a funding plan for the information departments of the National Societies has meant that most Societies have opted for funding from ICRC for their information officers. This result is a greater focus by National Societies on ICRC objectives.

Regional Resource Development Program

Goal: To support the regional National Societies in developing effective financial resource mobilization strategies.

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.

Achievements: The regional "Local Resource Mobilization" training module has now been successfully conducted in Sri Lanka, Nepal, Indian and Pakistan Red Cross and Crescent Societies. Due to the large number of Branches, the Indian Red Cross will be conducting a total of four regional workshops, having completed the first one in the Western region in May. As a result of this training, the Sri Lanka Red Cross decided to appoint a Director and Assistant Director of Fundraising and Communications. The purpose has been to strengthen the Society's capacity at NHQ and Branch levels and develop appropriate coherent policies and training at all levels. The team brings the fresh skills of marketing to the National Society and the overall impact of this professional approach to "Red Cross Brand" association, continuity and external communications strategy will be documented and shared with all other Societies for learning purposes. In addition it has increased sustainability plans into its existing programs (e.g. including a new objective to make its national First Aid training program and services self-sustaining within 3 years through local income from commercial First Aid training with bilateral programme support from the Korean Red Cross).

The Indian Red Cross decided to consolidate the successful local fundraising experiences across all its branches and begin a mapping and knowledge sharing process. Its national branch mapping exercise

has created a valuable data bank of information showing that branches already have many diversified sources of income, but that there remains a lack of professional skills at many levels to capitalize further on these opportunities.

As a result of the “Local Resource Mobilization” training a presentation of the outcome and recommendations was made to the Indian Red Cross Managing Body. As a result a national Resource Development/Fundraising Officer post was created to strengthen national policy in this area and develop more unified coordinated resource mobilization activities across the Branches and at national level. In addition, the Indian Red Cross has appointed an external “Resource Development Consultant” for 12 months. The roles of this consultant are to give the National Society structured support in the areas of mapping existing assets and recommending maximization of income opportunities etc.

In Pakistan, the regional “Local Resource Mobilization” training module was successfully conducted in November. Two trainers from the South Asia Fundraising Group conducted the training program for 24 participants from Branches and NHQ in Islamabad. The training was followed by action planning at all levels. The National Society has appointed its first ever national Fundraising Manager who has been tasked with developing a strategic resource mobilization plan for all levels, and to support Branch level plans and activities to strengthen existing resource mobilization techniques.

There were also plans to conduct the regional training in Afghanistan and Bangladesh in late 2002, but these had to be postponed to early 2003 to complete the planned cycle of one training course in each of all six National Societies. In the Afghanistan Red Crescent this is a timely opportunity as the National Society is re-establishing some vital local resource mobilization techniques such as the national Lottery which it has just reintroduced. The Branch assessment exercise revealed that some branches have initiated income generating activities but that wide knowledge sharing across the National Society is a vital capacity building necessity. The branches have requested support to strengthen their ability to become more independent of the NHQ and external funding, therefore developing long-term sustainability plans.

After the cycle of regional training is completed, it is envisaged that the regional Fundraising managers forum will plan a full regional resource mobilization workshop for all 6 National Societies for experience sharing, learning, and common strengthening of techniques to raise diversified funds to be held in early 2003, using the successful documented case studies on sustainable models of funding core costs as well as locally generated income programs.

There are now several examples across all National Societies of policy development discussions to strengthen integrated approaches to resource mobilization at all levels of the institutions. The Nepal Red Cross has drafted and adopted a new national “Resource Development Policy” which has been considered by the Central Executive Committee. It will now be shared with the Governing Bodies and senior management of all the other Societies as an example of good practice.

The Nepal Red Cross also sent two senior managers from their Resource Development Unit to study the successful fundraising experiences of the Karnataka State Branch of the Indian Red Cross and the Sindh Provincial Branch of the Pakistan Red Crescent in October. Their internal report makes several recommendations, and the impact of the changes made following this regional cross-program learning visits will be evaluated in early 2003.

The regional OD delegate was asked to document successful Resource Mobilization case studies for regional distribution under different specific topics (e.g. corporate sector fundraising, youth wing fundraising etc.). The delegate has continued to identify case studies across the region that will lead in early 2003 to the documentation of a regional set of knowledge sharing “Fact Sheets”. It is intended to convene a regional forum of all existing National Society Fundraising/Resource Development Managers, Directors and Officers in early 2003. This meeting will map further knowledge of existing good practices and successes in all Societies prior to the documentation process. It will also decide mutual capacity building strategies between all Societies where experienced personnel from one

Society can train trainers in another. The experience from the Nepal Red Cross mutual capacity building visit in October will be evaluated at this meeting to decide whether this or other modalities for sharing knowledge and managing change effectively should be used in future.

Constraints: Lack of financial support towards this area was a constraint that was overcome thanks to donors' non-earmarking within the OD program. It was agreed to hold the workshops in Afghanistan and Bangladesh in 2003, and also the three regional workshops in India. As this is an innovative and highly skilled professional area, some Societies who received the earlier Local resource mobilization training module have found it difficult to make progress. This is being addressed by targeted support from the regional OD budget during 2003 when a professional external resource mobilization consultant from the region will work for 6 months to strengthen culturally appropriate resource mobilization systems and techniques in Nepal, Pakistan and Sri Lanka to consolidate on the earlier training and engage in a wider range of practical resource mobilization activities. Comparing with the initial budget, the spent amount at the end of the year on this project is in line with the initial budget of CHF 51,000.

The amount spent at the end of the year for this project was in line with the initial budget.

Regional Reporting Development

Up and until the end of 2002 Reporting was included and budgeted under the Management and Co-operation Appeal. However with the view of reflecting the development initiatives of the programme, it will from now on be presented under the Organizational Development section. Regional Reporting Development will also be included in next years appeal, again as a part of OD.

Timely, regular and accurate reporting is one of the most important tools to ensure good management support and sufficient funding for an emergency operation or a longer term programme. In view of this, the Regional Reporting Delegate based in Delhi and the Sub Regional Reporting Delegate based in Dhaka started a regional narrative reporting development initiative to support the National Societies in the region. This was done in close co-operation with Federation delegates in all programme support areas (i.e. DR, DP, Finance Development, Information Development and Organizational Development).

In February, a questionnaire was sent to all six National Societies, for them to reflect on their needs For Federation capacity building support within this area. According to the information received, only Nepal Red Cross had clearly identified staff designated to work with reporting issues.

The Regional Reporting Delegate supported the information officers in Nepal and India with specific advice on how to prepare an Annual Report (content and layout), using an earlier example of an Annual Report for Nepal as an example.

Specific tools and case studies were developed to make reporting training and capacity building an active learning experience at all levels of National Societies, but particularly initially at NHQ departmental levels. These tools were developed in co-ordination with the External Relations Division (former Relationship Management Department) at the Federation Secretariat. In April a regional level presentation on narrative reporting was made as a part of the 9 day RDRT (Regional Disaster Response Team) workshop in Delhi, targeting 30 participants from all 6 National Societies.

In June, a half day reporting training was held at the Sri Lanka Red Cross headquarters for the Chairman and Directors and 20 NHQ departmental executives. As a result of its new Constitution, the SLRCS is in the midst of structural changes where new reporting formats are to be developed. Links were therefore made between external and internal reporting needs and the close relation between planning and reporting. Finally two short case studies were made and a "good case" emergency appeal shared. The evaluation of the workshop showed that the participants found the module very useful. Also in June a session within a wider 3 day "Branch Development" workshop in Sri Lanka Red Cross targeted 20 NHQ executives, and the Chairperson, Secretary and Treasurer of 17 Branches. In the

second workshop around 50 people participated, including all 11 branch development officers (BDO) of the National Societies.

The objectives of these training sessions were to provide a general introduction to and understanding of the importance of reporting, the end use of reports and how National Society input can improve Federation and other external reporting.

Also as part of the regional reporting development initiative, a two-week visit to the Nepal Red Cross was conducted in the second half of June. During the visit, series of meetings were organized with senior management staff from the Nepal Red cross in order to ensure full support to the senior officer who will be the focal point for Nepal Red Cross with respect to reporting. The Federation was requested to support the focal person with PC, printer and participation in an English language course, the latter of which will take place in early 2003. Initial assistance to Nepal Red Cross for the establishment of the reporting office has been provided in the form of advice for establishment of Nepal Red Cross data base, Nepal Red Cross reporting control sheet, as well as PC training. A request for the approval of Nepal Red Cross to access the DMIS website.

At the end of the visit, the Sub Regional Reporting Delegate organized a meeting with 20 key staff at the National Headquarters. The session focused mostly on day-to-day issues and challenges regarding reporting (at various levels) as well as understanding of various reporting requirements.

The first ever regional planning and reporting workshop was successfully conducted in October in Dhaka, Bangladesh. It was organized jointly with the regional finance development manager. As the linkage between financial and narrative reporting is an important but neglected aspect of reporting, participants from both finance departments and people with narrative reporting experience were invited. 23 staff members from all 6 National Societies participated in the workshop and the main outcomes were the following:

- In addition to the formally designated reporting focal point selected in Nepal this spring, there are now focal points in Afghanistan, Bangladesh and Sri Lanka. This will considerably facilitate standard reporting input and is expected to enhance the outcome of capacity building efforts targeting various levels at the National Societies in the region.
- The participants' awareness on the need for good financial and narrative donor reporting and how to do it in view of being able to support vulnerable people was considerably increased. A module on marketing and advocacy also highlighted important aspects for reporting.
- The participants jointly determined the common National Society strengths, weaknesses, opportunities and threats (SWOT) primarily with regard to donor reporting. The outcome serves as a base for further capacity building support within projects under OD in 2003 and 2004.

As indicated in the evaluation the expectations were well met and there is growing interest and understanding of the need to increase skills within these areas.

In September the Nepal Red Cross reporting focal point received on the spot job training for some two weeks by the sub-regional Reporting Delegate. Computer and printer were purchased and installed, together with Federation software and style sheets, English language and writing courses are also being provided. Similarly the Delegate has also provided regular support to the Bangladesh reporting focal point that also has received hardware and installed software. The reporting focal point at the Bangladesh Red Crescent is currently attending an English course.

In December, additional training (communication and reporting) will be provided for Bangladesh Red Crescent Branches. Four days of training in reporting/planning is planned for managers/officers to be organized by the sub regional reporting Delegate in cooperation with the National Society's OD department early next year.

The Sri Lankan Information Officer, who is also the reporting focal point, was seconded to SARD for most of November and throughout December in a training programme with the Regional Reporting

Delegate and the Regional Information Officer respectively. During this period, the Staff on loan (SOL) worked hands on with Federation standard reporting with priority to those relating to operations in Sri Lanka. She also contributed to the South Asia Regional Newsletter and other more joint reporting/information tasks.

Developed training presentations and case studies were shared with the Reporting Delegate in Afghanistan who is working closely with the reporting focal point there. At the end of the year, plans were underway for training at NHQ and branch level. Regular contacts are maintained with relevant delegates and staff at country level in India and Pakistan with the view of capacity building within these areas including selection of reporting focal points.

The Regional Reporting budget was slightly revised upwards to include sub regional reporting delegates travel in the region in connection with training efforts, and to cover in country such as English courses, computers etc. to support reporting designated officers. At the end of the year, the Regional Reporting project was in line with the revised budget.

Constraints: The Pakistan and Indian Red Cross remained without reporting focal points during the year, though the Indian Red Cross had an 'acting' one. Most existing focal points also have other tasks than reporting as this project is not able to provide salary support.

Due to the extensive flooding season in 2002, the planned two-day reporting workshop in July for Bangladesh Red Crescent headquarters staff and some representatives from district branches did not take place. However, in the regional planning and reporting workshop in October, additional representatives from the Society took part as observers.

Regional Co-operation

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.

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.

Achievements: At the end of January the Indian Red Cross hosted a Regional Cooperation Agreement Strategy and Secretary Generals Meeting in New Delhi. Secretary Generals from India, Bangladesh, Nepal and Sri Lanka attended as did the Federation Senior Desk officer, the Heads of Delegations from SARD, India Operation Centre, Pakistan and Bangladesh, the Deputy HoD for the Regional ICRC Delegation and a number of delegates.

It was agreed that meetings in future should focus more on contributing to regional strategies and reviewing and monitoring the objectives stated therein. It was discussed how the fora, with future agendas set by the SGs, could contribute to development not only downwards in the organization but also feed into Movement Policy Structure. It was suggested that a ToR should be written for future SG meetings. It has also been agreed that ICRC will continue to offer joint funding and support for this strategic meeting which seeks to operationalise the spirit of joint visioning, planning and evaluation as expressed in the 'Strategy for the International RC/RC Movement'

The new Movement Strategy was well received and used in the meeting on the RCAS working session. It was also felt that up to now, not enough collective (National Societies, ICRC, and Federation). effort had been made within the three stated strategic objective areas stated in the strategy. However this new tool would help our collective efforts. Some of the activities stated in the Movement Strategy are already ongoing in current programmes.

It was decided that the gaps between ongoing activities and the selected activities for regional priority were to be included into the draft RCAS and into current or future appeals.

The SG meeting in January requested more information from the Secretariat. There are technical limitations that sometimes hamper communication. However the SGs felt that there is also hesitation from the Federation's side to share enough. Following this meeting, the Regional Information and Reporting team has produced and distributed five issues of the "South Asia Regional Movement Newsletter" (April, May, June, August and a combined for issue September/October) targeting the components of the Movement in the region. The newsletter is also being distributed to Participating National Societies.

In connection with the last issue for 2002, all Secretaries General were asked to provide feedback

on the content so far, whether the newsletter is useful to them, to what extent it is shared within their respective National Societies etc. Their feedback will be used to develop the newsletter further, as will feedback from other stakeholders.

With a network of information officers and now also four reporting focal points, it is expected that the inputs from National Societies and ownership of this publication will increase and the information and reporting team's work towards this is ongoing.

In early March 2002, the Bangladesh Red Crescent hosted the South Asia Partnership meeting attended by representatives from 20 countries. Following the partnership meeting, a two-day Cooperation Agreement Strategy workshop was held to finalize the Bangladesh Red Crescent second generation three-year CAS document. External donors WFP, ECHO, DFID EC and AusAID also participated and gave valuable feedback to this document.

In late March the first ever Change Management workshop was held in Bentota, Sri Lanka. The outcome is that 20 people from all 6 Societies are trained in change management who will share their knowledge with their respective Societies and hopefully, will contribute significantly to the various changes occurring processes in the region.

Following the regional Constitution Review workshop held in June 2001, and the regional Change Management workshop in March 2002, a regional Branch Development workshop conducted in December 2002 reaffirmed the National Societies' collective commitments in the region to achieve Constitution revision (see the OD programme for more details around the above two workshops).

Regular meetings between the ICRC and Federation Regional Delegations are useful opportunities to share information and plan joint initiatives. On 18-19 June, the HoRD went to Kathmandu to discuss the current situation in Nepal with Nepal Red Cross, ICRC and held an information sharing meeting with diplomatic missions plus International Organizations. Over 60 people attended and a high level of interest was shown by participants and this meeting will do a lot to build up new partners.

In August, an Operational Project Agreement was concluded between the Nepal Red Cross, the ICRC, the Nepal delegation and the Federation's Regional Delegation in Delhi regarding the implementation of disaster flood assistance (appeal 23/2002) in those districts which are affected by conflict. By the terms of the agreement, the ICRC has lead agency status while the Federation plays a lead role in support of the Nepal Red Cross in that operation.

In August a regional planning meeting was held in Islamabad with the view to finalize the draft appeals for 2003/4. This objective was partly accomplished but due to the tragic death of the Regional Health Delegate, the meeting was cut short. The Federation's Senior Desk officer participated as did the Head of Regional Delegation, some SARD delegates, the Heads of Delegations of the India Operation Centre, Pakistan and Bangladesh and the Regional ICRC Cooperation Delegate from India.

Following that meeting the Afghan Red Crescent hosted a Secretaries General Meeting. Originally it was to be held in Kabul, but was later transferred to Islamabad as there were some minor doubts about security. It was evident at this meeting that the Secretaries General have taken full ownership of this forum with intelligent and vigorous debating, mutual peer review and support.

One of the major outcomes of this meeting is the already mentioned action points in the Kabul Pledge which was adopted by all 6 Societies. The Kabul Pledge displays a great commitment from all six National Societies to collectively strengthen their Societies and to be role models for change.

Three new Federation positions in the region are also helping to improve the Federation in facilitating cooperation. For instance, having a senior relief delegate in Nepal was valuable to support the Nepal Red Cross with the flood and landslide relief operation in the difficult environment and has served to facilitate more regular dialogue between the components of the RC/RC Movement.

Constraints: Efforts to secure a tripartite agreement between Federation, Sri Lanka Red Cross and ICRC to define operational responsibilities in Sri Lanka were unsuccessful during the latter half of 2002 due to delays in obtaining final approval from ICRC. Obtaining concurrence of all parties for this important agreement will be pursued during early 2003.

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.

Achievements: It is pleasing to see delegates/SOL from the region, especially an OD delegate from Bangladesh working in Pakistan and the former SG of the Bangladesh Red Crescent being assigned as the HoD in Afghanistan and a Nepal Red Cross staff member posted as the regional OD delegate in Southeast Asia RD, and two other staff from Nepal working as Regional Finance Development Manager at SARD, New Delhi and another as Finance delegate in Pakistan.

The intensive 9 day regional disaster response team training course in April trained and clearly identified many talented disaster response officers for deployment during major regional emergencies, with future potential, for some delegates to become. The next RDRT workshop was rescheduled and is now planned for March 2003.

Four participants from South Asia participated in a Federation global VCA Training of Trainers workshop in Italy. There were two participants from Bangladesh (one from Bangladesh Red Crescent and one from the Federation), one from the Regional Delegation in Delhi, and one from Pakistan Red Crescent. Three of those trained, one from each country, subsequently organized and facilitated in Bangladesh in October, a four day regional VCA training workshop for participants from all six National Societies. This cascading process continued in Sri Lanka in December when the Sri Lanka Red Cross participants, supported by the trainer from Pakistan Red Crescent, conducted a VCA training workshop in Hambantota in Sri Lanka. This process in Sri Lanka will result in implementation of a VCA in Hambantota to identify needs and priorities for a drought mitigation programme. The entire process will be written up as a case study during 2003.

The SARD Project Coordinator who is working with Human Resource Development began a staff on loan mission as desk assistant at the Secretariat in July 2002. Her mission in Geneva has been extended to end of March.

Constraints: In order to undertake a more integrated approach to broadening the in-region pool of human resources, it had been envisaged to hold the next regional "HR Managers Forum" during 2002. However, with the secondment of the SARD HR Project coordinator to Geneva for 7 months, the regional HR forum will be held in early 2003 on her return. The purpose of the meeting will be to align more closely the HR work being undertaken under the regional OD programme in all 6 Societies with SARD's HR database and skill development strategies to produce a more comprehensive map of experienced personnel available in the region.

The budget was revised upwards to cover two SG meetings which were earlier budgeted under 'coordination and management', the regional planning meeting held in Islamabad.

Co-ordination and Management

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

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.

The regional delegation, including the out-posted regional delegate and country delegations continues to be seen and used by the National Societies, as the knowledge centre of the region for programme support and development, advice, technical and training assistance and an essential resource centre.

Building on the strong traditions of Regional Secretaries General meetings, ICRC co-operation, and strategic planning between SARD and all the National Societies in the Region, the participatory process of drafting a Regional Cooperation Agreement Strategy (RCAS) is underway with the third (not as earlier advised fourth) draft in circulation. Inputs from Participating National Societies have so far been useful, but limited. Important information such as the Kabul pledge, the Manila action plan and Change Strategy implementation in the South Asia region is in the process of being incorporated into the RCAS. The final document will be the strategic work plan for all the RC/RC Movement components from within and outside the region.

Thanks to consistent funding, the Regional Delegation was able to step up its support in building capacities of Societies in the region for instance within the area of constitutional review. Further results from the regional Change Management workshop held in March 2002 can be measured through more effective and strategic planning processes in a number of the region's National Societies. The processes used by Societies to plan and manage change more sensitively are clearly shown in the more participatory planning techniques currently under discussion across the region.

The Regional Delegation made considerable consultative efforts in meetings and workshops with the National Societies and delegation colleagues in order to develop and link the programmes and project that make up the appeal for 2003/4. Compliance with the new Federation guidelines was also ensured and an initial good draft appeal example from Afghanistan was shared with other Country Delegations to promote uniformity within the region.

Constraints: Follow up by the SARD on producing a final draft of the RCAS did not proceed as quickly as planned. This has been largely due to the pressure of work on the Regional OD delegate who had (by default) been leading the process. During 2003 the newly appointed Regional Programme Coordinator will assume this lead role to complete the drafting process and submit a final version to the Secretaries General for their consideration and adoption.

Objective 2: To represent the Federation and build good relations with national authorities, international and national organizations, donor governments, international and national media and the ICRC.

Representation continues to be given a very high priority in South Asia and SARD and Country Delegations regularly meet senior government Ministers and officials, members of the diplomatic communities, UN agencies, INGO's and other key players. The visit of the Federation's Secretary General to Bangladesh and India in March was used to meet the President of Bangladesh and key ministers and when he came to Delhi, the Minister of Health and the Minister of DFID. Again at the end of November, during the visit of the Federation's Secretary General to Nepal, the opportunity was taken to meet the ICRC Delegate General for Asia and South Pacific who was also on visit at that that

time. A selected number of ambassadors and representatives of UNDP, WHO and WFP as well as government officials and, in another occasion, media representatives were also met. The Federation's Secretary General provided briefings on the Federation's humanitarian activities worldwide.

In addition more international organizations, diplomatic missions and governments are acknowledging the information, experience and information resources we have. WDR launches and the distribution of the WDR have done a lot to promote National Societies in the region and the Federation's delegations. The A & P communications strategy is used to build good relations with the aforementioned but also as a strategic approach to building strong day to day relationships with the media to a stage where the Federation is seen as a reliable source of information provided in an impartial manner.

During the India/Pakistan border tensions and again with the deterioration of security in Nepal, the ICRC, Federation and National Societies have been drawn closer together. Regular meetings are held along with annual planning meetings and the ICRC co-fund with us, a number of regional meetings. In Sri Lanka, the ICRC, SLRCS and Federation did a joint survey mission of branches in the former conflict area. One more example is that the Operational Project Agreement was concluded between the Nepal Red Cross, the ICRC, the Nepal Delegation and the Federation's Regional Delegation in Delhi regarding the implementation of flood disaster assistance (appeal 23/2002) in August. Regular meetings including annual planning meetings are held with ICRC which also co-funds a number of regional meetings. During the first part of the year, Sri Lanka Red Cross, the ICRC and the Federation carried out a joint survey mission of branches in the former conflict area.

Preliminary discussions are being held with the ICRC on harmonization of Disaster Management (DM) and conflict preparedness. This will be followed up next year with a joint meeting to discuss further action. Another area of close cooperation with the ICRC is communications. A communications strategy for the Indian Red Cross is being developed jointly by the OD unit of the India Operations Center and the ICRC's Cooperation Delegate. From the SARD, the Regional Information Officer, and from ICRC the Communications Manager, are also involved in the framing of this strategy. Their involvement in the development of the strategy will increase in the coming months. The DM team are also discussing with the Indira Gandhi National Open University (IGNOU) on the development of disaster management training modules.

In addition more international organizations, diplomatic missions and governments are acknowledging the experience and information resources we have. World Disaster Report launches (see also the following section on Advocacy/ Public Information) have done a lot to promote National Societies in the region and the Federation's delegations.

An emerging priority is to work more strategically in the area of locally raised funding to further support the National Societies resource development initiatives in the region as well as ensuring a broader funding base for the Federation programmes. This effort is included in the South Asia annual appeal for 2003/4.

Constraints: Despite concerted efforts during 2002, SARD has been unable to obtain a Legal Status Agreement with the Government of India though the application has passed through much of the necessary approval process and is awaiting Cabinet consent. Obtaining such an LSA will considerably ease many of the bureaucratic and legal requirements of operating in the country and will be pursued during 2003.

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

Achievements: All programmes, projects and activities and respective budgets have been implemented in a co-ordinated manner and in line with strategy 2010, the Annual Appeal, and in line with draft 3 of

the RCAS. Programme managers have regularly monitored programmes together with National Society counterparts and evaluations have been done in CDBP Nepal, the DCU in Pakistan and SART.

There continues to be active follow up to adapting and strengthening the standards of volunteer management across the region following the circulation of the finalized “South Asia Regional HRD Manual” agreed by the regional HRD workshop held in December 2001. New senior national level Volunteer Manager posts have been set up in Sri Lanka, Pakistan, and Nepal. In India, the responsibilities have been merged into a new Human Resource Development Coordinator post in the NHQ.

Simple peer and team reviews are used regularly to ensure implementation is well co-ordinated, integrated and on track. The Project Planning Process was introduced for finance staff and new and potential reporting officers at the Regional Planning and Reporting Workshop in October and plans are underway to organize full courses for National Societies in 2003 to capture those who are not already covered with in country training.

In Sri Lanka, a Federation representative began his mission in early December. The representative will focus on strengthening the Sri Lanka Red Cross to meet the challenges of a major rehabilitation phase the country is beginning, now that peace is beginning to look permanent.

As mentioned in the previous update and with the new change strategy approved by the Governing Board in June, the Regional Delegation is taking on more regional responsibility. To achieve this, there will be a need to free up the HoRD for strategic work and representation and relationship building inside and outside the Federation, by employing a Programme Co-ordinator. This appointment will be made in January 2003. This position will be utilized within areas such as:

- Ensuring that changing priorities are integrated in to regional programmes
- Ensuring that regional/country programme links are maintained
- Coordinating (reporting deadlines, appeal process, monitoring programme implementation, financial + narrative reporting
- Providing financial and monitoring overview.

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 objectives in Bhutan.

Regrettably, more pressing priorities have had to be addressed during the year. However, the Regional Delegation maintains close relations with the ICRC on this issue.

Constraints: As above lack of time.

The Secretaries General Meetings, earlier funded under this programme are now funded under the Regional Cooperation programme. The SARD in its budget anticipated a higher level of core cost support (PSB) than what was actually received. After the first half of the year, the budget was revised upwards to accommodate normal delegation costs (from CHF 142,303 to 355,096) The Delegation received an income of 203,578 and at end of the year activities within Coordination and Management were slightly (108%) exceeding this figure. The deficit was cleared in the first quarter of 2003 thanks to received outstanding pledges.

NB. At the time of the production of the first programme update for 2002; the two following headlines were introduced in the style sheet and consequently reported on in programme update number 1 and 2:

Red Cross and Red Crescent Movement -- Fundamental Principles and Initiatives w

Achievements: Working closely with the ICRC and the National Societies in the region, every effort has been made to ensure that every training programme, every seminar run at national and regional level, and at meetings with existing and new partners and with the media, *the Fundamental Principles and the emblem issues* are addressed and reinforced.

Regular use of the media has raised awareness considerably. The communal violence in Gujarat was an ideal opportunity for the Indian Red Cross to walk the tightrope of tension in using its reputation from the recent earthquake and training in Reach Out and BPI to reinforce its neutrality.

In a region where there are frequently *gender* imbalances in participation in courses and seminars, a concerted effort is being made at all fora to train and sensitize National Society leaders, staff and volunteers to be more aware of gender issues and imbalances throughout the National Societies in the region. This was discussed at the change management workshop. An important tool has been the completion of the first draft curriculum of the gender sensitization TOT, which will be adapted for differing needs in each country.

The expected outcomes of the gender sensitization programme at regional level (*please refer to the OD programme and its various efforts and progress within this area*) are to have a cadre of trainers on gender issues in each National Society who run regular quality training programmes for all staff and volunteers; an environment which recognizes the importance of women's involvement in the Red Cross and Red Crescent Movement and its work; institutional arrangements on Women's Development in each Society to strengthen the gender perspective; a Gender Policy in each National Society (adopting the framework of the Federation's Gender Policy agreed at the General Assembly in 1999); and a plan of action in each society to undertake phased internal gender sensitization training.

Encouragement has also been done within the DP programme to involve more women in disaster management at all levels but overall progress is slow. The programme is however continuing its efforts and incorporating gender issues in the following ways:

- The new regional DP policy priorities document includes gender equality issues;
- National Societies are requested to submit at least one female participant to each DP/DR training and as far as possible to ensure 50-50 gender balance.
- During the Regional DP Strategy Workshop in Sri Lanka in July the importance of gender sensitivity aspects in Disaster Management plans was discussed and underlined.
- During the VCA workshop in October the participants were requested to consider gender issues while designing assessments.

While attending the HoD meeting in Geneva in late June, the Federation HoRD and senior desk officer for South Asia met with the ICRC Desk Officers to discuss Nepal and South Asia. This is to ensure we continue to co-ordinate at country, regional and head quarter level. It is essential that all components of the Red Cross/Red Crescent Movement co-ordinate in the area of principles and values, especially in a region where support to National Societies in conflict and post conflict situations, needs to be clearly defined, co-ordinated and understood by all and frequently reviewed.

During the second half of the year, the regional Information Officer visited Nepal and helped the Nepal Red Cross to project itself as a neutral and impartial actor in the very sensitive conflict situation. The second Better Programming Initiative (BPI) training this year, held in Kathmandu in December further reinforced these issues as part of programmes in Nepal and in the other Societies attending the workshop (Bangladesh and Pakistan Red Crescent and Sri Lanka Red Cross).

Constraints: As a relatively new core area, the National Societies initially struggled to interpret and shape activities within Humanitarian Values. The Societies, supported by SARD, have, where possible, incorporated Principles and Humanitarian Values as part and parcel of all programmes and projects. The Humanitarian Values programme has used as a vehicle, new initiatives such as BPI and REACH OUT, together with SPHERE, to promote this exciting vital concept.

Advocacy/Public Information w

Achievements: Support provided to National Society information departments by the SARD Information Development Programme has contributed towards improving the levels of visibility for the RC/RC Movement in the region.

Recognition of the Federation and National Societies continues to grow amongst key stakeholders particularly the media. Advocacy efforts by the Sri Lanka Red Cross and the Federation have helped to ensure that the drought in southern Sri Lanka in 2002 remains firmly in the public eye and that good coordination is maintained between peer organizations working in the drought affected areas. Regular interaction is maintained with the international press corps based in New Delhi who receive a regular flow of publicity materials such as press releases relating to global issues and the role and activities of the Federation and National Societies across the region.

Sustained efforts were made to generate media interest in rehabilitation efforts in Gujarat and an extensive media campaign was initiated in January to mark the one year anniversary of the earthquake. The communal violence in Gujarat which began in February was an opportunity to highlight the impartial role played by the Indian Red Cross as it responded to the humanitarian crisis. The role of the Indian Red Cross attracted broad recognition amongst the media, the diplomatic community and also the Government which channelled considerable financial support towards the Indian Red Cross relief and rehabilitation programme. In the run up to the World RC/RC Day, 8 May, emphasis was placed on encouraging National Societies in the region to support the global anti stigma and discrimination campaign against HIV AIDS. Although a significant number of stories were produced from the region and used prominently on the Federations' web site, most National Societies with the exception of Nepal have had difficulty in implementing the campaign due to the fact that their HIV/AIDS programmes remain in their infancy.

With support from the Regional Delegation successful launches of the World Disasters Report were carried out in Sri Lanka, Nepal, Pakistan and Bangladesh. These launch events and the ensuing media coverage have served to further position the Red Cross and Red Crescent Movement as leading advocates in the field of Disaster Management.

The year saw the launching of a number of emergency appeals for the region; the Sri Lanka drought, the floods in Nepal, India, and Bangladesh and the draft of a drought appeal in India. The Regional Information team was involved in the information and advocacy components of these appeals.

September 14 was observed as First Aid day by the National Societies in Pakistan, India, Nepal and Sri Lanka with funding from the Humanitarian Values and Information programmes of SARD.

Conclusions

In writing annual reports for South Asia, it is useful to look back to the humble beginnings of this regional delegation in 1998 and to the state of NS development. During this five year period we have witnessed a two year start up period where relationships were put in place, regional assessment conducted, and the resultant regional programmes were started to strengthen NS in the region.

With the beginning of the first generation of CAS in 2000, NS began recognizing the importance of having a strong vision, and devising strategies to carry through these visions and the Regional Delegation was able to directly support the developmental needs of the regional National Societies.

2002 was a year in which the concentrated labours of a regional approach over five years, has become more visible. With SARD's OD methodology cross-cutting and integrating into all programmes, initially designed to incrementally build the capacity of each NS, while encouraging them, through the Secretary General's meetings, to take ownership of a wider regional process of communications and

knowledge sharing. Collectively they are working crossing country borders to fought HIV/AIDS, approve a regional DP policy, regional disaster response teams and through participatory meetings on constitutional review. Each country has made significant improvement in governance, and the high point at the year's end in December in Sri Lanka, was the regional branch development workshop.

The workshop brought branches from all six countries in South Asia, to formulate the characteristics of a well functioning district of community level branch. As community is where the bulk of services to the most vulnerable take place, the strengthening, motivation and support to branches to national HQ are vitally important.

A concentrated strategy pursuing the regional human resources base through training, staff-on-loan, moving people round the region, giving others a chance to be delegates, has resulted in significantly developing human resources in South Asia. 2003 will see a consolidation of all human resources incorporated into a more systematic regional data base.

Disaster Response:

Due to continued tensions in the region, potential emergency needs, and noting the large numbers of refugees and IDP's in the region and the likelihood of further movements, greater emphasis was placed on improving the regional RC/RC disaster response and organizational capabilities. This was done through adding a Reach Out training for the Indian Red Cross and NGOs in India, adding a regional BPI and disaster relief training in Sri Lanka, adding a regional training of trainers workshop in Better Programme Initiative (BPI) and a branch development workshop in Sri Lanka.

The second regional disaster response team (RDRT) training which was planned to be held in November was postponed to the first quarter of 2003. The main reasons for the postponement were a) ongoing relief operations and numerous workshops in the last quarter of 2002 would have made it difficult to get the right participants for the training and b) so that the ToT for BPI could facilitate inclusion of this important tool.

A lesson learned is that longer training programmes have to be organized in the first two quarters of the year, before the monsoon, and that funding has to be available from the start of the year.

Disaster Preparedness:

The overall commitment of South Asia National Societies in DP programme resulted into good progress in adopting common approach for community based programmes. This is despite the fact that most Societies have varying degree of experience in implementing the CBDP programmes. Follow up activities planned will define sustainability of the programme not by way of "Exit Strategy" but by developing appropriate models for "Handing Over to Communities", by including the scope for capacity building at all levels.

With Regional DP policy priorities already adopted by South Asia National Society Secretary Generals, the knowledge sharing (staff exchange visits and Staff on loan) activities will play a greater role in bringing all NS DP programmes closer, with more coherent approach in the region.

Humanitarian values/information development:

An important lesson learnt is to market the roles of the information officers of the region more strategically within the Movement. In Nepal, for example, the information officers have decided to send the quarterly information newsletter to various PNS's. This may provide the donors a glimpse of the work of the information department.

Another lesson is to work with the National Societies leadership to provide all information officers with a job description so that the objectives towards the appeal goals for the year are clearly laid out before the information officers.

Health:

Lessons learnt from the SARNHA network have highlighted the appropriateness of regional collaboration. This bearing in mind that the AIDS pandemic is still in a relatively low prevalence phase in South Asia despite high absolute numbers. Regional collaboration working with high risk groups such as seasonal migrant workers, commercial sex workers and other high risks groups therefore becomes highly important.

Organizational development:

There has been a need to define better and more comprehensively understood and agreed capacity building indicators across all programmes, based on more consistent approaches to capacity building within all National Society activities. In a search for these sharper capacity building indicators, it is clear that there have been further cumulative impacts and results from the consecutive regional workshops on Constitution Revision, Change Management, and Branch development, with the last two being held in 2002. These can be measured through more effective and strategic planning processes in a number of the region's National Societies. The processes used by Societies to plan and manage change more sensitively are clearly shown in the more participatory planning techniques currently under discussion across the region. New Constitutions, as well as Constitution revision discussions in other Societies, have led to reviews and strengthening of the respective roles of governance and management, reorganization of NHQ management and coordination structures, improved planning between Branches and Headquarters, and more systematic approaches to Human Resource Development systems and cultures.

A second challenge was promoting a common tool that related OD to programme development and monitoring work. The regional Branch Development workshop in late 2002 led to the Societies of the region agreeing a common draft Branch development framework which can be applied to all programmes in all Societies at all levels. The framework has already been used in Nepal, Sri Lanka and Pakistan Red Cross/Red Crescent Societies to draw up integrated capacity building plans within each core programme that strengthen the planning, systems development, HRD, resource mobilization and inter-linkage issues that link all levels of a National Society when planning, implementing and monitoring programmes. This framework has also been widely disseminated with all four Core Programme managers to assist in the integrated approach to capacity building within all programmes to deliver stronger services to vulnerable people within Strategy 2010's overall goals.

Finance Development:

Changing processes and procedures and finalizing software for National Societies takes time. National Societies in the region have experienced similar problems in terms of implementing new financial procedures and techniques. The Finance Development manager's visits to the National Societies ensured that technical advice will continue to be provided to National Society Finance Director's as and when needed. However funding support towards this project remains a challenge.

Reporting Development: Initial endeavours have been targeting National Society Headquarter level and establishing reporting by National Society designated focal points. As the focal points often have several tasks within their Society, reporting needs to be clearly incorporated in their respective job descriptions and performance evaluation, as it should preferably be a part of every Federation programme manager's job description. Reporting development needs to be further linked to branch development and further support needs to be provided in terms of English courses and IT support.

Donor support:

Thanks to support from donors such as DFID and the Swedish Red Cross plus reallocations from old emergency appeals (CHF 395,000) and carry over balances from 2001 (CHF 473,794) the South Asia Regional Delegation has been in a reasonably good funding position (75% coverage and (if soft pledge from Japanese RC towards Reg. Health is included) 80%). However, funding concerns remained throughout the year within the following areas: Humanitarian Values, HIV/AIDS, Regional Resource Development and Co-ordination and Management.

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

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

INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.24/2002 South Asia regional

Period: year 2002

Project(s): P52101, 52160, 52165, 52201, 52301, 52502, 52901, 52902, 52904, 52905, 52906,

Currency: CHF

I - CONSOLIDATED RESPONSE TO APPEAL

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Comments	Goods/Services	Personnel	
Appeal budget	2,964,276				
less					
Cash brought forward	446,396				
TOTAL ASSISTANCE SOUGHT	2,517,880				
<u>Contributions from Donors</u>					
American Red Cross (DNUS)	20,000				20,000
Australian Red Cross (DNAU)	14,365				14,365
British Red Cross (DNGB)	3,548				3,548
Cyprus Private donors (DPCY)	1,306				1,306
Danish Red Cross (DNDK)	52,840				52,840
DFID - British Government (DFID)	261,669				261,669
DFID 3- British Government (DFID03)	156,530				156,530
Donor - Unidentified (D000)	18,202				18,202
ECHO - INDIA RELIEF 2000 (DEIND5)	50,730				50,730
ECHO/TPS/210/2001/17010 (DEPK02)	20,311				20,311
Finnish Govt.via Finnish Red Cross (DGNFI)	37,884				37,884
Finnish Red Cross (DNFI)	21,371				21,371
Great Britain - Private Donors (DPGB)	10,000				10,000
Icelandic Red Cross (DNIS)	1,543				1,543
India Private donors (DPIN)	681				681
Japanese Red Cross (DNJP)	15,000				15,000
Japanese Red Cross	114,984				114,984
Lichtenstein - Private donors (DPLI)	50,000				50,000
Liechtenstein Red Cross (DNLI)	15,000				15,000
Monaco Red Cross (DNMC)	14,821				14,821
Netherlands Red Cross (DNNL)	4,944				4,944
New Zealand Red Cross (DNNZ)	13,033				13,033
Norwegian Govt.via Norwegian Red Cro (DGNNO)	56,569				56,569
Norwegian Red Cross (DNNO)	23,689				23,689
Republic of Korea Red Cross (DNKR)	10,000				10,000
Spanish Red Cross (DNES)	20,000				20,000
Swedish Govt.via Swedish Red Cross (DGNSE)	344,567				344,567
GREAT BRITAIN				65,379	65,379
NETHERLANDS				59,959	59,959
SWEDEN				59,959	59,959
TOTAL	1,353,585			185,297	1,538,882

II - Balance of funds

OPENING	446,396
CASH INCOME Rcv'd	1,353,585
CASH EXPENDITURE	-1,567,978

CASH BALANCE	232,004

Appeal No & title: 01.24/2002 South Asia regional

Period: year 2002

Project(s): P52101, 52160, 52165, 52201, 52301, 52502, 52901, 52902, 52904, 52905, 52906,

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	APPEAL Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction	54,000	29,763			29,763	24,237
Clothing & Textiles	2,800					2,800
Food & Seeds	1,000					1,000
Water & sanitation	200					200
Medical & First Aid	1,000	125			125	875
Teaching materials	2,000	-17,000			-17,000	19,000
Utensils & Tools	1,400					1,400
Other relief supplies	4,000					4,000
Sub-Total	66,400	12,888			12,888	53,512
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles						
Computers & Telecom equip.	69,025	38,978			38,978	30,047
Medical equipment						
Other capital expenditures	44,500	27,627			27,627	16,873
Sub-Total	113,525	66,604			66,604	46,921
<u>TRANSPORT & STORAGE</u>	47,644	22,313			22,313	25,331
Sub-Total	47,644	22,313			22,313	25,331
<u>PERSONNEL</u>						
Personnel (delegates)	892,360	508,207		185,297	693,504	198,856
Personnel (national staff)	467,336	307,100			307,100	160,236
Sub-Total	1,359,696	815,307		185,297	1,000,604	359,092
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	48,070	49,846			49,846	-1,776
Travel & related expenses	157,500	225,311			225,311	-67,811
Information expenses	72,320	39,210			39,210	33,110
Admin./general expenses	284,551	148,773			148,773	135,778
External workshops & Seminars	488,500	165,956			165,956	322,544
Sub-Total	1,050,941	629,095			629,095	421,846
<u>PROGRAMME SUPPORT</u>						
Programme management	199,881	105,717			105,717	94,164
Technical services	59,834	31,652			31,652	28,182
Professional services	66,355	35,112			35,112	31,243
Sub-Total	326,070	172,481			172,481	153,589
Operational provisions		-150,712			-150,712	150,712
Transfers to National Societies						
TOTAL BUDGET	2,964,276	1,567,978		185,297	1,753,275	1,211,001