

# PROGRAMME UPDATE



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

## SOUTH ASIA

Date 26 December 2003

**Appeal No. 01.58/2003**

**Appeal Target: CHF 2,952,178**

**Programme Update No. 2;**

**Period covered: July to November 2003**

*The Federation's mission is to improve the lives of vulnerable people by mobilising the power of humanity. It is the world's largest humanitarian organisation and its millions of volunteers are active in over 180 countries.*

For more information: [www.ifrc.org](http://www.ifrc.org)

### ***In Brief***

**Appeal coverage:** 71%; See attached Contributions List for details.

**Outstanding needs:** CHF 854,776

**Related Emergency or Annual Appeals:** NA

**Programme Summary:** The regional programmes have generally progressed well and according to plan. Expenditure against income has been satisfactory, particularly in the larger programmes such as health and disaster management.

Excellent progress is being made in the health programme, building upon the extensive regional mapping exercise completed earlier this year. The regional health unit human resource capacity has been increased to assist in achieving programme objectives. The signing of a Memorandum of Understanding (MOU) with the World Health Organisation (WHO) in September is a major boost in the areas of safe blood supply and dealing with communicable diseases such as HIV/AIDS. The health programme has also achieved significant capacity building of health departments of various national societies.

Progress has continued in national societies creating disaster management plans of action as a result of the regional disaster management programme. Training and capacity building of national societies in disaster management has continued and the regional disaster response team continues to grow in strength and depth.

All the national societies of the region have invested considerable effort in strengthening their approach to overall organisational development (OD). The regional OD programme, working closely with regional and country level ICRC cooperation delegates, has supported several constitution revision and legal base strengthening processes that have resulted in a clearer understanding of the strategic and complementary roles of governance and management.

Two secretaries-general meetings in Kabul and Geneva have seen national societies in South Asia working more closely together and monitoring their progress against key strategies, especially the *Manila Action Plan*. The humanitarian values programme is achieving greater regional awareness and focusing on addressing issues such as discrimination and intolerance. This is a vital programme which is gaining momentum and will be built upon in 2004. The Federation change strategy is progressing satisfactorily with the assistance of the regional programme coordinator.

## Operational developments

The monsoon season was particularly heavy, affecting India, Pakistan, Nepal and Bangladesh in particular. There was severe flooding in all of these countries. However, while there were tens of thousands of people affected, none of the national societies concerned were required to launch external emergency flood appeals. This is testimony to the high level of disaster preparedness and adequate resources to cope with the situation.

The normalisation process between India and Pakistan continues. In addition to the re-establishment of the bus link between the two countries earlier this year, the air link is set to resume early in 2004.

There has been a deterioration in overall security in the region. Afghanistan's situation continues to be bleak. The deaths of two Afghan Red Crescent workers and the injuring of three others during an attack in August was one of a number of incidents where humanitarian organisations were targeted. Security concerns are limiting the movement of Red Cross Red Crescent staff in Afghanistan. The breakdown in the ceasefire in Nepal in August has seen an escalation in the armed conflict in that country. While the Nepal Red Cross/Federation continue to implement programmes according to plan, there are heightened security concerns. The political dispute in Sri Lanka has muddied the peace talk process although there has been no direct impact on the ability of the Nepal Red Cross and regional delegation to carry out their activities.

### 1. Health and care

**Goal: Enhanced capacity of the six national societies in South Asia to deliver high quality public health interventions responsive to the needs of vulnerable populations in accordance with the Federation's adopted guidelines and policies.**

**Objective 1: Enhanced national society capacity in the delivery of high quality public health interventions in the fields of:**

- HIV/AIDS;
- Blood donor motivation and recruitment;
- First aid;
- Primary health care;
- Reproductive health;
- Water and sanitation; and
- Emergency health.

#### Progress/Achievements

The regional health unit supported candidates from Afghanistan to undergo specific technical training on responses to cholera and shigella epidemics conducted at a public health institute within the region. A request from the Sri Lanka Red Cross resulted in the regional health unit supporting the national society by providing a technical consultancy on OD in health. This included examining the auxiliary role of the Sri Lanka Red Cross vis-à-vis the Ministry of Health, within the context of the national health policy, as well as in relation to existing health programmes of the national society and strategic health documents.

Recommendations were also made regarding the Sri Lanka Red Cross organisational structure of the health department, development of a health policy, organisational and human resource development within health and the general longer-term direction within the health sector. The work was particularly important with a number of donors interested in supporting health programmes. It is vital that the national society develops a strategic direction for health to avoid ending up with donor-driven programmes. The work was distributed to all concerned participating national societies (PNSs) and presented at a PNS meeting in Colombo specifically focusing on coordination within health.

A request from the Pakistan delegation resulted in technical support on recruiting a senior health officer to replace the outgoing health delegate. A workshop on the project planning cycle was held in Islamabad with over 20 participants from around the region. The regional health unit began gathering information on various public health training programmes existing within the region to later feed into a structured human resource development programme.

In September a regional MOU was signed with the WHO. This outlines areas of collaboration within HIV/AIDS, emergency health responses, safe blood supply and control of communicable diseases. The agreement extends to eleven countries across Southeast and South Asia and was signed in the presence of senior IFRC, national society and WHO representatives along with health ministers from nine of the countries involved.

The agreement provides a unique opportunity to step up collaboration with the WHO and harness the considerable strategic benefits from linking the wide-reaching public health programmes of the national societies and the technical expertise of the WHO.

Focal points are being established at country and regional level and direct examples of increased collaboration and mutual benefit include a series of meetings in Nepal on technical WHO support to the Nepal Red Cross blood programme. This is particularly important given the continuing commitments of many of the national societies in South Asia within this field, with Federation support limited to donor motivation and recruitment. Meetings on potential training and human resource development were also held in Nepal. Under the agreement, regional collaboration on HIV has been initiated with technical dialogue and input from the WHO to the development of a regional framework and collaboration on HIV responses. In Sri Lanka the agreement has been followed up by meetings and workshops on lessons learned from emergency health responses and preparedness. Technical meetings between the WHO and the Indian Red Cross/delegation are also in the pipeline.

In close collaboration with the Swedish Red Cross a concept paper was developed on long-term HIV/AIDS responses in the region. Preparations are ongoing for the development of a framework/proposal for a comprehensive HIV response in the region. South Asia is on the brink of an explosive epidemic. The region has yet to see the development of a multi-level multi-sectoral HIV response with active civil society participation and well integrated comprehensive responses. The national societies, as major civil society players, are uniquely placed to play a key role in the epidemic response throughout the region, and long-term donor commitment will provide an essential building block for this. This is also an opportunity for the national societies to access long-term development funds that often have been sorely lacking, despite the long-term nature of the public health programmes.

The regional health delegate visited Bangladesh and Sri Lanka as well as one of the Indian Red Cross youth peer education training of trainers in Chennai.

## **Impact**

The work in support of Sri Lanka health planning was particularly important for the Sri Lanka Red Cross with a number of donors interested in supporting health programmes. It is important to form a strategic direction for the society within the sector to avoid donor-driven programmes. Following up on the recommendations will be essential for the future sustainability and effectiveness of the Sri Lanka Red Cross health programmes.

The regional MOU with the WHO opens up opportunities for greatly scaling up of collaboration with the WHO with major benefits for the national society's health programmes. This is particularly needed within blood service delivery in the region but will also be vital in other fields such as HIV.

Securing long-term funds for HIV responses is vital in realising the potential of the Red Cross as a major civil society player in the HIV response in South Asia and provides crucial opportunities for national societies to plan and develop long-term organisational capacity in this field.

### **Constraints**

No specific constraints.

**Objective 2: Enhanced intra-regional collaboration on public health matters through technical networks and collaboration on strategic use of financial, technical and human resources.**

### **Progress/Achievements**

The regional health unit supported representatives from the Afghan Red Crescent to visit the Nepal Red Cross to learn and share experiences on community-based first aid (CBFA) and first aid programmes. The Afghan Red Crescent has a very large CBFA network with more than 14,000 volunteers while the Nepal Red Cross has an extensive first aid programme. Mutual lessons were exchanged on different aspects of the volunteer's programmes and the running of first aid programmes in a conflict context.

Coordination support was given to Nepal and Sri Lanka under the OPEC programme.

The South Asia Red Cross Red Crescent Network on HIV/AIDS (SARNHA) held its third meeting in August in Islamabad, with participants from across the region. Presentations were given on HIV, ongoing HIV activities and strategic plans, with participation from people living with HIV/AIDS from Pakistan. The network has been instrumental in supporting countries developing links with people living with HIV/AIDS and forging this important part of the HIV response. The regional health unit collected and distributed to each national society a package of various training and background materials relating to HIV.

The SARNHA coordinator left for further public health studies and efforts to recruit a replacement are underway. The network recruited a programme officer with substantial experience in HIV responses within the Nepal Red Cross. SARNHA supported the development of youth peer education programmes in India and representatives from the network attended an Asian Red Cross Red Crescent AIDS Taskforce (ART) meeting in Bali. SARNHA also sent representatives from Pakistan and Bangladesh to the HIV care conference in Senegal.

### **Impact**

SARNHA has been effective in supporting national societies taking initial steps in forging links with people living with HIV/AIDS, which is an essential part of a good HIV response. It has also acted as a catalyst boosting the

individual national societies as well as regional responses to the epidemic through supporting and maintaining political commitment. Sharing of experiences on CBFA/first aid has provided mutual learning opportunities.

### **Constraints**

Recruitment of the programme officer as well as the SARNHA coordinator has taken longer than anticipated, and certain planned activities have therefore been delayed.

### **Objective 3: Regional networking and coordination mechanisms developed and maintained.**

#### **Progress/Achievements**

During the reporting period a team of public health professionals was developed within the regional health unit. A regional health manager and regional health officer have been recruited while a temporary consultant was also hired. This has greatly enhanced the capacity of the unit to exercise its role in supporting national society public health programmes, developing regional networking on public health, and enhancing collaboration and coordination of effective public health responses. Specific support was given to Sri Lanka health programmes with the recruitment of a regional health manager. He will spend 50 per cent of his time on Sri Lanka Red Cross health programmes and 50 per cent on the wider regional context. The regional health manager brings extensive experience and mutual learning opportunities from previous work within the Southeast Asia regional delegation in addition to strong public health expertise. A Japanese Red Cross trainee delegate focusing specifically on the Pakistan Red Crescent health programme is expected to join the regional health unit before the end of the year.

The regional health delegate travelled to Geneva and visited the Swedish Red Cross in Stockholm in preparation for the regional HIV/AIDS programme development.

#### **Impact**

The development of a strong team of public health professionals within the South Asia regional delegation (SARD) is imperative for it to have the ability to deliver effective support to national societies and country delegations, as well as share and support collaboration, good coordination and resource mobilisation. Direct support to Sri Lanka will be of key importance for effective health planning and implementation. Details of the impact of the strengthened regional health unit will be reflected in future reports.

#### **Constraints**

Recruitment processes took longer than anticipated.

## **2. Disaster Management**

**Goal: Reduced impact of disasters on vulnerable populations throughout South Asia, as indicated by a reduction in the number of deaths and the amount of damage sustained during disasters, and an increased capacity of the population to recover.**

**Objective: An improved response by the South Asia Red Cross Red Crescent national societies to the needs of the most vulnerable disaster-prone populations before, during and following disasters.**

#### **Expected results**

Disaster preparedness (DP) project: South Asia national societies meet the criteria of well prepared national societies and demonstrate their capacity to reduce the vulnerability of disaster-prone communities.

Disaster response (DR) project: Strong regional disaster response capacity operational in South Asia, linking all the Movement's resources in the region effectively and efficiently to alleviate the suffering of vulnerable people in a participatory manner.

### **Common specific expected result**

The agreed plans of action of regional policy priorities of the South Asia national societies are developed and implemented.

### **Progress/Achievements**

As outlined in programme update no. 1, the regional disaster planning seminar earlier this year discussed regional disaster preparedness policies and their implementation at country level. This resulted in national societies creating model plans in the form of activity calendars. National societies are now translating these strategies into national society action plans.

### **Common specific expected result**

Operational and strategic disaster preparedness plans are developed by each of the South Asia national societies.

### **Progress/Achievements**

With the assistance of the SARD and country delegations as outlined in programme update no. 1, the Sri Lanka Red Cross, Indian Red Cross and Afghanistan Red Crescent are making progress towards developing operational strategic and disaster preparedness plans. The Sri Lanka and Indian policy documents are expected to be finalised by the end of the year.

The SARD continues to assist national societies with their role as advocates with their respective governments, and for establishing defined roles in government disaster management plans and policies.

Following the Panama Global Disaster Management Delegates' meeting and consultations there-in about a safer access model, and broader discussions at the ICRC-supported Indonesia meeting, South Asia has chosen to pilot approaches in harmonising conflict preparedness with disaster response preparedness. A joint consultation has been scheduled early next year with Asia and Pacific disaster management delegates and ICRC delegates in the region.

### **Common specific expected result**

Agreed minimal standards of regional disaster management training materials are developed, published and distributed.

### **Progress/Achievements**

The SARD facilitates and provides technical assistance to four national societies, each being the focal point for development of minimum standard training modules in one of the agreed four core curricula areas.

Two curriculum development workshops have been carried out, one supported by the Afghanistan delegation and another in Nepal to develop the community-based disaster management module and community-based disaster preparedness training of trainers curricula respectively. This is modular in nature to the extent that each activity or session may be updated by concerned national societies to accommodate any lessons learned or broader reviews. This will facilitate knowledge management at a level where knowledge is generated by using it for wider sharing.

As outlined in programme update no. 1, good progress has been made in translating, publishing and distributing appropriate existing disaster management training materials, which have been shared with five national societies.

Disaster response in conjunction with disaster management is developing a CD-rom with presentations and teaching modules with internet links. Nepal and Sri Lanka disaster management departments are already contributing to this project. Various disaster and management related publications have been provided to South Asia national societies. These are to assist them in carrying out their research on these themes, in order that good practices / examples prevalent in their national societies are shared with others, for easy adoption based on expected benefits they may bring to the national society.

### **Common specific expected result**

Competent and trained staff, with good gender balance, are in place in each national society, and are capable of implementing the country-based disaster management programmes effectively.

### **Progress/Achievements**

As a follow up to the regional disaster response team workshop in Sri Lanka earlier this year, a team building event was held in India in September. It was attended by disaster management participants from all six national societies in the region. Facilitated by an external consultant, the exercise concentrated on practical applications of training as well as basic team building. Participants felt it would be beneficial for similar events to be organised in their respective national societies.

To further enhance the capacity of national society staff in the area of disaster management, the SARD is facilitating disaster preparedness staff exchanges between national societies in the region to share learning and develop case studies around a specific aspect of the host national society programmes. A Nepal Red Cross staff member visited the Afghan Red Crescent to discuss and help the host national society develop their community-based disaster preparedness policy and conduct community-based disaster preparedness training of trainers. He also supported this training of trainers to carry out community-based disaster preparedness training in Afghanistan. The Afghan Red Crescent acknowledged the importance of community-based interventions and is planning to invest substantial resources in the coming year to develop the disaster management volunteer base. An Afghanistan staff member has been sent to the Nepal Red Cross to consolidate learning about community-based approaches and learn about implementation of community-based disaster preparedness programmes. He will also observe how community-based disaster preparedness programmes have impacted on the lives of local people. These mission-based staff exchanges will continue in the future to provide international exposure to trained national society staff in South Asia, allowing them to practice and hone their skills in field situations.

The SARD has also facilitated two staff-on-loan secondments from Nepal and Afghanistan national societies' disaster management staff to the Federation's South Asian regional disaster management departments. The purpose of these secondments is peer-to-peer learning between the two, while performing duties for the regional disaster preparedness manager.

Discussions are taking place with national societies about the tentative regional calendar of activities for 2004. There are plans for a meeting of a working group on training manuals, probably to be held in January. This interaction is aimed at allowing national societies to have some level of ownership of the South Asia disaster management function by providing direction about regional and country-specific events.

The SARD is developing and will maintain a database of trained national society staff and Federation personnel who can be made available to assist in regional/country-level initiatives including disaster response. Human resource mapping exercises are already being carried out by the Nepal and Sri Lanka national societies.

A training programme organised earlier this year contributed to progress in this area. Demonstration of the GIS for material and human disaster management resources helped the societies understand the importance of this tool. A trained regional person has subsequently visited Nepal and Bangladesh to support GIS mapping and is scheduled to visit Sri Lanka. The first module has been developed for database entry, to be linked to GIS at national headquarters. This will also equip branches to make use of data, while sharing the burden of data entry with national headquarters. Data on field assessment coordination teams (FACTs) and regional disaster response teams (RDRTs) has been updated for the region.

### **Common specific expected result**

The existence of a disaster management communication and knowledge sharing network between the national societies and other disaster management practitioners in South Asia.

### **Progress/Achievements**

The SARD has compiled and is now sharing case studies, lessons-learned, successes, fundraising and other examples of best practice with national societies. The delegation continues to compile a central database of all such learning. To date the Nepal Red Cross has provided details of fundraising activities which were shared with the OD delegate's support. The compilation of other such information is in progress. A special tool will be developed to use post-disaster lessons learned across the region, which will help with easy access to relevant information on past data.

The SARD continues to provide support to national societies in utilising the disaster management information system (DMIS) and other internet resources. DMIS awareness is an integral component of disaster management events. An IT system has been put in place whereby Sri Lanka and other national societies have an e-mail facility which provides them with web-based mail as well as downloadable e-mails. The same platform will be used for internet-based consultations between the SARD and national societies.

Support is being provided to national societies to conduct post-disaster lessons learned exercises and to develop case studies based on the results. The post-disaster lessons learned exercise has become an integral part of disaster management practices; for example, an exercise will be conducted with regards to the Sri Lanka flood relief programme. The publication of four case studies from 2002/2003 is expected before the end of the year.

The publication of a disaster management newsletter planned for release in June has been delayed but is expected to take place by the end of the year.

DM-net in Nepal, used by the Nepal Red Cross, is still the lead model in South Asia of a disaster management intranet. It allows all disaster management players in Nepal to discuss and share information related to programmes,

vulnerabilities and developments. The scope of this network is planned to be expanded to include MOUs /agreements to be signed between partners to commit resources as described in their mandates, to provide immediate relief to affected populations.

### **Common specific expected result**

The placement of trained and well-equipped disaster response teams in each national society and availability for regional deployment on request.

### **Progress/Achievements**

Most national societies have begun working on the national disaster response teams concept with Nepal and India finalising curricula. The RDRT constitutes potential trainers who will be developed as regional trainers early next year to support national disaster response team training programmes in various countries.

### **Common specific expected result**

The national societies are aware of and have a planned response for large population movements in the region.

### **Progress/Achievements**

The regional population movement programme has carried out a basic mapping exercise of population movement trends. All national societies in the region are positive about taking a more focused approach on population movement. Feedback from the national societies focused on five main points:

- To develop a legal framework for population movement;
- Integration of population movement into existing Red Cross Red Crescent tools;
- Development of an advocacy policy for population movement;
- Agreements with the government to work on population movement issues; and
- Building capacities of branches to implement population movement programmes.

The Nepal Red Cross pilot population movement project commenced in July. It focuses on skills development of Bhutanese refugees and the local population of Jhapa, using the Better Programme Initiative (BPI) concept. The project will end in December 2003. The Nepal Red Cross is writing a lessons learned document focusing mainly on how the BPI was used.

Due to the security situation in Nepal, there has been a delay in the American Red Cross-funded training of Nepal Red Cross trainers as well as Bhutanese refugees in psycho-social training. The training is to address issues of repatriation and reintegration into the community as well as advocacy against violence and sexual abuse.

It's estimated that 9,000 Bhutanese refugees will return to Bhutan in early 2004 and the Nepal Red Cross is keen to provide assistance to the refugees when they repatriate.

A 15-month population movement pilot project has been developed by the Sri Lanka Red Cross with the assistance of an external consultant in putting together a plan of action. The project will focus on a HIV/AIDS prevention programme for the district of Jaffna. The project is also supported by ICRC and began its preparatory phase in October. A HIV/AIDS project coordinator is being recruited for the Jaffna branch who will be responsible for overall coordination of the project at the field level and with national headquarters. There were delays in project

design primarily due to the May floods. The Jaffna branch will conduct training of staff and some of its volunteer leaders in the BPI in January 2004.

The Indian Red Cross has taken the initiative to work on population movement issues, especially with Tamil refugees from Sri Lanka in Tamil Nadu and internally displaced persons in Jammu and Kashmir. The national society is carrying out an assessment at Tamil Nadu state branch and Jammu and Kashmir state branches to identify the needs and possible future programmes.

To familiarise all the South Asia national societies at the grass roots level with the fundamental principles of refugee law and the regional mandate concerning population movement, a proposal is being developed to translate the necessary documents into local languages. The national societies will be taking full ownership to translate and print the documents. The Nepal Red Cross and Sri Lanka Red Cross Society, with the assistance of the SARD, has begun this process. However, the regional population movement programme urgently needs additional funding for the translation of these training materials.

There are currently population movement focal points in the Nepal Red Cross, Pakistan Red Crescent and Sri Lanka Red Cross national societies.

### **Impact**

- South Asia national societies are taking ownership of federation tools and using them innovatively, including for consultations with branches, action planning and setting parameters and indicators for programme impact monitoring. Expenditure on regional activities shows a decline, while national society level activities are increasing, reflecting a rolling out process and a changing role for the SARD from programme support to technical and advisory.
- National societies, with the cooperation of the SARD, have made good progress in developing disaster management plans of action. The RDRT has created a resource pool, helping India and Nepal develop national disaster response teams.
- National societies are making excellent progress in advocating with their respective governments at local and central level for inclusion in government disaster management plans and policies.
- Good progress is being made towards developing agreed minimum standards of regional disaster management training materials. This is also allowing national societies to incorporate lessons learned and other important matters to be included in the training curricula for wider dissemination and their practical use, as an exercise of knowledge management.
- Increased awareness of GIS and other IT tools are helping national societies aim for cost effective operations in the future.
- Disaster management staff in national societies have assumed increased responsibilities, including regional, reflecting an improvement in quality and competency.
- Measurement of the impact of population movement activities, such as mapping of the trends of population movement etc., is difficult since the national societies currently do not have the resources (human, technical or financial) to carry these out fully. Population movement is viewed as a vast programme which is usually incorporated within other activities such as health or relief but not as a specific one in itself. Some effects can be measured, such as the effect of the use of the BPI tool during the design of the pilot project for Bhutanese refugees. The Nepal Red Cross used the BPI as a tool to include the local population of Damak in the beneficiary category.
- The Nepal Red Cross and Sri Lanka Red Cross have established contact persons for population movement.

## Constraints

Too many simultaneous regional events limited attendance of participants from national societies. Consensus will be reached on the organisation of future events.

Postponement (to next year) of conflict preparedness and disaster preparedness consultation workshop with the regional ICRC team due to rescheduling of Indonesia workshop.

Anticipating the monsoon season, the SARD organised the main activities with financial expenditure for the first six months of the year leading to some financial constraints to achieve objectives in the second half of 2003.

Coordination between the offices of different global initiatives could be improved to facilitate a more comprehensive approach.

Plans to purchase and supply disaster response kits for key members of regional response teams have yet to be achieved as funding is still outstanding.

Facilitation of multi-entry visas for South Asian countries for key members of regional response teams has yet to be achieved.

Training regional BPI trainers in Reach Out has had to be postponed due to changing global priorities.

With population movement being a new programme in the region, there is a need for national societies to become more aware of the issues involved. Although all six national societies in the region are signatories to the *Manila Action Plan*, middle management and grass roots levels are not fully conversant with it or the population movement task.

Most population movement activities in the region need long-term funding. The nature of the movement in the region is such that the activities tend to be more development oriented and will have to focus more on rehabilitation than disaster response.

Other difficulties faced include the rise of tension in Nepal, as well as lack of funding and technical support.

## 3. Humanitarian Values

**Goal: Reduce the tensions, violence and discrimination within communities across South Asia through existing programmes of the national societies.**

**Objective: Changes in behaviour among target groups as a result of the promotion of humanitarian values and the Fundamental Principles through effective communication with internal stakeholders, the media, public authorities and civil society.**

### Expected result

Humanitarian values are an integrated part of national societies' programme planning, in training, and in specific communication activities so as to support vulnerable groups.

### Specific expected results

Regional and country-based training is carried out in the BPI, Reach Out and SPHERE and integrated into programme planning and implementation, and humanitarian values and the Fundamental Principles are included in regional training programmes using new training tools, as appropriate to the region.

### **Progress/Achievements**

Elements of the BPI, Reach Out and SPHERE are integrated into various training programmes. The SARD disaster response delegate emphasised the use of the BPI as a tool in designing programmes at a workshop in Nepal on conflict response he co-facilitated.

Two workshops on information development in the region have also incorporated extensive sessions on principles and values.

Humanitarian values and the Fundamental Principles are included in regional training programmes using new training tools, appropriate to the region. They are also included in country-specific workshops.

A humanitarian values workshop was held in Afghanistan in August with representatives of all six national societies in the region attending. The workshop was facilitated by representatives of the principles and values department in the Federation secretariat in Geneva and a Federation consultant.

A workshop in August conducted by the Pakistan Red Crescent for journalism students introduced them to the Red Cross Red Crescent Movement and its Fundamental Principles.

### **Specific expected result**

Global campaign to reduce stigma and discrimination against people living with HIV/AIDS implemented by each national society through targetted communications activities.

### **Progress/Achievements**

The global campaign to reduce stigma and discrimination against people living with HIV/AIDS is being implemented by national societies in the region with the assistance and support of the SARD.

In November, the SARD launched a media fellowship targetting journalists in the six countries of the region. Selected journalists will be funded to devote time to research and produce articles/features for their publications on issues relating to stigma and discrimination against people living with HIV/AIDS. They will also produce a dissertation analysing their research for use by the Red Cross Red Crescent. To date journalists in Nepal, Sri Lanka and India have been selected.

World Aids Day was observed in the region. There was extensive publicity by national societies highlighting the anti-stigma campaign and work the Movement is doing to address these. In Nepal, the publicity centred on humanitarian advocacy and the discrimination people living with HIV/AIDS face.

### **Specific expected result**

Case studies of national society examples of best practice in advocacy and the promotion of humanitarian values documented and shared within the Movement.

### **Progress/Achievements**

The four case studies identified earlier this year were further discussed at the humanitarian values workshop in Afghanistan in August. However little further progress has been made due to funding constraints. This activity will be followed up in 2004.

### **Specific expected result**

Strategically targetted communications activities undertaken with local, regional and international media will generate direct support for vulnerable communities.

The information unit at the SARD maintains a regular liaison with regional and inter-national media. The Red Cross Red Crescent is perceived as a credible, informed source on humanitarian issues. The most recent monsoon season, which resulted in heavy flooding in several countries, attracted numerous international media inquiries and interview requests to the SARD from organisations such as CNN and BBC World.

Highlighting the needs of the most vulnerable through the mass media is an effective tool in attracting support for country and regional programmes.

### **Specific expected result**

A population movement coordinator appointed and integrated within the disaster management team.

The population movement coordinator was appointed in late 2002. See the population movement section under disaster management earlier in this programme update.

### **Impact**

In the field of humanitarian values, tools for measuring impact are difficult to devise for frequently the impact is a volunteer giving someone exhibiting violent or discriminatory behaviour, a firm nudge or some advice. One of the goals is to identify and record these nudges, the educational messages and friendly guidance.

The humanitarian values workshop in August was crucial in reinforcing a collective focus and vision for the representatives from the six national societies in the region on the exact nature of the International Federation's principle and values programme. The 'tyranny of distance' can lead to different interpretations of concepts and this gathering helped overcome that.

It also helped plan collectively the activities for the following year (and these have been incorporated in the South Asia 2004 annual appeal). A priority was placed on documenting the activities of the region's national societies that correspond to the principles and values programmes.

The incorporation of tools associated with humanitarian values (Reach Out, the BPI and SPHERE) in various workshops conducted by the regional delegation have helped promote interest in these programmes. The Bangladesh Red Crescent Society ably demonstrated its humanitarian values programme in the Chittagong Hills Tracts project.

## Constraints

The majority of funding for the programme only became available in the latter half of 2003. This led to a congestion of activities in a short space of time which was not ideal.

Human resource levels were an issue and an additional staff member will be recruited in 2004 to help alleviate this.

## 4. Organisational Development

**Goal: Vulnerable communities benefit from relevant, effective and accountable services as a result of the national societies demonstrating the characteristics of well functioning national societies.**

**Objective: Regionally consistent standards and mutual capacity building strategies will strengthen service delivery systems through improved planning, human resource development, communications capacity and sustainable programmes in all national societies.**

### Expected results per project:

- **Strategy and management development:** National societies will have programmes that increase assistance to vulnerable communities using strengthened and self-sustaining volunteer management, planning, branch development, and leadership development systems at all levels.
- **Information development:** Effective communications and advocacy delivered will enhance services to the vulnerable communities by national societies improving internal and external information management techniques.
- **Finance development:** Vulnerable communities receive well-timed and efficient services through improved financial planning and management capacities at all levels of the national societies.
- **Reporting development:** Timely and increased resources reach vulnerable communities as a result of improved reporting capacities at all levels of the national societies.

### Specific expected results - Strategy and management development

- Strong legal bases in all national societies through completion of constitutional revisions, strengthened roles of governance and management, and enactment of relevant protective laws.
- Branches are recognised as the key strategic unit and benefit from consistency in vision, capacity, and support structures to deliver better services to the vulnerable.
- National societies with strengthened core programmes at branch and headquarters levels benefit from personnel and trainers on loan (between national societies), transferring learning and appropriate innovative ideas.
- Regional fora involving managers/focal points in human resource development, youth, gender, volunteering, and fundraising from all six national societies to facilitate mutual knowledge sharing, documented manuals of good practice and minimum standards, and mutual capacity building plans.

### Strategy and management development project progress/achievements

All the national societies of the region have invested considerable effort into strengthening their approach to overall organisational development. In July the regional secretary generals' meeting reviewed and restated their continuing commitment to work collectively on minimum standards that improve service delivery to vulnerable communities. The meeting achieved continued momentum in several important areas. It reviewed progress on the collective

regional action plan to complete constitutional revision processes within each national society as a means of strengthening the legal base across the region, and reconfirmed the need for joint ICRC and Federation legal and technical support to these processes. It also mandated and formally adopted the regional human resource development (HRD) manuals on volunteers and staff respectively, and the regional branch development framework to strengthen branch/national headquarters relations and coordinated strategic planning between these levels. There were further agreements to continue the mutual capacity building initiatives between societies, including the drafting of "Capacity Building Fact Sheets" to share knowledge on successful models of capacity building, and the personnel-on-loan system that has enabled the regional OD programme to utilise staff from Nepal Red Cross Society to conduct training of trainers programmes on gender sensitisation and management development in other societies.

The regional OD programme, working closely with regional and country level ICRC cooperation delegates, has supported several constitution revision and legal base strengthening processes that have resulted in clearer understanding of the strategic and complementary roles of governance and management. In the Afghan Red Crescent the commission set up by the participatory strategic planning and visioning workshop earlier in 2003 has completed its work on the constitution review and is to submit its recommendations on proposed changes to the national society management. This includes important plans to reintroduce a pilot membership system in four cities. In the Indian Red Cross, an internal committee proposed changes to develop "uniform rules for branches" at all levels based on many areas of constitutional change, including the introduction of elected governance at all levels. A national state branch secretaries meeting approved proposed changes which are to be submitted to the managing body at its next meeting. The establishment of uniform branch rules is the first important step in the revision of the Indian Red Cross Act 1920, and in the society's rules of 1994 which need to be reframed in the manner of an effective constitution as set out in the Federation's "Guidance on National Society Statutes".

Other constitutions have already been revised. The Bangladesh Red Crescent has formally submitted its proposed revised constitution to the Joint Federation and ICRC Commission on Statutes in Geneva for feedback and approval. The Pakistan Red Crescent is awaiting a change in its governing body before finalising its draft constitution which is now ready. The Sri Lanka Red Cross has undertaken a very significant learning initiative to review the functioning of its new constitution over the past 18 months. The Federation was asked to be a formal member of the review team and its report was submitted to the President of Sri Lanka Red Cross with recommendations for activities to further strengthen the implementation of the new roles of governance and management. The tool developed by Sri Lanka Red Cross will be shared widely across South Asia national societies to also assist their processes of reviewing the integrated but complementary roles of governance and management to improve the efficiency and functioning of services at all levels.

Several important initiatives have also been taken across a number of societies to strengthen branch level capacities in order to better serve vulnerable communities. The Bangladesh Red Crescent adopted a nationwide "unit development package" for all 68 branches ("units") which sets targets for enrolling diverse new membership and volunteers, fundraising (against the external context for each branch), identification of vulnerable communities within which to form volunteer squads and services (with gender sensitive targetting), training for Red Crescent youth to integrate youth activities into all services, dissemination, and disaster preparedness activities. Initial impact has been high, with the monthly reporting format showing that 85 per cent of the units having responded properly to date, several districts being declared free of emblem abuse, and some districts raising measurably more funds from local sources. The concept note and action plan for this programme has been shared with all other national societies in the region to encourage reflection on their own focused branch development approaches.

The Sri Lanka Red Cross is also in the process of using competency-based processes to recruit a branch executive officer (BEO) as head of management in each of its 25 district branches. In December a training programme has

been organised for the new BEOs to orient them into the Red Cross Red Crescent Movement and equip them with management and programme development skills to improve their respective branch services to the vulnerable. The society will rely on the BEOs to represent their branch needs in a highly participatory strategic planning exercise to be undertaken in the first quarter of 2004 to lead to the 4-5 year national society development plan. Through branch focused training, this plan should be in future driven by local vulnerability and capacity analysis processes first, and therefore better reflect the needs of vulnerable communities and branch capacities and requirements for change. The expected outcome is a clearer OD plan that strengthens branch and national headquarters service planning and delivery systems.

To facilitate regional knowledge sharing, the “Branch and National Headquarters Assessment” reports from the Indian, Pakistan and Afghanistan societies have been shared with the Sri Lanka Red Cross to share regional knowledge of how sister societies also undertook similar self-reflection and participatory planning exercises through locally developed tools.

In other societies, branch perspectives have also been taken up more rigorously in planning processes. In Afghanistan the “visioning” workshop led to the appointment of a commission (with ICRC and Federation participation) to translate the clear vision and mission statement into further processes which involve branches in a more participatory planning culture in future. For example, in July Afghan Red Crescent branches took part in the participatory Federation appeal planning process, representing community and branch level perspectives. Similarly in the Pakistan and Indian national societies participatory approaches to strategic planning involving the majority of branches have been undertaken as the foundation of the 5-year national development plans. This process has already been completed in India and is to be completed in early 2003 in Pakistan. The high level of branch input has been an indicator of commitment to OD and change management. In the Indian Red Cross alone, over 350 branches participated in the three regional consultation meetings.

In the Nepal Red Cross, branches have been more actively supported by the national headquarters in realigning their modalities of working in conflict sensitive situations. Regional workshops for branches, supported jointly by ICRC and the Federation, have continued to build branch capacity to deliver neutral humanitarian services to populations increasingly isolated by the conflict. The Nepal Red Cross has also undertaken its own programmes to increase the management skills at branch levels in areas such as leadership, motivation, mediation, communication, and problem solving, and relate these to practical environments regarding the conflict situation. Most interestingly, the regional OD support to the emerging cooperation agreement strategy (CAS) process in Nepal has welcomed the national society’s approach to gathering branch level perspectives within the overall CAS development. This may be a first learning for the wider Red Cross Red Crescent Movement globally, and a learning case study is being prepared with the Nepal Red Cross to share this learning widely within South Asia as well as globally.

Two further mutual capacity building initiatives to share knowledge and skills between national societies have been supported by the regional OD programme. In September the regionally developed three-day “gender sensitisation” training module facilitated by the Nepal Red Cross was conducted at the Bangladesh Red Crescent Society. As with other similar workshops, the objectives were to train participants from branches and national headquarters departments to strengthen their awareness of gender issues in their work and to equip them with practical skills to further integrate gender perspectives into all areas of programme planning and human resource management. Using case studies both from the local environment and also adapted from the Federation’s global “gender training” pack, specific action plans were drawn up to improve women’s participation at all levels, empower women to reduce their vulnerability in diverse programmes, integrate gender aspects into the community-based disaster preparedness programme, and integrate gender actions into the campaign to reduce stigma and discrimination facing HIV/AIDS-affected communities.

The first of a series of regional “management development” programmes, using a Nepal Red Cross trainer as a joint facilitator with the local national society, was conducted in the Bangladesh Red Crescent Society in October. The objectives of this regionally consistent training module are to enable participants from branches and middle management to: acquire skills, knowledge, and tools to manage their work more effectively; improve individual and team performance and effectiveness; develop planning skills; and strengthen individual and organisational managerial abilities. The facilitator from the Nepal Red Cross was also joined for certain sessions by facilitators from the external Bangladesh Management Development Institute to improve sensitivity to local cultural aspects of management development. All participants, the majority of whom stated that they had never received any form of management training, welcomed the course. A report is pending prior to further follow-up internal training being planned using the modules received to train others in a planned and phased manner at all levels.

The regionally developed module on “local resource mobilisation” has continued to be well received. Training was completed in Bangladesh Red Crescent in June, with the final course being conducted at the Afghan Red Crescent in December. The deployment of an external fundraising and communications specialist consultant from within the region (who also facilitated the original regional training courses) has been welcomed. She has assisted the Nepal, Sri Lanka and Pakistan national societies to produce practical tools, strategies and materials. Working in a highly participatory manner with branch and national headquarters stakeholders in joint planning exercises over three visits, she has worked with each of these three societies to draft a national resource mobilisation policy (informed by appropriate Federation policies such as the “Code of Ethics”), setting out objectives, roles and responsibilities at all levels, protocols of reporting, guidelines for partnership policies, corporate partnership guidelines, asset management principles, and human resource implications (including human resource planning and development).

Other practical outcomes for each society of the external consultancy include a draft fundraising strategy and a draft business plan with detailed income and expenditure projections for the next 5 years. Finally, with very valuable additional support from the Danish Red Cross Society to the regional OD programme during 2003, the external consultant has also developed needs-based donor software which can be commonly installed in each of the three societies to assist them in managing their resource mobilisation strategy in a more professional way in future. The software is user-friendly and links branch to national headquarters consolidated data, enabling each national society to track overall trends in donor recruitment, retention and development at all levels. The Bangladesh and Afghanistan societies have also provisionally requested the same consultant to assist them in these practical areas of follow-up work after their workshops, and this will be resourced in early 2004.

Although it is too early to trace the impact of the regionally developed HRD manual on staff on strengthened human resource development systems within each national society (as it was only adopted as a regional set of minimum guidelines by the secretary generals’ meeting in July), several societies continue to use the regional HRD manual for volunteers in practical ways to improve their volunteer mobilisation, development, appraisal and reward systems. In Afghanistan the manual has been translated into Dari for the active consideration of the cadre and personnel department of the Afghan Red Crescent. In Pakistan a new human resources manager is to be recruited who will have responsibility for strengthening the integrated and more consistent approach to human resource development in general by applying the regional manuals to the Pakistan Red Crescent context. S/he will also be supported by the appointment of a youth and volunteering officer in the national society to coordinate improved volunteer policy and management in all programmes using the adapted regional manual. In the Sri Lanka Red Cross the orientation training for the new branch level executive officers includes two days of practical training on the national society’s volunteer manual which has resulted from a nearly complete translation of the regional manual.

Further initiatives on implementing the “volunteer manual” include using it in the Indian Red Cross while formulating a draft “volunteer management handbook” which is being translated into Gujarat before being piloted to receive volunteer feedback that will enable the final version to be used across all branches. In the meantime the

Indian Red Cross has conducted a volunteer management workshop for 80-100 new volunteer managers in Gujarat. The course details will be shared with other national societies to assist in improving their training courses. In Nepal a “volunteer management” workshop has been conducted to apply the regional manual to local needs, strengthening the designing of volunteer positions, training managers on more effective use of volunteers in all programmes through application of a clear volunteer management cycle, and developing user-friendly guidelines. The Sri Lanka Red Cross has also initiated a series of regional volunteer management workshops to adapt the regional volunteer manual to local needs of branches, having translated it into Sinhala and Tamil.

Several societies have also strengthened their approach to youth wing development in an attempt to diversify their active volunteer base further. Sri Lanka Red Cross has developed a draft youth policy with a supportive committee and improved targetted training programmes and youth governance and leadership training approaches. The Bangladesh Red Crescent has made the activation of a strong youth wing a specific objective of all branches within their “unit development package”. There is a strong argument in favour of convening a regional youth forum in South Asia in 2004 to learn further from the practical experiences of youth wings across the region in, for example, achieving “emblem abuse free” districts in Nepal, Bangladesh, and India as one area of activity where ICRC support has also been an important capacity building factor.

### **Impact**

Bangladesh Red Crescent hosted all three of the regionally developed training modules on “local resource mobilisation”, “gender” and “management development” within a six month period using their regional OD DFID funding, reallocated to country level. To assess impact, the Bangladesh national society and Federation delegation kindly conducted an overall evaluation of this approach to using regionally consistent modules and making them relevant to local contexts, as well as of utilising regional trainers from other sister societies across the region.

The overall feedback from the evaluation in Bangladesh is positive, with the following comments being made in both positive and negative categories:

#### Positive:

- One of the clear benefits of the regional training modules is that it gives impetus and motivation for the national society to conduct these important workshops.
- It is not clear if these workshops would have taken place had the regional module and funding not been available.
- The development of a type of “generic regional training module” based on input from national societies’ needs and experiences may be the best vehicle to using the experience from the region. However this could be even better balanced by letting the respective national societies themselves use and develop their own training skills in the most culturally appropriate manner.

#### Issues which need addressing:

- There could be greater emphasis on each national society better using its many skilled trainers in their own staff.
- Advanced planning of sessions would have built the training team if the original idea of a pre-visit a few weeks in advance of the course had been possible.
- Some facilitators were not properly prepared (and came with a very inappropriate and non-interactive “lecture-based” mode in the case of the trainers from outside the Movement).
- Finding trainers who can use a common language with participants should be given more emphasis.

- We should use facilitators from a wider range of national societies in the region.

Future regional programmes will be amended to address these issues.

The selection of facilitators/core trainers from Nepal Red Cross for the two regional training modules on “gender” and “management development” was based on the strong traditions and programme experience contained in that national society. However, an important outcome of the courses conducted to date has been a realisation by Nepal Red Cross trainers that they can also further improve their internal training modules and approaches using learning that they have also gained from the region. This approach to mutual capacity building has provided a dynamic learning environment and mutual respect between national societies concerned to date.

There have been other measurable impacts as a result of the previous regional gender module. For example, in the Pakistan Red Crescent, branch level gender training has been initiated, and all programmes are now encouraged to integrate gender components. Middle management behaviours on gender issues are perceived to have changed positively and, as a result, the recently developed Pakistan Red Crescent policies on health and disaster management have integrated gender approaches.

The regional OD delegate has documented the regional and country level approach to gender in a draft “Summary Strategy Paper on Gender Issues in South Asia” which captures learning from this regional approach to strategic and practical gender issues over the past three and a half years. It is hoped that this paper will be used at the forthcoming South Asia partnership meeting in March 2004 to build on the consolidated gains from this programme to date and develop more collective approaches to strengthening the gender strategy across the Red Cross Red Crescent Movement in the region across all programmes. Integrating it into the ICRC’s emerging work on “women and war” will also be an important objective to reach Movement consensus on how to support capacity building initiatives on gender perspectives within a common framework.

The measurable impact in a number of societies as a result of the regional OD support to resource mobilisation work has been clear. In Bangladesh, as a direct result of the regional “local resource mobilisation” workshop in June, branches have used the skills and materials gained to increase their local income. Many branches have shown a diversification of income, with one branch alone having raised 200,000 Taka in cash and pledges of 500,000 Taka in one event alone! Equally, the Bangladesh Red Crescent and Sri Lanka Red Cross have also included clear resource mobilisation responsibilities in the revised job descriptions of branch level staff and managers, equipping them with guidelines and clear orientation in future trainings for their roles.

The link between effective information and communications development work and resource mobilisation has also been better understood by all societies participating in the regional resource mobilisation training initiatives. Linking effective financial and narrative reporting systems at all levels to good accountability to vulnerable communities and donors, leading to more effective positioning and credibility through strong external communications, are recognised as foundations for more successful resource mobilisation. The Federation’s regional information manager has been working closely to support an integrated approach to fundraising and communications work, and has been jointly facilitating a number of the country-level training courses. In Sri Lanka Red Cross, the deliberate appointment of an integrated “fundraising and communications team” with two years support from the Federation’s global capacity building fund has resulted in the society raising 22 million rupees (approximately CHF 315,000) for the recent flood appeal from local sources. A future priority will also be to share experiences between a case study on this activity with, for example, Indian Red Cross whose state branches in Orissa and Bihar have also successfully raised local funds around the theme of floods.

The major contributions from the Swedish Red Cross, Finnish Red Cross, Danish Red Cross and DFID to the regional OD programme must be recognised. In the case of the DFID regional OD funds, the reallocations from regional to country level assisted in maintaining important consistency and continuity in delivering regionally developed training modules, for example, at country level in a planned and phased manner. The regional OD delegate, as the original budget holder, could negotiate effective consistency and quality control while approving objectives and budgets for country-level spending prior to handing over budget holding responsibility to country level.

### **Constraints**

Due to extreme time constraints in the work of the regional OD delegate (who completed his mission at the end of October) the regional capacity building fact sheets and change management manual have not been completed as expected. However, as the regional OD delegate has taken up his next assignment as the Federation's Asia and Pacific OD coordinator, he has undertaken to oversee the completion of these two initiatives and documents in his next role so that they can be shared even more widely with all societies across the Asia and Pacific region as well.

In spite of the successful experience with the reallocation of regional OD funds from DFID to country-level in 2003, the new system of direct allocation of the same amounts to country-level in 2004 may lose the linkage to regional-level consistency in approaches to OD. This potentially presents a loss of CHF 140,000 to the regional OD programme funds in 2004. To avoid the possibility of losing the coordinated regional and country linkages that have been developed in the regional OD programme over the past three and a half years with the support of DFID and all donors, there will have to be much closer planning between the incoming regional OD delegate and country OD and other delegates in 2004.

There are many potential learning links emerging between the South Asia regional approach to building resource mobilisation capacity of the societies and some emerging global Federation fundraising initiatives. For example, following their strategic interest in strengthening their resource mobilisation work, Nepal, Sri Lanka and Pakistan societies sent their fundraising and communications representatives to the Federation's global "fundraising skillshare" workshop in the Netherlands in October. The workshop objectives were to support societies to build long-term and sustainable fundraising strategies through practical exchanges of knowledge and building of skills. Recognising the experience gained in Sri Lanka Red Cross and its enthusiastic approach, the Sri Lanka director of fundraising and communications was nominated as the Asia and Pacific focal point/coordinator of a network of national societies' fundraising managers to improve knowledge exchange and mutual collaboration and capacity building in future. If this initiative is to develop, it will require support from the Federation. The new Asia and Pacific OD coordinator role will have to be linked to provide assistance to enable the practical coordination arrangements to receive the appropriate logistical support required.

### **Specific expected results - Information Development**

- Regional training initiatives to enhance technical skills, knowledge sharing and mutual support;
- A strong organisational network focused on flow of information and knowledge; and
- Professional staff and resources in place in each national society.

### **Information development project progress/achievements**

Workshops were held in India, Bangladesh and Nepal focusing on information, national society visibility and publicity while Nepal also hosted a workshop on photography for national society information staff. Information development objectives have also been a part of fundraising workshops in the region.

Over the course of the year the regional delegation has had two information staff members from national societies as staff-on-loan. The regional information unit also hosted a national society information officer on a week-long internship.

The in-country workshops conducted for the Bangladesh Red Crescent and the Nepal Red Cross provided training to over 40 information focal persons in these national societies. Similar training has been conducted previously in Sri Lanka and Pakistan and a stronger organisational network focused on the flow of information is being built.

The Nepal Red Cross Society now has a strong information team in the national headquarters. Their achievements have provided a good example to other national societies in the region. The Sri Lanka Red Cross has recruited an information officer with a background in journalism. The Pakistan Red Crescent's information officer left the organisation earlier this year and the recruitment process for a replacement is underway.

### **Impact**

The regional information development programme has impacted positively on the quality of information produced and increased publicity of the activities of the region's national societies. For example there has been an increased output of articles from national societies which have been posted on the Federation website.

### **Constraints**

Funding for the information programmes arrived late. Most of the activities under this project could not commence until the latter part of the year.

### **Specific expected results - Finance Development**

- National societies are able to produce timely, accurate and transparent financial reporting for external donors and management information systems (an internal tool);
- Increased self-reliance in financial management by national societies;
- National societies have skilled numbers of financial management staff;
- A regional resource pool of technically trained finance staff support each other to build mutual capacities; and
- Capacity building of the finance staff and computerisation of accounts has reached branch level.

### **Finance development project progress/achievements**

The SARD installed the Navision accounting software package for Sri Lanka Red Cross Society in October. The software had been trialled with management and bilateral donors and they agreed to the installation of this software. This further boosts the capacity of the Sri Lanka Red Cross finance department and follows on from training provided by the finance director of the Indian Red Cross earlier this year.

The regional finance development manager visited Sri Lanka in November to review the software and design reporting formats as per Sri Lanka Red Cross and donor requirements. The Sri Lanka Red Cross will convert from the manual system to the new software in January 2004. The new system will lead to more accurate and timely financial reporting and engender greater donor confidence.

The Indian Red Cross is in process of installing Navision finance software and it is expected to be fully operational by the end of 2003. The installation of this accounting package will enhance substantially the capacity of the national society to prepare financial reports on time for internal management and donors.

The upgrade of the SCALA financial software and Crystal report writer has been completed by the SARD in the Nepal Red Cross as recommended by Federation auditors. The upgrade will greatly assist the national society in fulfilling donor reporting requirements and address recommendations made by the Federation's auditors. The Pakistan Red Crescent will upgrade its finance software before the end of the year with the support of the German Red Cross. A finance management workshop will also be conducted in Pakistan.

The regional finance development manager will visit Afghanistan before the end of the year to discuss options for 2004 with the country delegation and Afghan Red Crescent.

A regional finance directors meeting will be held in Nepal in December while a finance management workshop will be held for the Bangladesh Red Crescent.

### **Impact**

The finance development project has continued to support national societies striving to achieve regionally consistent norms in financial reporting and systems. National societies in the region have improved their financial management capacity, including accounting and financial reports, and management information systems (MIS). Financial management is improving and has been strengthened through ongoing interaction with the SARD finance unit, software installation and upgrades, and ongoing training.

### **Constraints**

Funding restrictions have meant not all planned activities have been carried out.

### **Specific expected results - Planning and Reporting Development**

- Increased quality and timely input from the national societies to standard appeals and reports currently coordinated by the Federation's regional or country delegations;
- A designated, adequately skilled person responsible for planning and reporting in place in each national society;
- The designated persons receive practical on-the-job-training as part of Federation's internships by the end of 2003;
- Basic hardware and software is available for the use of the designated person in each national society;
- Two designated persons will have attended the project planning process (PPP) training of trainers workshop and share learned knowledge with colleagues in the region at a combined finance and reporting workshop; and
- The Federation's standard appeals and reports from South Asia meet the new requirements.

### **Planning and reporting development project progress/achievements**

The majority of specific reporting development activities were carried out in the first half of 2003 and are detailed in programme update no. 1.

Work is progressing towards the establishment of a focal person responsible for planning and reporting at national society level. The first step is the establishment of a strong, coherent reporting network at country delegation level.

There are reporting focal points at delegation level in all six countries in the region and the regional reporting consultant at the SARD has commenced creating more of a team environment among this group.

The reporting consultant and reporting focal persons from the Afghan, Pakistan and Bangladesh delegations attended a regional reporting unit meeting in Malaysia in November. This gathering was highly beneficial in reinforcing a common, consistent approach to reporting in the region.

The regional reporting unit, based in Kuala Lumpur, will be an integral component of the reporting development in South Asia. Human resource and technical materials from the regional reporting unit will be utilised in 2004 to assist the SARD reporting development project.

The appointment of a Federation representative to Nepal, who commenced her mission in November, will enhance the Nepal Red Cross' reporting capacity. The Federation representative is working closely with the regional consultant in designing reporting development plans for the national society.

Federation standard appeals and reports met the new requirements. The South Asia regional delegation reporting department processed, subbed, analysed, subbed and formatted the annual appeals for the SARD and the six countries in the region. This process was completed on time and quality documents were produced. See the Federation Coordination section for further details.

### **Impact**

The quality and timeliness of reporting from national societies has shown a gradual trend towards improvement. There is greater understanding of mandatory reporting requirements, formats are being followed more frequently and the importance of quality reporting is gaining more recognition at national society level.

There is progress towards establishing a regional reporting team at country delegation level. It is a gradual process but the ultimate result is that reporting focal points at country delegation and eventually national society level will network more often to enhance each other's performance.

### **Constraints**

There is a lack of reporting focal persons at national society level. Only two of the six national societies have strongly established reporting focal points. This situation is being tackled in the 2004 reporting development project.

In the majority of South Asia national societies, there is still a heavy reliance on the country/regional delegation to complete reports or format them to meet mandatory guidelines. There is the need for the promotion of greater national society ownership of reporting. This is a continued focus of the reporting development programme.

## **5. Federation Coordination**

**Goal: South Asia national societies receive optimal support for the implementation of their priority programmes through a coordinated response by partners from inside and outside the Movement.**

**Objective: Strong coordinated and diversified partnerships with long-term stakeholders lead to sustainable, cost-effective national society priority programmes based on agreed regional policies and strategies.**

### Expected result

Regional policies and strategies are in place and owned by national societies, and support for implementation of the resulting priority programmes is coordinated to maximise impact and avoid gaps and overlaps.

### Specific expected results

- National societies will benefit from stronger PNS partnerships in programme planning, content and support;
- Partnership and secretaries general meetings are annual fora for coordination and peer monitoring;
- Securing multi-year funding for the national societies' priority programmes and all having elements which lead to sustainability;
- The regional CAS provides each national society with the strategic support to be the leading humanitarian organisation in its country;
- Increased level of regional recruitment for the Federation's positions inside and outside the region; and
- Strategic and coordinated development of Red Cross Red Crescent human resources in the region.

### Progress/Achievements

To support the implementation of the Federation's *Strategy for Change*, by strengthening the delegation coordination and management, a regional programmes coordinator was appointed in February. This has resulted in more effective coordination of programmes throughout the region, and a uniform approach to preparation of appeals and reports. During the 2004 appeal process, for the first time the SARD was the focal point for finalisation of all country appeals. This involved technical input from regional programme managers, fine-tuning for consistency as well as sub-editing and formatting. The process was completed within the deadlines specified and the resulting six country appeals and one regional appeal were of high quality. Country programme and operations updates are now also processed through the SARD in a similar manner in addition to finalisation of new emergency appeals.

A delegate from the Finnish Red Cross, with a 50 per cent bilateral and a 50 per cent Federation role, has been incorporated into the SARD office since February. Initially focused on the bilateral role earlier in the year, she has also played an important role in regional level disaster management through participation in regional training initiatives and membership of an evaluation team looking at the Sri Lanka floods operation in November. She has also assisted and supported the SARD in formulation of disaster management project proposals aimed at securing multi-year funding from key donors.

A German Red Cross regional delegate is also present in the SARD office. His role is primarily bilateral but with some support to the Federation. This was particularly useful during the Sri Lanka floods operation where he was posted as acting Federation representative in that country for four weeks during a critical period when the incumbent was out of the country.

Both delegates are full members of the SARD team and take part in SARD planning and other activities where appropriate. These innovative, symbiotic relationships have developed a much closer partnership with the two PNSs concerned and provided the SARD with an opportunity to have immediate access to a PNS perspective.

Two meetings of the South Asia secretaries general were held in 2003. The first, which had been planned earlier in the year but postponed for security reasons, was finally held in Kabul in July. This provided a great deal of support and encouragement to the Afghan Red Crescent which has suffered from a degree of isolation in previous years. The meeting was very successful and one important outcome was their commitment to following through on the Kabul Pledge of 2002. The second meeting was held during the General Assembly in November in Geneva. This

was an evening meeting where the main emphasis was on follow up to the earlier Kabul meeting and the *Manila Action Plan*.

The six national societies from South Asia participated in the General Assembly, Council of Delegates and the international conference in late November and early December. Many meetings were held between South Asia national societies and PNSs and a lot of encouraging signals were received concerning continuing and strengthening current partnerships and new PNSs exploring possibilities of working in South Asia.

The Swedish Government through its SIDA office in Delhi invited the Federation to provide a concept paper on Red Cross Red Crescent long-term HIV/AIDS programmes. Following acceptance of this paper, the SARD, with support from the Swedish Red Cross, has been invited to produce a detailed proposal for possible substantial long-term support to national societies in the region for implementation of such programmes. More details can be found in the Health and Care section of this update.

The final draft of the regional CAS was adopted by the secretaries general at their meeting in July. The CAS is based around the priority action points of the strategy for the Movement, taking into account the *Manila Action Plan*, the Kabul Pledge, as well as input from national societies and ICRC. The final adjustments to the document were completed by the end of 2003.

A regional human resources officer was appointed to the SARD in April 2003 to harmonise human resources policies and procedures across the SARD and country delegations, provide support to national society human resources development, and coordinate regional recruitment and training of Federation and national society staff. She has been involved in all recruitments carried out in the SARD in 2003, including deployment of RDRT and FACT members in the Sri Lanka floods emergency operation, and providing HR support to country delegations as required.

A human resources database is also being developed at the regional level to maintain records of people undergoing training as well as potential people who can be deployed as facilitators, delegates, etc.

Six people from the region were sent for basic training courses organized by PNSs during 2003. A need was felt to standardise the selection process for potential candidates across the region, and strictly keep it in line with the procedures prescribed in the recruitment handbook. To facilitate this process the human resources officer has coordinated and participated in the basic training course candidate interviews in India and will be doing a similar exercise in the other countries. This is steadily increasing the pool of candidates available in the region.

Keeping in line with the change strategy of the Federation, there has also been a priority to increase regional deployment of people and also ensure more diversity within the regional delegation. During 2003, three people from South Asia were deployed as delegates, all within South Asia. New vacancies are being advertised among the national societies and country delegations first and an effort is also being made to tap new sources of recruitment such as professional/technical schools etc. Recruitment of the regional health officer was the first attempt at doing this. However, there is a requirement to define this concept more clearly and standardise processes, which is being addressed in coordination with Geneva.

## **Impact**

Direct impact of this programme on the most vulnerable is difficult to measure. The main focus is to ensure coordinated and effective management of Red Cross Red Crescent activities in the region. There has been a direct impact in the human resources field where rapid and effective deployment of regional expertise (RDRT, FACT,

staff-on-loan and delegates) facilitated a rapid response in the Sri Lanka floods operation resulting in timely assistance to those affected.

The SARD has been able to provide improved support and service to country delegations, notably in the areas of reporting and human resources.

### **Constraints**

It has not been possible to arrange the planned regional partnership meeting this year. This is partly due to limited demand from national societies but during the latter part of the year due to unavailability of suitable time slots. It is now planned for March 2004 in Sri Lanka.

Due to the limited number of qualified candidates, the planned regional basic training course will not take place this year. Instead it has been decided during 2003 and again for 2004 to focus on selecting and preparing suitable candidates for inclusion in national society basic training courses as places become available.

## **6. International Representation**

**Goal: The role and policies of the Federation at the global and regional levels are widely understood and supported by key stakeholders within the international community, enabling the Federation to provide a greater degree of support to the most vulnerable communities across South Asia.**

**Objective: Enhanced partnerships with diverse external stakeholders through increased representation and advocacy.**

### **Expected result**

Vulnerable communities will be supported by national societies' programmes in partnership with a more diverse range of stakeholders.

### **Specific expected results**

- Status agreement between the Federation and the government of India is secured;
- Regular meetings held with relevant counterparts in targeted diplomatic missions to market the annual appeal, emergency appeals and provide operational /policy updates;
- Regional partnerships established with UNAIDS and people living with HIV/AIDS network and other diverse networks;
- Regional programme managers participate in relevant regional fora and NGO/INGO coordination mechanisms;
- Key stakeholders receive regular and appropriate information/publicity materials of the Federation; and
- International media coverage is increased and the network of the South Asia-based key international media correspondents is expanded.

### **Progress/Achievements**

- Legal status agreements (LSAs) have been signed with the governments of Afghanistan and Bangladesh during the second half of the year, and work has continued towards obtaining LSAs in India, Sri Lanka, and Pakistan. These remain a priority activity for 2004.

- Emergency operations in 2003 in Bangladesh and Sri Lanka gave the national societies and the Federation significant national and international media coverage. However, response to disasters in 2003 has been achieved mainly by national societies from their own resources with minimal support from external partners. Whilst this is a positive outcome of increasingly effective disaster management programmes, it presents a greater challenge in gaining the international media recognition which these operations deserve.
- Key stakeholders continue to receive regular information such as copies of appeals and updates.
- Regular meetings continue with diplomatic missions, UN agencies, especially UNAIDS, UNHCR, WHO and UNICEF, EU and ECHO.
- In September 2003, a Memorandum of Understanding was signed between WHO's Southeast Asia region and the Federation, with four countries in South Asia being included, namely India, Bangladesh, Nepal and Sri Lanka. This Memorandum of Understanding gives the Federation and these four national societies an opportunity to forge partnerships in terms of free technical advice and support in day-to-day health and HIV/AIDS programmes, in addition to support in times of emergencies.
- Attendance at regional forums continued, such as the Afghan development forum in Kabul in March, which was a follow-up to the Tokyo meeting of 2002. Twelve key donor countries attended plus the World Bank, the Asian Development Bank, the IMF, EU and many UN agencies.
- The vice chairman of the Indian Red Cross and vice president of the Federation have been very active in promoting the work of the national societies in South Asia on a political level and within the industrial/business sector.

### Impact

The international representation programme is continuing to help position the Red Cross Red Crescent in the region as a credible, effective humanitarian organisation in the eyes of governments, INGOs and NGOs. This is leading to increased cooperation, coordination and new partnerships. The Memorandum of Understanding signed with the WHO is a prime example of other organisations wishing to harness the skills, organisational structures and resources of the Red Cross Red Crescent to enhance the assistance to the most vulnerable. Equally important is that an increasing number of international, regional and national organisations are seeing us as a reservoir of knowledge, good practices, models and information.

A combination of factors of improved international representation, better publicity and advocacy, and the *World Disaster Report* have positioned us as a leader in disaster response.

The disaster preparedness coordinator and disaster response delegate attended the workshop "bringing livelihood concerns into disaster mitigation policy in South Asia" organised by the Intermediate Technology Development Group (ITDG) South Asia, in Sri Lanka in June. The workshop was attended by representatives of CARE India, as well as government representatives. An advocacy strategy paper was drafted. It was decided to use the South Asia Association for Regional Cooperation (SAARC) as a platform for the discussion on this and possible other regional disaster management issues. The national societies in the region will be asked to be actively involved in the process of selecting best practices to present to their national governments for a regional discussion forum facilitated by SAARC.

The SARD disaster management team is continuing to work on the development of a web-based regional network, that will ultimately link the disaster networks already existing in most countries at national level. This cooperation will further enhance and promote the regional activities of the Movement. See the Disaster Management section in this update for further details.

Government officials participated in the disaster management plan of action workshop and earthquake simulation exercise in Nepal in June. During the last day, a seminar was held with participation of several national and

international NGOs as well as representatives of UN bodies and ECHO. The 26 country representatives attending developed and presented a plan of action for the development of an integrated national disaster management plan.

The head of the regional delegation was one of the key speakers at the regional risk transfer initiative (RRTI). The RRTI was launched by the Disaster Mitigation Institute (DMI), Ahmedabad in partnership with the ProVention consortium in September in Delhi. Key members of the ProVention consortium include the International Federation for Red Cross and Red Crescent Societies (IFRC), the World Bank (WB), the Asian Development Bank (ADB), and the UK's Department for International Development (DFID).

The main objective of the RRTI is the convergence of micro-mitigation, micro-credit and micro-insurance as a precondition for effective local low-cost risk transfer. The initiative will develop, demonstrate and accelerate the application of micro-finance and micro-insurance for mitigating disaster risks in South Asia. The RRTI stands as an innovative approach to risk identification, pooling, and transfer, which recognises the fact that a vast majority of the poor among the victims - in Gujarat, India or South Asia - have limited access to risk transfer schemes or programmes.

The RRTI strives to promote more effective risk management for the poor. RRTI is a small local step but perhaps a crucial one in risk reduction. It will promote learning across insurance companies, authorities, donors and NGOs. RRTI will build on the significant work of risk identification conducted by the ProVention consortium through the disaster management facility (DMF) of the WB. RRTI is being guided by the ProVention consortium secretariat currently located at the IFRC, and also relies on the support and technical inputs of the DMF.

### **Constraints**

The additional workload generated under the new Federation decentralised structure, whereby the head of the regional delegation line manages country delegations, has limited the time available for routine international representation during 2003. This will be addressed in 2004 by strengthening the existing management structure in the SARD.

## **6. Field Management**

**Goal: Country delegations, Federation representatives and regional delegates provide coordinated optimal support to the national societies in their work to respond to the needs of the most vulnerable.**

**Objective: Federation financial, human and programme resources in the region are managed efficiently and cost-effectively, and increased support, guidance and coordination are provided from the SARD to country delegations and Federation representatives.**

### **Expected result**

The SARD operates effectively as the Federation's central service, support and knowledge core in support of country delegations and Federation representatives.

### **Specific expected results**

- Regular coordination meetings of the SARD maintain a sense of teamwork between all delegates and staff in the Federation's country delegations and the SARD;

- Efficient and effective programme monitoring and implementation with quality reporting to partners and donors;
- Sound financial management at all levels ensures expenditure within approved budgets; and
- Effective mechanisms established to ensure complete and timely flow of key information to donors and between all delegations in the region.

### **Progress/Achievements**

- Three regional team meetings were held with all heads of delegation, Federation representatives, regional delegates, Geneva regional team members and project managers in February, June and September. The second two events also included separate meetings for heads of delegations only, focused on management issues.
- Regular email exchanges have been facilitated by the head of regional delegation to ensure people are kept informed. Both the head of regional delegation and programme coordinator have prioritised information flow to country delegations as being critical to ensure effective teamwork.
- A regional events calendar has been set up and programme managers travel arrangements shared.
- The programme coordinator has worked very closely with regional finance staff and the regional finance unit in Kuala Lumpur, resulting in improved financial monitoring and forecasting.
- The operational budget approval system has been fully implemented and utilised by all budget holders resulting in improved funding flow and financial management.
- The head of regional delegation and the regional programme coordinator both received one-to-one finance management training in the regional finance unit.
- The performance development review has been a good human resource management, appraisal and development tool, although very time consuming.

### **Impact**

- A strong sense of teamwork has been engendered with staff looking outside the traditional boxes and feeling part of a regional team.
- Action points recorded in the minutes of the team meetings are strictly followed up giving participants a sense of 'I am being listened to and my input is valued'.
- Personnel have been utilised from one country to work in another and country-specific people have worked on regional projects, thereby utilising the human resources more effectively.
- Budget holders feel empowered and committed resulting in improved financial management, monitoring and forecasting.
- The SARD expenditure during 2003 has proceeded on time and according to agreed budgets.

### **Constraints**

The change strategy has increased individual workloads considerably and finding time for non-urgent work and new initiatives has been difficult. Management capacity needs to be enhanced to permit more time to be spent on strategic issues and a more proactive approach to planning and coordination. This will be pursued during 2004 though the current limitations on core cost funding will need to be overcome.

### ***For further information please contact:***

- *In New Delhi: Robert McKerrow, Head of Regional Delegation; email: ifrcin02@ifrc.org phone: +91 11 26858672 fax +91 11 2685 7567*

- *In Geneva: Ewa Eriksson Regional Officer, email:ewa.eriksson@ifrc.org; phone:+41 22 730 4252; fax:+41 22 733 0395 .*

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

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



# South Asia regional

ANNEX 1

APPEAL No. 01.58/2003

## PLEDGES RECEIVED

17/12/2003

| DONOR | CATEGORY | QUANTITY | UNIT | VALUE CHF | DATE | COMMENT |
|-------|----------|----------|------|-----------|------|---------|
|-------|----------|----------|------|-----------|------|---------|

### CASH

| REQUESTED IN APPEAL CHF -----> |  |           |     | 2,952,178 |          | TOTAL COVERAGE<br>71.0%                                       |
|--------------------------------|--|-----------|-----|-----------|----------|---|
| CASH CARRIED FORWARD           |  |           |     | 263,542   |          |   |
| BRITISH - GOVT/DFID (04)       |  |           |     | 280,000   | 24.02.03 | ORGANISATIONAL DEVELOPMENT                                    |
| BRITISH - GOVT/DFID (04)       |  |           |     | 307,000   | 24.02.03 | DISASTER MANAGEMENT   |
| BRITISH - GOVT/DFID (04)       |  |           |     | 182,500   | 24.02.03 | HEALTH  |
| BRITISH - GOVT/DFID (04)       |  |           |     | 105,000   | 24.02.03 | P&V, INTL. REPRESENTATION, COORDINATION                       |
| BRITISH - RC                   |  | 10,000    | GBP | 22,285    | 10.12.03 | ORGANISATIONAL DEVELOPMENT                                    |
| DANISH - RC                    |  | 231,250   | DKK | 47,869    | 15.09.03 |   |
| FINNISH - RC                   |  | 46,278    | EUR | 67,728    | 14.02.03 | REG. PROGRAMME COORDINATOR                                    |
| FINNISH - RC                   |  | 16,000    | EUR | 24,360    | 26.05.03 | HUMANITARIAN VALUES   |
| GERMAN - RC                    |  | 770,050   | INR | 21,966    | 29.10.02 | POPULATION MOVEMENT COORDINATOR, 2 YEARS                      |
| GERMAN - RC                    |  |           |     | 50,000    | 18.09.03 | ORGANISATIONAL DEVELOPMENT PROJECTS                           |
| JAPANESE - RC                  |  | 41,590    | USD | 53,547    | 18.06.03 | HEALTH & CARE   |
| NEW ZEALAND - RC               |  | 70,000    | NZD | 54,810    | 15.07.03 | PROGRAMME COORDINATOR   |
| SWEDISH - RC                   |  | 221,093   | SEK | 35,375    | 06.05.03 | REGIONAL ORGANISATIONAL DEVELOPMENT                           |
| SWEDISH - GOVT                 |  | 2,100,000 | SEK | 336,000   | 23.05.03 | ORGANISATIONAL DEV., DISASTER MANAGEMENT, HUMANITARIAN VALUES |
| SUB/TOTAL RECEIVED IN CASH     |  |           |     | 1,851,982 | CHF      | 62.7%   |

### KIND AND SERVICES (INCLUDING PERSONNEL)

| DONOR       | CATEGORY    | QUANTITY | UNIT | VALUE CHF | DATE | COMMENT |
|-------------|-------------|----------|------|-----------|------|---------|
| ICELAND     | DELEGATE(S) |          |      | 55,688    |      |         |
| NETHERLANDS | DELEGATE(S) |          |      | 59,959    |      |         |

# South Asia regional

ANNEX 1

APPEAL No. 01.58/2003

## PLEDGES RECEIVED

17/12/2003

| DONOR                               | CATEGORY    | QUANTITY | UNIT | VALUE CHF | DATE | COMMENT |
|-------------------------------------|-------------|----------|------|-----------|------|---------|
| NEW ZEALAND                         | DELEGATE(S) |          |      | 52,566    |      |         |
| SWEDEN                              | DELEGATE(S) |          |      | 27,269    |      |         |
| GREAT BRITAIN                       | DELEGATE(S) |          |      | 49,938    |      |         |
| SUB/TOTAL RECEIVED IN KIND/SERVICES |             |          |      | 245,420   | CHF  | 8.3%    |

## ADDITIONAL TO APPEAL BUDGET

| DONOR              | CATEGORY | QUANTITY | UNIT | VALUE CHF | DATE | COMMENT |
|--------------------|----------|----------|------|-----------|------|---------|
| SUB/TOTAL RECEIVED |          |          |      | 0         | CHF  |         |