

# 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

6 July 2003

Appeal No. 01.58/2003; Appeal Target: CHF 2,952,178 (USD 2,018,799 or EUR 2,004,313)

Programme Update No. 1; Period covered: January 1 to June 30, 2003.

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

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

### In Brief

**Appeal coverage: 62.9%**; See attached Contributions List for details; or see the Federation's website at [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual03/1-2-3%20-%20ap015803.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual03/1-2-3%20-%20ap015803.pdf)

**Outstanding needs: CHF 1,172,698**

**Related Emergency or Annual Appeals:** See [www.ifrc.org](http://www.ifrc.org)

**Programme Summary:** The regional programmes are generally progressing well with strengthening of National Societies in South Asia. Progress has been made to build upon the mandated Manila Action Plan, which focuses on improvement in capacity and management of disaster management, health and population movements.

Expenditure to the end of May was 36% of the operational budget. All programmes are basically on track regarding expenditure against operational budget with the exception of Humanitarian Values, which is designed so that the majority of expenditure will be weighted towards the second half of 2003.

A comprehensive health mapping exercise of the health activities of the six National Societies in the region has been completed and this will result in improving organisational structure, and a holistic and integrated approach in the region. A comprehensive report (including specific reports per country) is available from the Regional Health Delegate or the South Asia Desk at the Federation Secretariat in Geneva.

There has been coordination with the Federation Disaster Preparedness practitioners in South Asia to establish a Plan of Action to implement the agreed Regional Policy priorities. National Societies have worked out a model plan in the form of an activity calendar to achieve this objective.

In the area of Organizational Development there has been measurable progress towards attaining the characteristics of well functioning National Societies across the region. Several regionally initiated activities have led to strengthened country level service delivery systems. All National Societies have been implementing more regionally consistent standards in planning, volunteer management, human resource development, branch development, and communications.

The appointment of a Regional Programmes Coordinator has supported the implementation of the Federation Change Strategy. There has been more effective coordination of regional programmes and progress has been made towards a uniform approach to preparation of Appeals and reports.

## Operational developments

With the Strategy for Change being steadily implemented it is becoming clear it can be a more cost-effective way of operating in terms of using more human resources from the region and less from outside, movement of Federation staff and National Society staff across the region as priorities change, and a further operational flexibility emerging. .

It has been an exciting six months as the change strategy is rolled out. The regional workshops this year have put greater emphasis on asking specifically, how the Regional Delegation can support National Society work further, and what added value we can bring. In addition, facilitating the Manila Action Plan has been a key priority.

The Overall Goal is to strengthen the capacity of National Societies in South Asia so they can improve the service delivery to the most vulnerable

- The thrust of the South Asia Regional Delegation's (SARD) work in support of the National Society programmes is proceeding well in line with the Appeal which has also been reinforced by a mandated Manila Action Plan which calls for strengthening in disaster management, health and population movements. Particularly encouraging has been the strengthening of all aspects of disaster management through scaled up preparedness levels and a noticeable improvement in disaster response. This was clearly illustrated by the best-ever response to a major disaster in South Asia when the floods and landslides struck Sri Lanka in mid May where there was wide use of regional resources including Regional Disaster Response Teams (RDRT). The extensive region-wide health mapping exercise has provided the Federation and the National Societies with precise information as to where each National Society is with their health programmes which will help the Federation to reinforce priority programmes and target the gaps. The Secretary Generals are leading a campaign in line with the Kabul Pledge, where they pledge to break down barriers separating communities through their commitment to the Better Programming Initiative (BPI) and Humanitarian values training.
- Probably the most visible results of SARD's work is in the overall strengthening of capacities in terms of improved legal bases of all the National Societies, branches recognised as the key strategic unit for service delivery through using the branch development model, a fundraising managers workshop which has laid out a resource development blueprint for the future, and the production of a regional Human Resources manual for staff, to augment the earlier regional Human Resources manual for volunteers. .
- In terms of timing most programmes are on schedule
- The war in Iraq and the expected backlash in terms of strikes and demonstration and possible terrorist activity affected some training events due to travel restrictions.
- In addition excessive heat waves in India and Pakistan which caused thousands of deaths, hampered some activities

## 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 Federations adopted guidelines and policies.**

**Objective 1: Enhanced National Society capacity in the delivery of high quality public health interventions in the field of:**

- **HIV AIDS,**
- **Blood donor motivation and recruitment,**
- **First Aid,**
- **Primary health care**
- **Reproductive health**
- **Water and sanitation**
- **Emergency health**

**Progress/Achievements (activities implemented within this objective)**

In order to meet the first Objective the following activities have been completed over the reporting period:

Fundamental to the effective support of the National Societies public health programs, is a clear understanding as to where the National Societies stand with their health programs, as well as having a good overview of the organizational framework within which they are implemented. In response to this the regional health unit conducted in March and April a six-week-long mapping exercise of the major health activities of the National Societies in South Asia.

A team of four, led by an external public health consultant and including the regional health delegate, the SARD population movement coordinator and a representative from a partner PNS, visited all six National Societies in the region, and met with Secretary Generals, Senior Health managers, Heads of delegations and health delegates, as well as organizational development (OD delegates), representatives from PNS present in the countries and ICRC cooperation delegates.

Information was collected via structured questionnaires, key informant interviews and review of secondary data. Recognising the importance of good organisational structures and holistic and integrated approaches for sustainable programming the following areas were examined

- Processes for formulation of objectives
- Monitoring and Evaluation System
- HIV AIDS
- First Aid
- Reproductive Health
- Primary Health Care
- Safe Blood
- Other health programs
- Human Resource context
- Links of health programs to other National Society programs
- Linkage to ICRC programs
- Collaboration with the UN
- Collaboration with Govt.
- Perceived needs for regional collaboration
- Funding Trends

The quality of systems and processes of formulating objectives is one of the major determining factors for addressing vulnerability to diseases in a sustainable manner.

Within the organizational development program, National Societies in the region are receiving support in developing through participatory approaches long-term development plans, emphasising capacity building and branch development through programs. Broad information was collected on the status of this work according to country.

Monitoring and Evaluation systems serve to feed back information on the progress of programs towards set targets, monitoring patterns of disease, enabling focused interventions and identifying needs for further interventions. Information on such systems is therefore highly relevant for baseline estimates of major health activities in the region.

Availability of skilled human resources remains central for any interventions and understanding the human resource context is therefore an integral part of developing support to the health programs. Equally important is understanding, the integration of programs into existing government structures as well as collaboration with other players to prevent duplication and ensure well-targeted and sustainable interventions.

**Impact**

The information collected through the regional health mapping exercise will be disseminated to the various actors including National Societies, Federation delegations, PNSs and external partners and acts as a catalyst to

- Optimize use of resources (financial, technical and human).
- Share and cross fertilize ideas.
- Increase collaboration among the six National Societies as well as with the Federation.
- Build regional capacity to respond effectively to the health needs of vulnerable populations.

**Constraints**

Short window for planning and implementing the exercise related to delayed processing of funds as well as late appointment of regional health delegate.

Original proposal and budget for the health mapping was written prior to the appointment of the regional health delegate. This resulted in changes in the budget as a more detailed implementation plan was worked out. The final regional mapping report will consist of six country reports as well as a regional report analyzing and highlighting the main regional findings and trends. The report is available to the different actors and will be distributed to interested partners.

**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 (activities implemented within this objective)**

Information was collected on available training materials of the six National Societies in the region. This information will serve as a basis for a resource library for the NS for exchanging and sharing information.

Through the SARNHA network the regional health unit continued to support the development of regional capacity to respond effectively to the HIV epidemic. The SARNHA coordination office supported three National Societies in the region in conducting HIV AIDS strategic planning workshops. The National Societies in Bangladesh, Pakistan and Sri Lanka all organised strategic planning workshops and produced draft strategic plans.

All three workshops included various stakeholders such as government and health officials, teachers, youth representatives, commercial sex workers, and Red Cross/Red Crescent volunteers from different locations and levels.

Draft strategic plans have been developed and are circulated for wider input from Provinces and districts.

The SARNHA coordination office carried out the following activities

- Publication of information materials.
- Development and dissemination of advocacy /IEC materials.
- Organization of anti-stigma activities.

The SARNHA coordination office published a newsletter with articles on various topics such as HIV/AIDS in South Asia, how stigma manifests itself in society and the experiences of people living with HIV/AIDS.

SARNHA also produced 2,000 red ribbons, 1,400 SARNHA badges and 30 T-shirts with advocacy messages. These materials were distributed at various events such as SARNHA meetings, World Red Cross/Red Crescent day and other events. In addition, positive life booklets and CDs were distributed to member National Societies.

In April the SARNHA coordination office supported the Nepal Red Cross in organizing a workshop on Stigma and discrimination. The aims of the workshop were:

- To highlight the current HIV/AIDS situation and its effects.
- To hear first hand experiences from victims of stigma and discrimination
- To share experiences relating to stigma and discrimination of HIV/AIDS affected people.
- To identify roles and responsibilities for key players in reducing stigma and discrimination.

The workshop had strong participation from People Living with HIV/AIDS (Pleas) but also included participants from diverse backgrounds such as policy makers, the media, government, health care services, lawyers, teachers, and educators for CSW, intravenous drug users, youth and Red Cross/Red Crescent volunteers from district chapters and National Headquarters.

Working groups were formed with representatives from the various stakeholders such as PLWHAs, media, lawyers, health workers and civil society representatives, with each group focusing on identifying key issues relating to stigma and possible ways of addressing the problem formulating in a participatory manner means of effectively addressing discrimination.

Some of the conclusions of the workshop included:

- The importance of sharing resources with PLWHAs, emphasizing not using partnerships with positive networks for fundraising.
- The importance of result oriented programs
- The importance of multisectoral responses involving policy makers, media, health and education workers as well as PLWHAs themselves.
- The importance of including anti stigma education in school curriculum

42 participants, including 12 women, attended the workshop.

The SARNHA office further supported a National Society member from the region to attend the World Youth Foundation ASEAN conference on HIV/AIDS: 'Addressing stigma and discrimination' held in Melka, Malaysia, April 25-28, 2003.

The aim was to share intra-regional experiences, best practices and build partnerships on HIV/AIDS particularly in regards to stigma and discrimination.

The objectives of the workshop were:

- To develop an understanding of HIV/AIDS.
- To provide a forum for networking, sharing of knowledge, experience and ideas on initiatives to reduce HIV/AIDS among youth.
- To form the ASEAN Regional Youth Network on HIV that will serve as an advocacy group.
- To agree on follow up plans at national and regional levels.

### **Impact**

Three National Societies in the region have developed a draft HIV/AIDS strategic plan laying an important cornerstone for further scaling-up of their involvement in the epidemic response. Publication of information materials, development and dissemination of advocacy /IEC materials and organization of anti-stigma activities has resulted in greater awareness of the HIV AIDS epidemic among the National Societies and the public in general.

In addition, the anti stigma workshop created an opportunity to hear first hand experiences from victims of stigma and discrimination thereby increasing awareness among policy makers and various other stakeholders, on the injustice of stigma and discrimination against HIV AIDS affected, the ways in which stigma presents itself in society and means of addressing it.

Information was collected on available training materials in use among the six National Societies laying the ground for the development of a resource library for exchange and sharing of information.

### **Constraints**

Originally a strategic planning workshop was planned in India but due to unforeseen circumstances and other priorities within the Indian Red Cross Society this could not be achieved.

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

#### **Progress/Achievements (activities implemented within this objective)**

To further strengthen the regional collaboration on HIV programming the SARNHA office provided computers and printers to the focal persons in the Bangladesh, Pakistan and Nepal Red Cross/Red Crescent Societies greatly improving their ability to obtain resource materials, work and communicate effectively.

Representatives from the regional health unit and the SARNHA coordinator visited four National Societies for monitoring and coordination purposes during the reporting period.

With the SARNHA coordination office placed in Kathmandu the SARNHA Co-coordinator often visits the Nepal Red Cross Society on program related matters. A visit was paid to Pakistan to discuss preparations for the forthcoming SARNHA meeting and to feed into the Strategic Planning Workshop. The SARNHA coordinator visited SARD to review the status of the HIV/AIDS program and commitments made in different forums and a visit was paid to Sri Lanka to facilitate an HIV AIDS strategic planning workshop.

### **Impact**

Improved capacity of the National Societies to network and communicate on matters related to the HIV/AIDS response. Effective regional coordination between countries, SARD and SARNHA coordination office through working/monitoring visits.

### **Constraints**

Political unrest related to the war in Iraq resulted in the cancellation of travel to Pakistan for a planning meeting on technical matters. Late confirmation on availability of funds resulted in a restrictive time frame for planning and implementation of certain activities.

### **Coordination**

As part of the regional health mapping exercise information was collected on the NS relations with the Ministry of health in respective countries, UN organisations and other major actors. Information was also collected on the presence and areas of work of bilateral donors within the movement and NS links with ICRC in relation to the health programs. This information will enhance the ability to collaborate and network effectively minimizing duplication and ensuring optimal use of resources.

Several meetings were held with the WHO regional representatives in preparations for a possible Memorandum of Understanding between the two organisations, outlining the main areas of collaboration. This work is expected to be completed before the end of the year.

Meetings were also held with representatives at a newly opened Regional SIDA office in Delhi, World Bank representatives as well as with DFID representatives based in India. Desk officers from Swedish Red Cross and British Red Cross also visited SARD.

A revised Logframe matrix (based on conclusions from the mapping) for the remaining part of 2003 is available from the Regional Health Delegate or the Federation Secretariat in Geneva, Asia and Pacific Department.

## **Disaster Management**

**Overall 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.**

**Programme Objective and Expected Results: 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:**

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

**Project: Disaster responses (DR): 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 results**

- The agreed plans of action of regional policy priorities of the South Asia national societies are developed and implemented.
- Operational and strategic disaster preparedness plans are developed by each of the South Asia national societies.
- Agreed minimal standards of regional disaster management training materials are developed, published and distributed.
- Competent and trained staff representing both genders are in place in each national society, and are capable of implementing the country-based disaster management programmes effectively.
- The existence of a Disaster Management communication and knowledge sharing network between the national societies and other disaster management practitioners in South Asia.
- The placement of trained and well-equipped disaster response teams in each national society and availability for regional deployment on request.
- The national societies are aware of and have a planned response for large population movements in the region.

**Progress/achievements per specific expected results**

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

SARD coordinated with the Federation disaster preparedness practitioners in South Asia to establish a Plan of action (PoA) to implement the agreed Regional Policy priorities. At the regional disaster management planning seminar in Nepal in June, there were detailed discussions about the Regional DP policies and their implementation at country level. National Societies have worked out a model plan in the form of an activity calendar to achieve this objective.

The Planning seminar also provided technical support and advice to national societies to assist them in the development of their PoAs. The next step will be to translate disaster management strategies into National Society Action Plans. These plans will assist the Societies in implementing the programmes in the future. The process was facilitated by members of the SARD Disaster Management unit and the National Societies of Sri Lanka and Nepal, while regular email/phone discussions covered matters relating to specific country programmes and their suitability and feasibility.

Funding is vital to the success of the DP programmes and there has been close coordination with the Regional Organisational Development (OD) programme to develop long-term donor partnerships and fund-raising strategies. This work is geared towards ensuring better sustainability of the programmes. The Regional OD department has taken a strategic approach to put emphasis on national resource mobilisation. In conjunction with the OD programme, DM activities in countries have started resource generating activities at branch levels.

**Operational and strategic disaster preparedness plans are developed by each of the South Asia National Societies.**

In the first quarter of 2003, SARD assisted each National Society with organizing a national level workshop to initiate the development or review of their disaster management plans, based on local priorities and branch input and provide additional technical assistance as required.

The Sri Lanka Red Cross (SRLCS) hired a consultant to assist with developing their disaster preparedness policy. SARD has provided models based on other countries' policies and plans to help SLRCS in their endeavour. The Pakistan Red Crescent (PRCS) has made significant progress after their District Branch Assessment last year, by discussing the assessment data for developing a national disaster management policy. The Indian Red Cross Society (IRCS) has also developed a draft disaster preparedness policy, and is likely to finalise it by the end of this year. These activities have been facilitated by an ongoing series of consultations, and are being supported by respective country delegations and National Societies. SARD worked with the Nepal Red Cross to organize a regional disaster management planning meeting to discuss priorities, activities, considerations etc., while making all participants aware of the methodologies and rationale being used in other countries. This effort contributes to the capacity building of National Society staff to take up such activities with a broader perspective.

There has been good progress with assisting National Societies with their roles as advocates with their respective governments at local and central levels, for inclusion of defined disaster management roles in Government disaster management plans and policies. The inclusion of Government counterparts in the Nepal regional disaster management planning event was a positive step towards achieving this goal. The input of government counterparts helped identify better ways to work together and areas of cooperation and strategies to be followed. Nepal and Bangladesh are two countries which have shown remarkable ownership of this activity during the last few years, and Sri Lanka and Afghanistan are making significant inroads in identifying a definite and mandated role in respective Government disaster management plans. SARD will follow up on the process closely, and pilot some activities in one or two countries.

Operating in areas where there is armed conflict is a stark reality for several of the National Societies in the South Asia region. There have been encouraging discussions with the ICRC delegates in India including Bangladesh, Nepal and Sri Lanka towards organising a workshop to establish common ways of working to harmonise Conflict Preparedness Disaster Response within the overall disaster preparedness programming. This activity has been carried out jointly with the disaster response project, and a consultation workshop is being arranged for the third quarter of 2003 aimed at making progress in the scope of cooperation and joint piloting in 1-2 countries.

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

SARD is facilitating and providing technical assistance to four National Societies, each of which will be the focal point for development of minimum standard training modules in one of the agreed four core curricula areas. The first workshop is planned for Afghanistan in the third week of July and is likely to be attended by all disaster management Managers of South Asia National Societies, to support the process and test the methodology. The process has required a lot of effort in tailoring the contents to specific local needs, and thus will be monitored closely for finalisation, after field testing and inclusion of illustrations/ development of learning aids to facilitate better impact of training materials.

Good progress has been made in translating, publishing and distributing appropriate existing disaster management training materials. This material has been shared with five National Societies, and will be used in all training material development workshops as the base material for inclusion and improvisation.

In addition, Disaster Response in conjunction with Disaster Management is developing a CD Rom with presentations and teaching modules with internet links.

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



A Regional Disaster Response Team (RDRT) Workshop was carried out in April in Sri Lanka where various aspects of disaster response were covered, with special emphasis on conducting assessments. Based on the feedback, a team building /time management event is planned in final quarter of 2003.

To further enhance the capacity of National Society staff in the area of disaster management, SARD is facilitating three two-week disaster preparedness staff exchanges between South Asian National Societies to share learning and develop case studies around a specific aspect of the host National Society programmes. A Nepal Red Cross staff member is currently placed with the Afghan Red Crescent (ARCS), and following the completion of this visit, an Afghanistan staff member will join Nepal Red Cross in the third quarter to consolidate learning about community based approaches and developing standard operating procedures in his Society.

SARD will also facilitate two staff-on-loan (SoL) secondments from National Society disaster management staff to the Federation's South Asian disaster management departments at country or regional level. Due to recent floods in Sri Lanka, the SoL activity was postponed, and will now be taken up in July and October. The objective of the Sri Lanka SoL exchange is to learn how to facilitate a disaster management planning event, and carry out similar events in their respective countries in 2004. Participants will also learn about disaster management practices and systems within the Nepal Red Cross and about the Society's community based disaster preparedness programme.

As part of the SARD disaster management strategy, a comprehensive database of trained national society and Federation personnel who can be made available to assist in regional and/or country-level initiatives including disaster response will be maintained. The Societies in Nepal and Sri Lanka have started mapping the human resources in their respective countries. A training programme organised in the early part of the year contributed to progress in this area. Demonstration of the GIS tool for material and human disaster management resources has helped the societies understand the importance of this tool and one trained regional person will support the other National Societies to carry on this mapping. Data on FACT and RDRT has been updated for the region.

Another disaster management activity aimed at capacity building is to provide resources and other support for key National Society senior disaster management staff. A disaster preparedness staff position in the Sri Lanka Red Cross is being supported to map disaster management training materials and later to develop strategy and structures to initiate improved training programmes, starting 2004. .

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

SARD has compiled, and is now sharing case studies, lessons-learned, successes, fund-raising and other examples of best practice with the National Societies. The delegation is also compiling a central comprehensive 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.

The worldwide web is a vital tool for the Red Cross and Red Crescent. The Disaster Management Information System (DMIS) is an excellent resource, and SARD is providing technical advice and support to National Societies in the use of this and other internet resources. DMIS awareness is now part of all disaster management events. The RDRT workshop in Sri Lanka resulted in generating plenty of enthusiasm about the DMIS and its various components. Negotiations with a service provider are leading to the development of a cost effective environment for using internet resources. This activity will be completed in the third quarter and will result in an Intranet- Internet mail server, proxy server and web/ ftp server to collaborate and share knowledge. A special tool will be developed to use post disaster lessons learned across the region, which will help easy access to relevant information on past data.

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, and an example of that is that it will be conducted in regard to the Sri Lanka flood relief programme. The publication of four case studies from 2002/2003 is expected in the third quarter of 2003.

To further enhance the knowledge sharing network, a disaster management newsletter is planned for release in June with coverage of events in the region. This will be distributed to a wide variety of disaster management stakeholders and partners.

In June, a disaster management planning seminar was hosted by the Nepal Red Cross, with technical and financial support from SARD about issues such as how National Society Action Plans reflect Movement priorities. The needs of vulnerable people were also addressed and discussed at length. The issues covered during the workshop were aimed at resulting in National Societies leading consultations about the role and responsibilities of the Regional Delegation of South Asia, while taking into account programme priorities of National Societies and linkages with Federation country delegations. The seminar also covered Disaster (Earthquake) Simulation exercises, and a desktop simulation exercise to provide a comprehensive understanding of disaster management scenarios, coordination with government, UN agencies, I/NGOs etc. The planning seminar also addressed efficient National Society disaster management structures at all levels, aimed at better service delivery to affected people.

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

Experience from disaster response activities such as flooding in Assam and Nepal, landslides in Nepal, droughts and flooding in Sri Lanka Drought, is being used to explore the opportunities and structures for regional response. A Plan of Action was developed with each National Society at the disaster management planning seminar in Nepal in June.

Following the Regional Disaster Response Training held in Sri Lanka in April the trained RDRT members have been invited to another disaster simulation as a refresher.

**The National Societies are aware of and have a planned response for large population movements in the region.**

An action plan was developed as a result of the 6th Asia Pacific Regional Conference in Manila 2002. The resulting Manila Action Plan (MAP), signed by all South Asia National Societies, has population movement as one of its three specific tasks. The Regional Population Movement Programme is committed to provide support and assistance to the National Societies in achieving this task. SARD appointed a Regional Population Movement Coordinator in late 2002 to help facilitate this process.

All the six national societies in South Asia are affected by different forms of population movement. Mapping trends of population movement in the region is one of the objectives and is in progress at the moment to be able to respond in a more coherent manner while respecting the specific situation in each country.

The regional population movement (PM) programme has been successful in the introduction of BPI and REACH OUT into regional BPI training of trainers (December 2002). These tools have also been incorporated in Regional Disaster Response Training as well (April of 2003).

Nepal Red Cross Society has been actively involved in population movement activities. The pilot project to be developed and implemented was designed by the NRCS at the end of March 2003. It focuses on skill development of Bhutanese refugees in modern agriculture, carpentry and handicraft. These activities will help the refugees to gain more expertise in their original professional field if they are to be repatriated. The project will last ten months and started in June 2003.

The second pilot project is being developed by the SLRCS. It will focus on a HIV/AIDS awareness programme for the district of Jaffna. The project will be jointly supported by ICRC, which has more than 20 years experience

operating in north-east Sri Lanka. The pilot project will be designed for one year and SLRCS will start the implementation by September 2003. The delay in designing the project was primarily due to the floods in May 2003.

The American Red Cross has funded training of the Nepal Red Cross Society trainers as well as Bhutanese refugees in psychosocial training. This activity will address issues of repatriation and reintegration in the community as well as advocacy against violence and sexual abuse.

To familiarize all the South Asia National Societies at the grass root 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 the local languages. The National Societies will be taking full ownership to translate and print the documents.

The Regional Population movement program urgently needs additional funding for the translation of these training materials. So far two national societies in the region have sent the cost budget for translation and printing of the material.

### **Impact:**

- National Societies with the cooperation of SARD have made good progress in developing disaster management plans of action.
- 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.
- The quality and competency of disaster management staff in National Societies has been improved.

To measure the impact of population movement activities such as mapping of the trends of population movement is difficult since the National Societies do not have the resources (human, technical, and funding). Population movement is viewed as a vast programme which is usually incorporated with other activities such as health or relief but not as a specific one by itself.

Some affects can be measured, such as use of BPI tool during the design of the pilot project for Bhutanese refugees. The NRCS used BPI as a tool to include the local population of Damak in the beneficiary category.

NRCS and SLRCS have contact persons for population movement.

### **Constraints**

#### **Disaster Response:**

- Anticipating the monsoon season, SARD organized the main activities with financial expenditure during the first six month of the year why funding is now becoming to be a constraint to achieve all objectives
- Coordination between the offices of different global initiatives could be improved to facilitate a more comprehensive approach.
- Plans to purchase and supply DR kits for key members of regional response teams have yet to be achieved as funding is still outstanding.
- Facilitating 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.

**Population movement:**

Population movement is a new program in the region and more people in the national societies need to become more aware of the issues involved. Although all the six national societies in the region are signatories to the Manila Action Plan, middle management and grass root levels of Societies are not fully conversant with the MAP and therefore the population movement task.

Most of the PM 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 rather than disaster response.

**Humanitarian Values**

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

**Programme Objective and Expected Results:** Changes in behaviour among target groups as a result of 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 integral part of national society's programme planning, in training and specific communication activities to support vulnerable groups.

**Specific expected results:**

- Regional and country-based training is carried out in the Better Programming Initiative, Reach Out and SPHERE and integrated into programme planning and implementation.
- Humanitarian values and the fundamental principles are included in regional training programmes using new training tools, appropriate to the region.
- Global campaign to reduce stigma and discrimination against people living with HIV/AIDS implemented by each national society through targeted communications activities.
- Case studies of national society examples of 'best practice' in advocacy and the promotion of humanitarian values documented and shared within the Movement.
- Strategically targeted communications activities undertaken with local, regional and international media will generate direct support for vulnerable communities.
- A population movements coordinator appointed and integrated within the disaster management team.

**Progress / Achievements:**

Based on the experience gained in the Chittagong Hill Tracts in Bangladesh since 1994, and the communal violence situation in Gujarat last year, the Bangladesh Red Crescent and the Indian Red Cross have established good models that are being used as a base to expand humanitarian values into other countries. When the Head of Regional Delegation was in Afghanistan in March, he was involved in a course for the ARCS youth leaders, which was promoting humanitarian values. In addition, it is planned to train the 12,000 CBFA leaders working in over 12,000 villages in Afghanistan, in humanitarian values.

There is a conscious effort to integrate Humanitarian Values in all programmes in the region.

**Progress / Achievements per objective:**

### **Regional and country-based training is carried out in the Better Programming Initiative, Reach Out and SPHERE and integrated into programme planning and implementation**

Extensive training programmes were carried out on BPI, Reach Out and SPHERE. Elements from these have been integrated into the regular training programmes and workshops the Federation has carried out in the region.

- All three issues were covered in the training for the Regional Disaster Response Team conducted in Hambantota, Sri Lanka in May;
- A session on Humanitarian Values and Fundamental Principles also provided the participants with an overview of the Federation's Humanitarian Values programme.
- All three issues were also included during the Disaster Management meeting and seminar in Nepal (10-14 June).
- Anti-stigma training provided through the SARNHA network.
- It is encouraging that the Secretary Generals of the region in the Kabul Pledge they devised and signed in late August 2002, committed to "Renewing efforts to break down barriers separating communities in our diverse region and building trust and links between groups to construct a future together. We will live and work in our communities and lead by example – under our emblem – in the cause of coexistence and tolerance." The ownership of this pledge by the Secretaries General is having an energizing effect as they challenge the attitudes of their own staff and their branches.

### **Humanitarian values and the fundamental principles are included in regional training programmes using new training tools, appropriate to the region**

- A session on Humanitarian Values and Fundamental Principles was part of the Information Development workshop of the Indian Red Cross Society.
- Humanitarian Values and Fundamental Principles were covered during a session in the RDRT training in Hambantota, Sri Lanka.
- Humanitarian Values and Fundamental Principles were also addressed during the 'Regional Information, Reporting and Finance' workshop held in Sri Lanka (May 19 – 21).

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

- The global campaign to reduce stigma and discrimination against people living with HIV/AIDS is an ongoing activity as part of the South Asia Regional Network for HIV/AIDS (SARNHA) and has undertaken advocacy to reduce stigma and discrimination against people living with HIV/AIDS as part of its objectives.
- World Red Cross Day (May 8) was used to focus specifically on this theme and the national societies took the opportunity to advocate for people living with HIV/AIDS.

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

Four cases have been identified and discussions on these are ongoing with the relevant National Societies. The process of documenting these case studies and sharing them within the Movement will begin soon.

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

- Liaising with media has been a major activity of the Information Unit at SARD. Good communication, especially during disasters has enhanced the International Federation's image as a credible source of information for the media in South Asia.
- The ongoing housing and rehabilitation project (as part of the Nepal Floods Appeal 2002) has been highlighted in the media as a good example of humanitarian work by the Nepal Red Cross Society.

- The Red Cross was seen as a credible source of information by both regional and international media during the flood disaster in Sri Lanka in May.
- In both cases (Nepal and Sri Lanka), the Red Cross was identified as a humanitarian agency working for the most vulnerable through the assessment process and careful beneficiary selection.

### **A population movements coordinator appointed and integrated within the disaster management team.**

A population movements coordinator was appointed late 2002 and has been integrated within the disaster management team.

### **Impact:**

Humanitarian Values is not a new concept and it could be said the impact started as early as 1998 when the Local Capacity for Peace (LCPP) programme was trialled in the Chittagong Hill Tracts Bangladesh. The process has been refined over the past 5 years and LCPP was very much the forerunner to humanitarian values.

This has been used as a good model together with the lessons learnt from the Gujarat communal violence 2002 which has given us the confidence to start on a small scale, humanitarian values programmes in other countries. The most significant humanitarian values work in the region is taking place in Afghanistan with the training of Youth and CBFA volunteers in most villages in the country. This will be an important step towards healing the wounds caused by 25 years of war, rifts, ethnic and communal violence.

The anti-stigma HIV/AIDS campaign run by the Red Cross/Red Crescent which is reinforced almost daily by government and national media has had significant impact in changing attitudes of the ordinary members of the public. Mobilization of youth awareness on this issue has been another significant step forward. HIV/AIDS. An issue previously considered taboo in the region is now being brought out into the open.

Measuring the impact of humanitarian values is incredibly difficult. For decades the Federation and ICRC have been disseminating information on Red Cross/Red Crescent principles and International Humanitarian Law (IHL), which in effect have been changing behaviour of combatants and civilian populations. The challenge has been to graft the new thrust of humanitarian values onto the dissemination of those Red Cross/Red Crescent Principles and IHL and integration into each core area of Strategy 2010.

### **Constraints:**

Whereas it is easier to relate to the idea of distributing blankets, providing food and running health programmes, many of the National Societies are still grappling with 'what is humanitarian values?' A regional humanitarian values workshop to be held in Kabul in August with expertise provided from Geneva will look to address this issue.

Humanitarian Values is an abstract concept that is not easy to measure or achieve. It should be remembered it took Henri Dunant four years from 1859 when he witnessed the bloody slaughter at the battle of Solferino to get a Red Cross Committee established and many more years after that for the concept of the Movement to be embraced.

## **Organizational Development**

**Overall Goal: Vulnerable communities will benefit from relevant, effective and accountable services as a result of the National Societies demonstrating the characteristics of a well-functioning national society.**

**Objective and Expected Results: 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 result 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****Project: 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 recognized as the key strategic unit and are benefiting 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 are benefited by personnel and trainers on loan (between Societies) transferring learning and appropriate innovative ideas.
- Regional fora involving managers/focal points in human resources development, youth, gender, volunteering, and fund-raising from all six National Societies to facilitate mutual knowledge sharing, documented manuals of good practice and minimum standards, and mutual capacity building plans.

**Progress/Achievements**

There has been measurable progress towards attaining the characteristics of well functioning National Societies across the region. Several regionally initiated activities have led to strengthened country level service delivery systems. All National Societies have been implementing more regionally consistent standards in planning, volunteer management, human resource development, branch development, and communications. In addition, there are several examples of an increase in locally generated resources leading to more sustainable programmes in all National Societies which have directly increased their services to vulnerable people.

All National Societies have continued to strengthen their legal base, with the model Sri Lanka Red Cross Constitution continuing to positively influence the Constitution revision processes in the Pakistan, Bangladesh, and Afghanistan Red Crescent Societies. Formal Constitution revision processes have been initiated in the Afghanistan Red Crescent and Indian Red Cross societies respectively, with both societies having confirmed the mandate for change through highly participatory national consultation processes with all Branches in each country. Bangladesh Red Crescent Society has completed draft eight of the revised Constitution, and Pakistan Red Crescent will complete their proposed revised Constitution in June. Sri Lanka Red Cross also aim to conduct a review of the implementation of the new Constitution and the separation of governance and management in mid-2003, to contribute to further regional learning. To further strengthen its legal base, Sri Lanka Red Cross has now initiated discussions with the Government on a new Red Cross Incorporation Act with ICRC and Federation support. If successful this will also present a model to other National Societies in the region, as it follows the global draft "Model Law" promoted by the Federation.

The regional "Branch Development Framework" developed by all National Societies in a regional workshop in December 2002 has been actively used to improve Branch and National Headquarters integrated planning across the region (please see annex 1). For the Pakistan Red Crescent, it was used to develop an integrated first ever national Disaster Management Policy in the society. For the Indian Red Cross Society, it was used at three regional meetings attended by all branches nationally to assist with drawing up a national five year Development Plan. For the Afghanistan Red Crescent, it was used at a first national visioning and strategic planning workshop attended by all

31 branches and national headquarters departments. It has also been actively used as an analytical and planning tool to improve integrated Branch and national headquarters systems at regional workshops on "Reporting, Finance and Information Development," "Human Resource Development," "regional Fundraising Managers' Forum," and in "Regional Disaster Response Team" training. The main impact has been in the renewed vision and coherence in integrated capacity building within all programmes in societies using the tool, linking for example finance development, information development and resource mobilisation into a holistic framework for achieving sustainable programmes. The framework has also led to an increased emphasis on issues to be strengthened such as community level participation in planning of services, and on improved internal communications systems that enable branches and national headquarters to exchange relevant information to improve services to the vulnerable.

The implementation of the regional "Branch Development Framework" has initiated many discussions about the need to strengthen core programme structures in branches and headquarters using nationally coherent quality standards and criteria. In Afghanistan, Pakistan and India active consultations with branches have led to proposals to develop new national policies, structures and integrated planning mechanisms between branches and headquarters. It has been considered too early to facilitate an exchange of personnel/trainers to contribute to these debates, but provision remains in the regional organisational development (OD) budget to transfer appropriate learning between National Societies to strengthen each other's change management processes.

In April the regional "Human Resources Managers Forum" comprising of Human Resources managers from societies met in Sri Lanka. An important development was that some other key programme managers (e.g. representing Disaster Management interests in human resources) also attended and contributed ideas on integrated human resources development needs within all programmes. The key outputs of the meeting were a "Regional Human Resources Development Manual for Staff" which supplements the "Regional Human Resources Development manual for Volunteers" produced by the same forum in 2001, and an action plan for country level follow up and further regional human resources development work to be undertaken. The draft "Human Resources Development Manual for Staff" will be submitted to the next regional Secretary Generals meeting in early July for their collective approval before it is then adapted within each National Society to strengthen staff recruitment, appraisal and development standards to more consistently agreed norms of good practice across the region.

The first ever regional "Fundraising Managers Forum" was conducted in Pakistan in June to facilitate knowledge sharing of successful fundraising and marketing techniques to increase locally mobilized resources between all national societies. The meeting enabled 21 participants to learn from external resource persons, as well as debate their existing good practices in areas such as corporate fundraising, special events, resource mobilization during disasters (concentrating on the recent experiences of Sri Lanka Red Cross in flood relief, and Indian Red Cross in drought related fundraising). The detailed presentations made were captured on a CD Rom and redistributed to all participants to increase cross-fertilization of ideas and strategies across the region. Many societies demonstrated measurable increases in income, and therefore increased services to vulnerable people following the regional "Local Resource Mobilisation training module." This module had also led to successful strengthening of fundraising structures and plans in the National Societies in Sri Lanka, Pakistan, Nepal, and India. The Bangladesh Red Crescent Society completed the regional training module in mid-June with many similar ideas for strengthened programmes and structures emerging for follow-up.

As noted in the previous update, the National Societies in the region have requested that the planned regional fora for Youth, Gender and Volunteering be deferred till early 2004 to enable country level consolidation work to take place before regional knowledge exchange can achieve successful impacts. In the mean time the regional OD delegate has continued to collect knowledge on good practices in capacity building that strengthen services to vulnerable people in measurable ways. These will be produced as a regularly updated series of regional "Capacity Building Fact Sheets" on a wide variety of programme and service related topics. The Fact Sheets will be ready for distribution in the third quarter of 2003, and it is hoped they will inspire requests and suggestions from all societies to contribute to an increasing number of topics on which to disseminate good practices.

In June the second meeting of the Organisational Development Forum for all country and regional Federation organisational development delegates and team members in South Asia was convened in Pakistan. The two day discussions resulted in many practical initiatives to increase knowledge sharing and more coherent approaches to capacity building in all programmes. The discussions led to a clear action plan to continue to innovate new ways of

working on issues such defining the strategic added value of and links between country and regional OD programmes, advocating for capacity building through all programmes, mapping existing OD tools in use across the region, identifying improved ways of collective approaches to capacity building with ICRC, and defining better ways of measuring capacity building impact in programmes at all levels.

### **Impact**

The use of regionally developed tools such as the “Branch Development Framework” and “Regional Human Resources Development Manuals for Volunteers and Staff” have enabled National Societies to re-focus their attention on improved services to vulnerable people through strengthened systems and human resource base development. By ensuring that programme managers have also contributed to the development and use of these tools, the tools have a practical and measurable connection to improving services to the vulnerable.

The reallocation of regional OD DFID funds from regional to country level in the Afghanistan, Bangladesh and Sri Lanka Red Cross Societies has supported strategic work on a variety of issues for shared regional learning. In Afghanistan the reallocated funds supported a national visioning workshop to develop the first steps in a five Year Development Plan. In Bangladesh, the funds supported the country level workshop using the regional “Local Resource Mobilisation” training module to strengthen BDRCS’s Fundraising work on common lines with other national societies in the region. In Sri Lanka the funds will be used to support the appointment of 11 Branch Executive Officers as the senior managers in District Branches. This latter programme will explore the impact on programmes to the vulnerable through strengthened Branch management structures which lead to national programme development.

The regional “Fundraising Managers Forum” identified many increased levels of locally mobilised funds in every national society as a result of regional training and support. Between July and December 2003 the regional OD programme will support three 15 day consultancies using a common external consultant from the region to give technical follow up support to Nepal, Pakistan and Sri Lanka Red Cross/Red Crescent Societies to initiate specific new fundraising ideas and measure the impact in increased services at community level.

Many senior governance and management colleagues in societies across the region give examples of managing change processes more sensitively and confidently following the skills acquired at the regional “Change Management” workshop in mid-2002. Several societies have introduced highly participatory planning processes involving branch and national headquarters stakeholders, and are managing more integrated approaches to organisational strengthening by linking, for example, human resource development and finance resource development issues to well planned and managed change. This more holistic approach to change management, which includes a new emphasis on branch development needs, is resulting in more sensitively planned programmes. This improved approach to participatory planning processes is also being promoted by more national society programme managers and delegates in the Federation’s four Core Area programmes (e.g. the South Asia HIV/AIDS network strategic planning processes in each country etc).

### **Constraints**

The need to strengthen the connection between regionally developed tools and their effective implementation at country level remains. The focussed discussions on this issue with all country Federation OD delegates and teams in June developed a more coherent and consistent change management support strategy across the region using tools developed by the societies in a more coordinated manner. However, orientation into integrated capacity building within all programmes also needs to be conducted with all Federation and ICRC cooperation delegates to ensure common approaches to organisational development in all societies.

The regional OD Delegate hopes to complete the proposed regional “Change Management Manual” by mid-July as well as the first published versions of regional “Capacity Building Fact Sheets.” Time constraints have diverted the attention of the regional OD delegate who has been requested to support several country based OD initiatives such as Constitutional revision processes in Afghanistan, India, Bangladesh and the Constitutional implementation review in Sri Lanka.

There is a perception that some of the obstacles to optimising a more strategic use of regional and country capacity building processes may result from the senior management in National Societies requiring and welcoming further

support to assist them to manage the many complex areas of strategic change required in each society. In response to this the regional Secretary Generals meeting in early July will be asked what form of further strategic management development support they may wish to draw from (such as external management training, coaching and mentoring schemes) to assist them in their complex change processes.

### **Project: Information Development**

**Programme Objective and Expected Results: 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 result: Effective communications and advocacy deliver enhanced services to the vulnerable communities by national societies improving internal and external information management techniques.**

#### **Specific expected results**

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

#### **Progress/ Achievements**

Good progress has been made in the objective of this programme.

Most importantly, a coordinated regional training workshop for programme staff in the National Society headquarters together with colleagues from Finance and Reporting was held on 19-21 May in Sri Lanka. Information officers from five of the six National Society headquarters attended. The workshop helped Information Officers appreciate the value of the branch development model and also the need to target the information development programme to reach the branches.

The workshop was also valuable in emphasizing to the reporting focal persons and finance managers that the Humanitarian Values programme is an integral part of all the other programmes in the region and the need to incorporate elements of humanitarian values in their respective programmes.

Progress/ Achievements per specific expected results:

#### **Regional training initiatives to enhance technical skills, knowledge sharing and mutual support:**

The Regional Information Manager facilitated a two-day information development workshop for information focal persons from eight disaster-prone state branches of the Indian Red Cross in April 2003. As part of a cross-regional strategy to link the information officers in the region into a resource pool, the information officer of the Nepal Red Cross also helped facilitate the workshop. The workshop signalled that there is a potential regional team in the making.

The Nepal Red Cross information officer was able to give participants and also senior officers in the Indian Red Cross Society a briefing on the comprehensive ongoing emblem campaign of the Red Cross Society.

There was also a deliberate effort to involve information officers in the training for the Regional Disaster Response Team held in Hambantota, Sri Lanka, early May. Three information officers from Bangladesh, Nepal and Pakistan participated in the training.

The NRCS Information Officer participated in a 10-day internship at SARD. This activity was part of SARD's commitment to build a strong regional network of information officers in the region. It is apparent that information teams in National Societies in the South Asia region are often on their own, and there is a need for them to work with officers in other countries. There have been encouraging signs that this is beginning to occur.

In January two Information Officers from the Bangladesh Red Crescent Society and the Nepal Red Cross Society accompanied the Regional Information Manager during field tours to get acquainted with the information programme and the information needs in the movement.

The Information Officer of the Nepal Red Cross is presently a staff on loan with SARD and this programme is bearing good results. In particular, he is getting a broader regional overview of the Federation's information programme in South Asia.

The Information Officer of the Sri Lanka Red Cross Society spent January and February as a staff on loan with the regional delegation.

In both cases, the staff on loan programme has impacted positively on the work of the information officers. Both have realized the need to raise the profile of their national societies and also have improved their own skills to this end.

### **A strong organizational network focused on flow of information and knowledge.**

There is a conscious effort to build a strong organizational network of the information resources in the region. This network will focus on the flow of information and knowledge.

The facilitation of the Indian Red Cross Information Development workshop by the Nepal Red Cross demonstrated the benefits of a shared focus on the flow of information. An example was the Indian Red Cross officers agreeing to build a strategy to pursue the national society's campaign against the misuse of the emblem. The nature of the misuse of the emblem is very similar in the two countries.

The information officer of the Nepal Red Cross (who was also RDRT-trained) was on stand-by to assist Sri Lanka Red Cross Society at the time of flooding in Sri Lanka in May. The same officer was also available to the Indian Red Cross Society to assist the society during the recent floods in India's north-eastern state of Assam.

### **Professional staff and resources in place in each national society.**

While providing a committed human resource impetus to the area of information development, the capacity building effort undertaken by SARD has also raised the professional standards of the work of information officers in individual National Societies.

The internship and the staff on loan programme for information officers at SARD is a vital element of this process. It gives National Society staff opportunities at a regional level, while also exposing them to the prevailing standards of information work both within, and outside the region.

The information development workshop of the Indian Red Cross Society also included modules on training the participants to acquaint them with the prevailing standards in the area of media and publicity.

### **Impact:**

There has been measurable impact of the internship programme as well as the staff on loan programme at SARD. There has been a rise in the number of stories from the region on the Federation's website.

The usefulness of the training provided to participants in the Information Development Workshop of the Indian Red Cross was demonstrated during the cyclonic storm in Assam when the participant from the Assam state branch did good work to highlight the response of the Indian Red Cross volunteers.

The presence of the information officer of the NRCS as a staff on loan has also impacted on the way the information team in the region works. He has acted as an advocate for higher visibility of the work done by National Societies in the region.

### **Constraints:**

There is the continuing problem with staff turn-over and the loss of institutional knowledge. Two information officers departed the Pakistan Red Crescent Society in quick succession while the information officer in the Sri Lankan Red Cross also left during the reporting period. There had been a significant investment in training of these officers.

The restrictions on travel between Indian and Pakistan during the reporting period prevented the Information Officer of the PRCS participating in an internship programme at SARD. This travel issue also restricted SARD information development activity in Pakistan.

### **Project: Finance Development**

**Expected result: Vulnerable communities receive well-timed and efficient services through improved financial planning and management capacities at all levels of the national societies.**

#### **Expected specific results:**

- National Societies are able to produce timely, accurate and transparent financial reporting for external donors and Management Information Systems (an internal tool) purposes.
- Increased self-reliance in financial management by national societies.
- National Societies have skilled members of finance management staff.
- A regional resource pool of technically trained finance staff supports each other to build mutual capacities.
- Capacity building of the finance staff and computerization of accounts has reached branch level.

### **Progress/achievements**

As part of the Staff on Loan programme, the Finance Director of the Indian Red Cross visited Sri Lanka for a fortnight. He provided support to the SLRCS to enhance its financial software for better financial output. Financial staff in the SLRCS are now trained with the Tally software accounting package. This has enabled them to maintain up-to-date accounts.

SARD is facilitating the procurement of the Navision accounting software package for the Sri Lankan Red Cross. The demo software has been trialled with management and bilateral donors and the green light has been given for installation of the full package.

The Indian Red Cross is in the process of installing Navision and this process it is expected to be fully operational by the end of 2003.

In May the Regional Finance Manager was one of the facilitators of the South Asia Regional Information, Finance and Development workshop. He gave participants an outline of the financial reporting tools FMR and disaster management and addressed operational budget guidelines.

The Regional Delegation Finance Unit is utilised by various National Societies on an ad hoc basis for support/advice via telephone and e-mail.

### **Impact**

The installation of the Navision package means the capacity of the Indian Red Cross to prepare financial reports on time for internal management and donors is substantially enhanced.

Financial management with the National Societies is improving and been strengthened through ongoing interaction with the SARD Finance Unit, software installation and upgrades and ongoing trainings.

### **Constraints**

Due to funding constraints, the Regional Finance Manager has been unable to carry out any specific financial development activities with the Nepal RC and the Bangladesh Red Crescent.

### **Project: Planning and Reporting Development**

**Expected result: Timely and increased resources reach vulnerable communities as a result of improved reporting capacities at all levels of the national societies.**

#### **Expected specific results:**

- 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 shared learned knowledge with colleagues in the region at a combined finance and reporting workshop.
- The Federation's standard appeals and reports from South Asia meet the new requirements.

#### **Progress/Achievements:**

There have been several capacity building initiatives in the region such as national level workshops in Afghanistan (late last year), Bangladesh, India and Pakistan. These were able to be held without funding support from the regional delegation due in part being able to utilise reporting delegates in Bangladesh and Pakistan (who subsequently moved to Afghanistan) and the regional reporting delegate.

A regional reporting officer was recruited in March to work alongside the regional reporting delegate until the beginning of June. The new officer was exposed to the flood and landslide operation in Nepal and also attended the Red Cross/Red Crescent induction course as well as the Project Planning Process (PPP) course.

The Nepal Red Cross reporting officer spent one month on an internship at SARD in April. During this time he worked hands-on and alongside the regional reporting delegate on different reports relating to Nepal such as a flood operations update on the flood and landslide appeal. He was also familiarized with the different programmes and projects of the Federation's regional work.

Also in April, the Indian Red Cross Information Manager (as well as acting reporting focal point) hosted a two-day workshop on information management during disasters and normal times. The workshop targeted information officers of eight disaster-prone state branches in India. The information officers will serve as focal points for any new disasters in those states. The regional reporting delegate did a presentation on reporting as part of the workshop.

Two courses on Project Planning Process (PPP) were held in Delhi in March and April. The courses were mainly organized and funded by the India Operation Centre. SARD, mainly through this project and budget facilitated the attendance of six national society staff members from outside India - two participants from Afghanistan and Nepal and one each from Bangladesh and Sri Lanka.

As a part of the nine-day regional disaster and response team (RDRT) training, the regional reporting delegate presented a module on reporting and provided an example of an internal disaster situation report from Kyrgyzstan. A case study on what information to put in an Information bulletin was also presented.

A three-day regional workshop on Information, Finance and Reporting Development was held in Sri Lanka in May. This workshop was a follow up to the one held in Bangladesh in October 2002. Participants from most of the National Societies in the region and the reporting officer at the India Operation Centre took part.

There are several reasons for combining the three project areas: Reporting is an accountability tool - narrative link to financial management is crucial and therefore there is a need for understanding of relevant levels of finance management. The external reports, which are produced, are also marketing and advocacy tools. The information officers are usually responsible for communication and a close cooperation ensures that we convey the same message.

The main areas addressed in the workshop were the following:

- Progress challenges since the previous workshop.
- Presentation on the branch development framework matrix on what needs to be in place at a well functioning branch level and how the district and national headquarters levels needs to support this. The matrix is a joint National Society outcome of the regional workshop, which was held late last year on branch development. Following the presentation there was group work on what is in place and working in National Societies at all levels (with, for the purposes of this workshop a focus on information, finance and reporting); where there are gaps and more importantly suggestions on how to fill them. The groups were also asked to take the exercise one step further to determine what common needs National Society National Headquarters have for Federation support to support their branches. A lot of valuable input for the forthcoming regional annual appeal process was provided. Financial management and the introduction to and access to Donor Monitoring Report was provided to the participants in order to facilitate accountability. There was also full day spent on English business writing, which was facilitated by the British Council.

### **Impact**

The reporting presentation at the nine day long RDRT workshop was ranked among the top three sessions and some participants expressed a desire for more locally targeted courses. This is indicative that the interest for and understanding of the need for good reporting is increasing.

The approach of combining information, finance and reporting in the regional workshop facilitates the participants to get a more holistic view. The assumption is also that this cross-cutting better increases the institutional knowledge at the National Societies as a whole. This approach is opposed to focus being put on support to individuals who may at some point leave their position.

The impact of the newsletter is planned to be discussed and followed up at the forthcoming Secretary Generals meeting, planned for early July.

### **Constraints**

The main constraints as described by the National Societies in the above mentioned regional workshop are:

- Lack of adequate information network systems with branches, volunteers and external sources;
- Need for all National Societies management to designate focal points in order to make National Societies committed to reporting at all levels.
- Lack of general guidelines and long term policy for reporting with regard to content development.
- There is also a need to develop reporting formats in local languages for district/province levels to feed into national headquarters reporting as well as Federation Standard reporting.
- PPP training is recommended for all reporting focal points.
- Lack of IT infrastructure in some national societies.

## **Federation Coordination**

**Goal: South Asia National Societies have received optimal support for the implementation of their priority programmes through a co-ordinated 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 maximize 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 co-ordination and peer monitoring.
- Securing multi-year funding for 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 organization in its country.
- Increased level of regional recruitment for Federation positions inside and outside the region.
- Strategic and coordinated development of Red Cross/Red Crescent human resources in the region.

**Progress/Achievements:**

To support the implementation of the Federation Strategy for Change, by strengthening the Delegation coordination and management, a Regional Programmes Coordinator was appointed in February. This has enabled a more effective coordination of regional programmes to ensure their timely and transparent implementation, and a uniform approach to preparation of Appeals and reports. Removing this programme-focused role from the Head of Regional Delegation (HoRD) has resulted in an improved division of responsibilities enabling the HoRD to devote more time to representation and relationship building.

A Delegate from the Finnish Red Cross, with 50% bilateral and 50% Federation role, has been incorporated into the SARD office since February. She has been focused on the bilateral part of her role during most of this reporting period but will place more emphasis on the Federation role during the second part of the year. Final terms of reference for these activities are currently under negotiation. 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. 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 PNS concerned and provided SARD with an opportunity to have immediate access to a PNS perspective.

The draft Regional CAS which was approved in outline, by the South Asia Secretaries General last year, has now been revised into a fifth draft. The draft RCAS is based around the Priority Action Points of the Strategy for the Movement. This latest version takes into account the Manila Action Plan, Kabul Pledge (made by South Asia Secretaries General at their meeting in Islamabad in August 2002) as well as input from National Societies and ICRC. This document now is more detailed with programme information having been incorporated as well as expected results. This will be submitted to the next Secretaries General Meeting for consideration and endorsement.

A regional Human Resources Officer was appointed in SARD in April. The officer's role is to harmonize human resources policies and procedures across Federation Delegations, provide support to National Society human resources development and coordinate regional recruitment and training of Federation and National Society staff. The officer has commenced work on development of a human resources database and was involved in recent recruitment and deployment of RDRT and FACT members in the Sri Lanka floods emergency operation.

**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/Crescent activities in the region. The programme is new and will take some time before substantial impact can be evaluated. There is however 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.

**Constraints:**

The planned Secretaries General meeting has not taken place during this reporting period. The meeting was planned to be held in Kabul in May but was postponed because of security concerns. It is now being held the first week of July in Kabul.

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 the first quarter of 2004.

Due to the lack of sufficient qualified candidates at present and budgetary constraints, the planned regional BTC will not now take place this year. The situation will be reviewed at the end of 2003.

**International Representation**

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

**Programme Objective and expected results: 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.
- International media coverage is increased and the network of the South Asia based key international media correspondents is expanded. Partnerships between the Indian Red Cross and the Indian corporate sector are in place and used for regional learning.

**Progress/achievements:**

- Considerable work has been done in working towards obtaining Legal Status Agreements (LSA) in India, Bangladesh, Sri Lanka, Pakistan and Afghanistan. In India the Vice President of the Federation has been following up with the Government at a high level. In Bangladesh it is likely the Agreement will be approved very soon. In Afghanistan, the HoRD and HoD met with the Deputy Minister of Foreign Affairs

in late March and appropriate letters with attached drafts of the Agreement in Persian, have been written. In Pakistan and Sri Lanka steady progress is reported.

- The Ferry disaster in Bangladesh and the Sri Lanka flood operations gave the national societies and the Federation significant national and international media coverage. Key stakeholders continue to receive regular information such as copies of appeals and updates.
- Regular meetings with diplomatic missions, UN agencies, especially UNAIDS, UNHCR, WHO and UNICEF, EU and ECHO.
- Attended regional Fora such as the Afghan Development Forum in Kabul from 13 to 14 March, which was a follow up to the Tokyo meeting of 2002. Twelve key donor countries attended plus WB, ADB, IMF, EU and many UN agencies.
- The Vice Chairman of the Indian Red Cross and Vice President of the Federation, has 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:**

As each month goes by the increase of invitations to meetings, functions, regional fora, and in enquiries about the Societies' work, is very noticeable and recorded. It is becoming clear that through a sustained international representation programme over the last three years using the successes and visibility engendered by relief operations, disaster preparedness, HIV/AIDS and national society strengthening, the Federation is building stronger partnerships with Governments, Diplomatic missions, UN agencies, EU/ECHO, DFID, USDA, USAID, SIDA and ICRC, with a resultant increase in partnerships and programme support for National Society programming to the most vulnerable.

Equally important is that apart from the Societies in the region, an increasing number of international, regional and national organizations 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", organized by ITDG South Asia, organized in Sri Lanka from 24 until 26 of June.

During this workshop a policy paper was drafted around the theme of "disaster resistant and sustainable livelihoods" as a basis for right-based relief activities. The workshop was attended by representatives of CARE India, ITDG as well as government representatives. An Advocacy Strategy paper was also drafted.

It was decided to use SAARC as a platform for the discussion on this and possible other regional Disaster management issues, with the disaster management day in October seen as an opportunity to launch the initiative. The National Societies in the region will be asked to be actively involved in the process of selecting best practices to present to the national governments for a regional discussion forum facilitated by SAARC.

SARD will facilitate the development of a web-based regional network, that will ultimate 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.

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 NGO's as well as representatives of UN bodies and ECHO. During this day the attending country

representatives developed and presented a plan of action for the development of an integrated national disaster management plan.

**Constraints:**

With disasters affecting the regional very frequently, and the additional work load generated by the HoRD line-managing country delegations, the time for international representation has diminished during this six month period.

## **Field Management Programme**

**Overall 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.**

**Programme Objective: Federation financial, human and programmes resources in the region are managed efficiently and cost-effectively, and increased support, guidance and coordination is 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.
- Efficient mechanism established to ensure complete and timely flow of key information to donors and between all delegations in the region.

**Progress/achievements**

Two regional team meetings were held with all HoDs, Federation representatives, regional delegates, Geneva regional team members and project managers in February and June. In the February meeting a stress management workshop was conducted.

Regular email exchanges are facilitated by the HoRD to ensure people are kept informed.

A regional events calendar has been set up and people's travel arrangement shared.

With the programme coordinator now in place, he is working very closely with our regional finance staff, RFU in Kuala Lumpur and there is a much improved financial monitoring and forecasting system in place.

The performance development review is proving to be a good human resources management, appraisal and development tool although time consuming. Delegates are giving positive feedback on the process - to being valued, accurately appraised and given clear direction as to their respective career development.

**Impact**

A strong sense of team work has been engendered with people looking outside the traditional boxes and they now feel part of a regional team rather than a country team.

Action points recorded in the minutes are strictly followed up which gives participants a sense of 'I am being listened to and my input is valued'.

The stress management workshop has helped people recognize and deal with stress better and for team members to support each other more. We have moved people from one country to work in another and moved country specific people to work on regional projects thereby utilizing the human resources much more effectively.

Budget holders feel empowered and there is improved financial management, monitoring and forecasting and budget holders seem very committed and responsible.

**Constraints**

The change strategy has increased individual workloads considerably and finding time for a number of new initiatives such as PDR, and PPP means that some other things are not being done.

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

- *South Asia Regional Delegation (SARD), C-1/35, 1<sup>st</sup> floor, Safdarjung Development Area, New Delhi, India. Delegation contact: Bob McKerrow (HoRD), email: ifrcin02@ifrc.org, phone: + 91 11 2685 8671, fax +91 11 2685 7567.*
- *Regional Department contact: Ewa Eriksson, phone: +41-22-730425, email: ewa.eriksson@ifrc.org*

*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>*

Levels	Sub branch	Intermediate level (Province, state, district)	NHQ
	<ul style="list-style-type: none"> <li>Legal base</li> <li>Well defined territory</li> </ul>	<ul style="list-style-type: none"> <li>Legal base</li> <li>Well defined territory</li> <li>Support for establishing sub branch structures</li> </ul>	<ul style="list-style-type: none"> <li>Constitution and policies</li> <li>Clarifying roles, structures and functions at all levels</li> </ul>
<b>Plan and strategy</b>	<ul style="list-style-type: none"> <li>Locally developed and owned practical action plan</li> </ul>	<ul style="list-style-type: none"> <li>Participatory strategy action plan for the territory</li> <li>Technical support for sub branch planning</li> </ul>	<ul style="list-style-type: none"> <li>Long term macro level strategy plan</li> <li>Core areas</li> <li>Broad based strategy</li> <li>Guidelines for planning</li> </ul>
<b>Systems &amp; procedures</b>	<ul style="list-style-type: none"> <li>Implement National Society policies</li> <li>Develop local procedures according to local needs within national guidelines and framework</li> </ul>	<ul style="list-style-type: none"> <li>Develop detailed procedures</li> </ul>	<ul style="list-style-type: none"> <li>Develop national policies, e.g. disasters, health, gender, youth, HRD, volunteers, fundraising etc.</li> <li>Develop guidelines on systems and procedures.</li> </ul>
<b>Human resource development &amp; skills</b>	<ul style="list-style-type: none"> <li>Basic training programs according to needs of local vulnerable areas.</li> <li>Volunteer and staff recruitment, induction and recruitment roles</li> <li>Develop competency, youth and gender involvement in all programs</li> </ul>	<ul style="list-style-type: none"> <li>Implement national HRD policies in recruitment and induction and development of volunteers and staff</li> <li>Technical training support to sub branch level</li> <li>Training of trainers</li> </ul>	<ul style="list-style-type: none"> <li>Develop broad based national HRD policy and training guide lines/manuals.</li> <li>Training of master trainers</li> <li>Develop national performance appraisal system</li> <li>Develop youth and gender policies</li> </ul>
<b>Resource mobilization and sustain ability</b>	<ul style="list-style-type: none"> <li>Local fundraising plan for self sustain ability</li> <li>Identify local resources</li> </ul>	<ul style="list-style-type: none"> <li>Resource mobilization plan for self sustain ability.</li> <li>Technical training for sub branches</li> <li>Coordinate support to develop initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Develop national fundraising policy.</li> <li>Coordinate resource development guidelines and training.</li> <li>Coordinate national and international donor support.</li> </ul>
<b>Internal linkage and structure</b>	<ul style="list-style-type: none"> <li>Coordinated relationship with intermediary branch based on efficient Management Information System (MIS)</li> <li>Communication and reporting systems</li> <li>Inter branch linkage</li> </ul>	<ul style="list-style-type: none"> <li>Provide collaborative linkages between sub branches</li> <li>Inter and intra branch synergy</li> <li>Coordination function at intermediary level</li> <li>Coordination with national level</li> </ul>	<ul style="list-style-type: none"> <li>Collective national planning to increase the ownership of programs</li> <li>Participation and coordination of all internal stakeholders</li> </ul>
<b>External linkage</b>	<ul style="list-style-type: none"> <li>Local strategy</li> <li>Maintain link with government and NGOs</li> <li>Maintain integrity through positive public image and transparency</li> <li>Accountability to vulnerable communities</li> </ul>	<ul style="list-style-type: none"> <li>Coordination function at intermediary level</li> </ul>	<ul style="list-style-type: none"> <li>Linkage with donors and external stakeholders, e.g. media</li> <li>National coordinated strategy to maintain linkages with government and other institutions and the Federation and ICRC and PNS</li> </ul>

# South Asia regional

ANNEX 1

APPEAL No. 01.58/2003

## PLEDGES RECEIVED

06.07.2003

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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### CASH

REQUESTED IN APPEAL CHF ----->				2'952'178	TOTAL COVERAGE 62.9%	
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
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
JAPANESE - RC		41'590	USD	53'547	18.06.03	HEALTH & CARE
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				1'677'018	CHF	56.8%

### KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
ICELAND	DELEGATE(S)			55'688		
NETHERLANDS	DELEGATE(S)			44'846		
NEW ZEALAND	DELEGATE(S)			52'566		
SWEDEN	DELEGATE(S)			27'269		
SUB/TOTAL RECEIVED IN KIND/SERVICES				180'369	CHF	6.1%

### ADDITIONAL TO APPEAL BUDGET

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