

# ANNUAL REPORT



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

## SOUTH ASIA: REGIONAL PROGRAMMES

14 May 2004

### In Brief

Appeal No. 01.58/2003; Appeal target: CHF 2,952,178 (USD 2,311,486 or EUR 1,884,850); Appeal coverage: 77.6% ([click here to go directly to the Financial Report](#)).

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. 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](#) 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's website at <http://www.ifrc.org>*

**For further information specifically related to this [Annual Appeal](#) please contact:**

- In New Delhi: Robert McKerrow, Head of Regional Delegation; email: [ifrcin02@ifrc.org](mailto:ifrcin02@ifrc.org); phone: +91 112 685 8672 fax +91 11 2685 7567
- In Geneva: Ewa Eriksson Regional Officer, email: [ewa.eriksson@ifrc.org](mailto:ewa.eriksson@ifrc.org); phone: +41 22 730 4252; fax: +41 22 733 0395.

### Overall analysis of the programme

The regional programmes progressed satisfactorily and generally according to plan. Expenditure against income, particularly in the larger programmes of health and disaster management, was satisfactory.

Health made major strides in 2003. The completion of the health mapping exercise has established a vital baseline for development of future work and programmes. The regional health unit's human resource capacity was strengthened to deal with increased programme demands. The signing of a memorandum of understanding (MoU) with the World Health Organisation (WHO) in September was a major boost in the areas of safe blood supply and dealing with communicable diseases such as HIV/AIDS. The health programme has also achieved significant capacity building of health departments of various national societies.

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

All national societies in the region have demonstrated a commitment to manage short, medium and long-term organisational development processes. Many have used planning processes that have deliberately strengthened branch and national headquarters relationships as a key precondition to delivering more relevant and focussed programmes to the vulnerable. The regional organisational development programme supported several constitution review processes.

Two secretaries general meetings in Kabul and Geneva have seen national societies in South Asia working more closely together and monitoring their progress against key strategies, especially the *Manila Action Plan*.

The humanitarian values programme is achieving greater regional awareness and focus on addressing issues such as discrimination and intolerance.

The Federation's change strategy is progressing satisfactorily with the assistance of the regional programme coordinator.

## **Objectives, Achievements and Constraints**

### **Health and Care**

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

**Objective 1: Enhanced national society capacity in the delivery of high quality public health interventions in the fields of: HIV/AIDS; blood donor motivation and recruitment; first aid; primary health care; reproductive health; water and sanitation; and emergency health.**

#### **Progress/Achievements**

In 2003, the South Asia regional delegation (SARD) health unit supported national societies in strengthening their public health capacity through: implementation of a comprehensive regional health mapping exercise; provision and/or facilitation of technical and resource support; development of resource library; mapping of regional health courses; and monitoring and coordination visits.

##### **• *Regional health mapping exercise***

With support from the Japanese Red Cross Society (JRCS), a mapping of South Asia national societies' major public health programmes was conducted in the first half of 2003. This provided comprehensive baseline information on the health programmes in the region as well as a good overview of the organisational framework within which they are implemented. A team comprising of an external public health consultant from within the region, the regional health delegate, the population movement coordinator, and a health representative from a partner national society (PNS) supporting regional health initiatives, visited all national societies in South Asia collecting information for the mapping.

The team collected information on the national societies' health programmes - management structure, approaches to objective formulation, programme management, management information systems, human resource context, linkages and integration of health programmes, and collaboration with ICRC, government agencies, UN agencies and funding trends. The exercise also gathered information on perceived needs and areas suggested for regional collaboration which the SARD regional health unit can facilitate and add value to.

The mapping report, comprising sections on the regional synthesis as well as individual countries, was disseminated extensively to the various partners and it is envisaged it will be updated regularly. The information serves as a critical tool in developing and carrying out effective programme support, facilitating the strengthening of national society capacity, sharing of good practices, and Movement coordination.

##### **• *Technical and resource support***

Responding to a request from the Sri Lanka Red Cross Society (SLRCS), the regional health unit contracted an external public health consultant to review the policies and programmes of the national society's health sector. Conducted in September, the review examined the SLRCS' auxiliary role, prevailing health programmes and policies, and organisational set-up and capacity in the delivery of health services. The report was submitted to the national society and distributed to Movement partners during a partnership meeting in October in Colombo that focussed on coordination within health. The review recommendations - the development of the health division

with a streamlined organisational structure, a health director and appropriate human resources to be put in place, and the development of health policies and strategic directions - were also followed up by the newly recruited regional health manager during his two visits in the last quarter and will guide the national society in developing its health sector.

In July, the South Asia Red Cross/Red Crescent network on HIV/AIDS (SARNHA) coordination office, supported by the regional health unit, provided technical support to the Nepal Red Cross Society in organising a workshop addressing stigma and discrimination. With strong participation from people living with HIV/AIDS (PLWHA), the stigma and discrimination workshop facilitated first-hand sharing of stigma related experience and explored ways of addressing the problem through a participatory approach with active representations from policy makers, government, media, and professional groups, including volunteers from national headquarters and branches. In December, the SARNHA coordination office, along with the Nepal Red Cross Society, organised an HIV/AIDS exhibition and dissemination activity parallel to an HIV/AIDS fair funded by the Swiss Agency for Development and Cooperation which involved 20 other organisations.

The SARNHA office supported the Red Cross/Red Crescent Societies of Bangladesh, Pakistan and Sri Lanka in developing HIV/AIDS strategic plans. The SARNHA programme officer also spent three weeks with the Indian Red Cross Society in support of developing a trainer's training curriculum and a facilitator's manual for the Indian Red Cross Society's youth peer education programme, as well as facilitating pilot training involving 25 senior teachers and branch coordinators. Focussing on life goal setting, problem solving, decision making, communication skills and facilitation of peer education sessions, the youth peer education programme will be piloted in three states and eventually expanded to others.

A regional workshop on the project planning process (PPP) was organised in Islamabad in connection with the SARNHA meeting, with participation of 20 health programme managers from within the region.

The regional health unit also provided support to health staff of the following national societies to attend targeted training/conferences:

- Afghanistan Red Crescent Society health staff attended training on responses to cholera and shigella epidemics conducted at a public health institute within the region;
- a Nepal Red Cross Society member attended the World Youth Foundation ASEAN conference on HIV/AIDS;
- two Nepal and Sri Lanka Red Cross Society HIV/AIDS coordinators attended the Asian Red Cross/Red Crescent AIDS taskforce strategic planning workshop;
- Participants from Pakistan and Bangladesh Red Crescent Societies attended the Home and Community Care International Conference in Senegal, together with SARD team members.

The regional human resource officer and the regional health manager provided technical input into the recruitment of the national health director of the SLRCS. The regional health unit was also involved in the selection of the senior health programme officer of the Federation's Pakistan delegation who received a briefing at SARD in November.

- ***Health resource library***

A health resource library, comprising public health reference and best practice materials, manuals, newsletters, brochures and programme reports in hard copy and electronic formats, has continued to evolve at SARD with the collection of relevant materials from national societies as well as partner organisations. These materials will be accessible to national societies as a knowledge and information resource.

During the SARNHA meeting in Islamabad, the regional health unit provided each national society with a package of various training and background materials relating to HIV/AIDS responses, while the SARNHA coordination office has already catalogued available HIV/AIDS reference materials it has gathered during the year. The regional health unit also provided a package of Federation policies and relevant programme management resources to SLRCS health programme managers.

Information on various public health training programmes available within the region is also being compiled, to be fed into a structured human resource development support programme.

- ***Monitoring and coordination visits***

The regional health delegate visited all national societies in the region during the year. The regional health manager provided structured support to the SLRCS through regular visits and participated in the monitoring of its health programmes.

- ***Strengthening of the regional health team***

Fundamental to effective support to public health programmes of the national societies is the availability of dedicated skilled human resources. The year saw the development of a strong team of public health professionals at SARD significantly enhancing the health unit's capacity to exercise its role in supporting national society public health programmes, sustaining and developing regional networking mechanisms and enhancing collaboration and coordination with the various partners. A new regional health delegate joined SARD in February and a regional health manager and officer joined in the last quarter of 2003.

The regional health manager will support and coordinate priorities identified by national societies in first aid and community-based health approaches, as well as provide specific support to the Sri Lanka health programmes, by spending half of his time with the SLRCS. The regional health officer will support the scaling up of national societies' HIV/AIDS programmes, as well as issues related to voluntary blood donor motivation and recruitment. The SARNHA programme officer will support and coordinate SARNHA priorities.

The job description and terms of reference of the JRCS trainee delegate were finalised in collaboration with the Federation regional department, JRCS and the Pakistan delegation. The trainee delegate is expected to join the regional health unit in early 2004 and will focus on the Pakistan Red Crescent Society's health programme.

### **Impact**

The regional mapping exercise provided a comprehensive benchmark for national and regional health programming. The report facilitated regional knowledge sharing and cross-fertilisation of ideas as well as improving coordination, resulting in better understanding among regional national societies and movement partners on optimal use of regional resources - material, financial and human.

Information collected in the mapping exercise has further provided the basis for the development of a concept paper for long-term support to the Movement's HIV/AIDS response in South Asia for the consideration of the Swedish International Development Cooperation Agency (SIDA).

The technical and scholarship support, reference documents and targeted workshops have supported skills development of national society health managers.

The support provided by SARNHA enabled three national societies to develop HIV/AIDS strategic plans, which are important cornerstones in the scaling up of their involvement in the epidemic response. The anti-stigma workshops created opportunities for policy makers and various key stakeholders to see the face of HIV/AIDS, hear first-hand stories of injustices brought about by stigma and discrimination, increase their awareness on the ways in which stigma and discrimination present themselves in society, and discuss the means of addressing them.

Technical consultancies, as well as follow-up work in support of Sri Lanka health planning, is particularly important for the SLRCS, with a number of donors expressing interest in supporting health programmes. It is important for the national society to form a strategic direction within the sector to avoid donor driven programmes. Following up on the recommendations will be of the essence for the future sustainability and effectiveness of the SLRCS health programmes.

The development of a strong team of public health professionals within SARD is imperative for effective support to national societies and country delegations, as well as collaboration, good coordination and resource

mobilisation. Direct support to Sri Lanka will be of key importance for effective health planning and implementation. Details of the impact of the strengthened regional health unit will be reflected in future reports.

### **Constraints**

There was limited time for planning and implementing of the mapping exercise related to delayed processing of funds and late appointment of the regional health delegate. The mapping framework and budget also needed modification to better suit identified needs as a more detailed implementation plan was worked out. The finalisation and release of the mapping report was delayed as the capacity of the regional health unit was overstretched because the recruitment of additional members took longer than expected.

### **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**

- **SARNHA**

The regional health unit continued to support the running of the SARNHA. The network held regional workshops addressing common development and skill needs through, for example, the PPP workshop. The network also supported Pakistan, Sri Lanka and Bangladesh national societies in the development of strategic HIV/AIDS plans. It provided communication equipment (computers and printers) in support of national society HIV/AIDS activities in Bangladesh, Pakistan and Nepal, and developed and distributed communication and IEC materials. SARNHA also continued to act as a regional catalyst in supporting national societies in forming links with PLWHA, one of the cornerstones of an effective HIV/AIDS response through the active participation of positive people in the regional meetings.

The SARNHA coordination office has produced three issues of the network newsletter - the *SARNHA Update*. Some 1,500 copies were produced and distributed to all member national societies and more than 200 organisations in the region. As part of its promotion campaigns, SARNHA produced 2,000 red ribbons and 1,400 badges and t-shirts with relevant advocacy messages which were distributed at various events such as network meetings, World Red Cross/Red Crescent Day and other events.

- **Exchange visits**

Targeted exchange visits between national societies in the region for mutual learning continued. Representatives from the Afghan Red Crescent Society visited the Nepal Red Cross Society to observe, learn, as well as share experiences on first aid activities in communities, specifically in relation to adapting to conflict settings. The unit also coordinated the proposed exchange visit between Nepal and Sri Lanka Red Cross Societies on the implementation of HIV/AIDS programmes, including health programmes in conflict situations.

The regional mapping provided an excellent platform, highlighting opportunities for best practice sharing. In 2004, a structured exchange visit program will be drawn up, aimed at optimising cross-country learning and dialogue.

### **Impact**

The SARNHA network has been an important motivator and catalyst for developing HIV responses in the region. It has supported maintenance of political commitment, development of links with PLWHA, strategic planning and communication development.

The publication of information materials, development and dissemination of advocacy/behaviour change and communication materials, as well as organisation of anti-stigma activities has resulted in greater awareness of the HIV/AIDS epidemic among the national societies and the public in general.

The sharing of experiences of first aid programmes in vulnerable communities has also provided mutual learning opportunities for participants, and to the first aid programmes among the regional national societies through the sharing of these reports between them.

### **Constraints**

A planned strategic planning workshop in India failed to materialise due to unforeseen circumstances and other pressing priorities within the Indian Red Cross Society. Travelling constraints to Pakistan due to security issues also affected planning meetings.

There were changes in human resources within the SARNHA coordination office. The network coordinator left in September to pursue further public health studies. While a programme officer was recruited in October, this took longer than anticipated, resulting in delays in the implementation of planned activities.

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

#### **Progress/Achievements**

Important progress was made in this area, highlighted by the signing of a regional MoU with the Southeast Asia regional office of WHO (SEARO). The implementation of the MoU has been actively supported by both organisations and meetings on ways to optimise mutual benefits are ongoing. The regional health unit developed, in close coordination with the Swedish Red Cross Society, a concept paper on long-term comprehensive scaling up of HIV/AIDS responses in the region for the consideration of SIDA and other long-term development donors. Based on this work, SARD and the Swedish Red Cross Society were invited to develop full proposals in line with the submitted concept paper.

#### **• *Federation/WHO technical collaboration***

As outlined above, a regional MoU was signed with WHO for technical collaboration in areas of HIV/AIDS, safe blood supply, control of communicable diseases and emergency health responses. Extending to 2006, the agreement covers 11 countries across Southeast, East and South Asia.

In South Asia, the agreement has opened opportunities for harnessing the considerable strategic benefits from linking the wide-reaching public health programmes of national societies and the technical expertise of WHO. Focal points of both parties have been established and have already initiated discussions on specific areas of collaboration across the region and at country level. Regional collaboration on HIV has been initiated with technical dialogue and input to the development of a regional framework and collaboration on HIV responses. In Nepal, a series of meetings were undertaken, focussing on technical support to the blood programme of the Nepal Red Cross Society, as well as potential training and human resource development. Technical support by WHO in the field of blood transfusion services is particularly important given the continued commitments of many national societies, and the Federation's support specifically focussed on blood donor motivation and recruitment.

In Sri Lanka, the agreement has been followed up by meetings and workshops on health sector flood response and emergency preparedness. Meetings between WHO and the Indian Red Cross Society/Federation country delegation have also been held.

#### **• *HIV/AIDS funding partnership***

A concept paper outlining the Red Cross/Red Crescent long-term integrated HIV/AIDS response in the region was developed in close collaboration with the Swedish Red Cross Society. The paper was positively received by SIDA, which has invited the Federation and the Swedish Red Cross to formalise this through a full project proposal.

#### **• *Coordination***

The regional health unit continued to support regional coordination through sharing of information with the various movement partners, as well as external partners. Meetings were held with representatives from UN agencies, the UK Department for International Development (DFID), the World Bank and several other players, and opportunities for resource mobilisation cooperation and partnerships were actively explored.

### **Impact**

The WHO agreement opened up options for supporting public health programmes within the region through complementary expertise linking the vast outreach of the Red Cross/Red Crescent networks in South Asia to the technical resources of the WHO.

Long-term donor commitment is a prerequisite for the development of effective sustainable HIV/AIDS responses within the region.

### **Constraints**

The recruitment process of additional health team members took longer than anticipated.

## **2. Disaster Management**

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

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

### **Expected results**

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

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

### **Specific expected result**

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

### **Background**

Developing a strong disaster management (DM) capacity has been a priority of the Red Cross/Red Crescent national societies in South Asia, in order to enable them to serve millions of vulnerable people in the region, affected every year by various hazards. SARD has been assisting national societies in the South Asia region in this endeavor since 1999, as well as other sister national societies seeking assistance. National societies are now increasingly focussing their efforts on reducing the vulnerability of disaster-prone communities through developing and maintaining community-based training and mitigation activities and developing alternative approaches to reach communities for effective preparedness. Regional DP policy priorities, endorsed by Secretaries General in 2002, encapsulate these and provide continued directions to the regional DM programme in developing a strong institution in each national society, built on competent staff and efficient systems. Innovative approaches to expanded linkages with governments, UN and other I/NGO agencies, use of IT tools and GIS for effective resource mobilisation, and knowledge management are finding priority in national society plans, which will pave way for cost effective yet efficient responses to the needs of those affected at community level.

In the near future, the challenges for the Movement in DM in the South Asia region will increase because of both global trends, such as climate change, HIV/AIDS, and the politicising of aid, as well as more regional ones such as water issues, border issues, ethnic, political and religious tensions, and increasingly imbalanced economic growth. Population movement is another growing challenge. These issues can only be addressed by the Movement as a whole.

In their response to natural disasters in 2002 and 2003, most national societies in the region (such as Nepal, Bangladesh, Pakistan and India) have already shown increasing self-sufficiency in terms of human, financial and material resources. All monsoon-related disasters in 2003 were managed by the national societies themselves. Mobilising these capacities for larger-scale disasters through regional response systems will further increase their response capacity and test it on a regular basis. The year 2003 saw the results of these successful endeavours when one national society supported others on two occasions for drought and flood relief operations. During the past three years, much effort has been placed on the integration of DP and DR activities as well as on the introduction of global initiatives into programmes such as the Better Programming Initiative (BPI) and SPHERE.

Through training programmes, staff exchanges, the regional disaster response team (RDRT) development, and knowledge sharing initiatives, a higher level of regionalisation has been achieved, which links both with national programmes and international response tools and initiatives.

The examples of Sri Lanka and Nepal show that problems still exist in the lack of flexibility to adapt mentally and organisationally to conflict-related changes in the national context. To address this challenge, more coordination with organisational development and ICRC cooperation activities is required, especially in the areas of volunteer mobilisation, branch development and, concerning the national society auxiliary role, the neutrality principle. The ICRC, national societies and the Federation feel that conflict-related issues can best be addressed before actual conflict starts. This realisation, and the identified overlaps between disaster (response) preparedness and conflict preparedness, can only have a large degree of integration with a national society's specific approach as a logical outcome.

Population movement issues in the region are varied and numerous. Population movement relates not only to conflict but also to economic, environmental and demographic developments. Issues related to population movement cross borders by nature, and a regional platform can facilitate direct interaction between sister societies for exchange of information and cooperation to address these cross-border issues. The regional programme enables the introduction of global initiatives and acts as a catalyst for linkages between other core programmes and DM, such as health and care (HIV/AIDS) and humanitarian values. Rather than standing alone, the population movement programme, being an integrated part of DM, will ensure a practical and relevant approach for the national societies in the region.

During the past decade, an adequate number of tools have been developed by the Federation to address DM issues. These include "a well prepared national society", training modules on different aspects of preparedness and response, BPI, Outreach, PPP, and more specific response tools such as the disaster relief emergency fund (DREF), field assessment and coordination teams (FACT), emergency response units (ERUs), and the RDRT. Recently the ICRC introduced the Safer Access approach for integration into the overall DM planning of national societies in the region. For optimal dissemination of these tools within national societies, the relevance of each tool for each level of a national society has to be agreed upon and sustainable mechanisms for dissemination need to be established. A model to facilitate this process of coordination and integration has been developed based on feedback from the national societies and input from global discussions. (See below). By supporting the development of national and sub-national teams, the regional delegation contributes at the same time to a broader base for the further development of the RDRT and the contribution of the national societies to the global DR capacity of the Movement.

### **Progress/Achievements**

Together with the Federation's DP practitioners in South Asia, SARD coordinated a regional DM planning and simulation event in Nepal. National societies discussed the regional DP policies and their implementation at country level. They also developed a model plan in the form of an activity calendar to achieve this objective. Technical support provided during preparation of Appeal 2004 included focus on these policy priorities and possible linkages amongst national societies, country delegations and SARD in making these plans operational.

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 fundraising 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, a database of local and national level resource mobilisation and networking was initiated and shared with DM departments. The objectives have already been achieved.

### **Specific expected result**

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

### **Progress/Achievements**

SARD worked as a regional facilitator in sharing regional knowledge on development of DM policy and plans and provided technical inputs to the Sri Lanka and Indian Red Cross Societies, and the Bangladesh Red Crescent

Society, who now have developed their draft policies. While SLRCS hired a consultant to facilitate the consultation process at national and sub-national levels, the Indian Red Cross Society organised all events themselves.

Afghanistan Red Crescent Society is providing support in the development of a national DM plan to the Afghan interim government, with support from the Federation. The DP manager visited concerned government departments. The DM advisor to the UN Afghanistan mission is looking at an increased role for the Afghan Red Crescent Society in the national context. This is in the final draft form now and likely to be finalised in 2004.

The Pakistan Red Crescent Society has made significant progress after their district branch assessment, using the data for developing a national DM policy.

The Bangladesh Red Crescent Society is reviewing its DM policy and referring to available DM policy documents.

These activities have been facilitated by an ongoing series of consultations and are being supported by respective country delegations and national societies. For example, SARD worked with the Nepal Red Cross Society to organise a regional DM planning meeting to discuss priorities, activities and considerations, while making all participants aware of the methodologies and rationale being used in other countries. This effort contributed to the capacity building of national society staff to approach activities with a broader perspective and at the same time, assisted them in establishing definite DM plans. The inclusion of government counterparts in the Nepal regional DM 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 DM 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 national societies in South Asia. 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 and DR within the overall DP programming. After the Panama Global Disaster Management Delegates' meeting and broader discussions at the ICRC supported Indonesia meeting, South Asia has chosen to pilot approaches in harmonising conflict preparedness with DR/DP. A joint consultation is scheduled for early 2004 with ICRC cooperation delegates in the region.

### **Specific expected result**

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

### **Progress/Achievements**

SARD provided technical assistance to the Nepal, Afghanistan and Indian national societies. Each national society is developing one of the four core curriculum areas under DM - community-based disaster preparedness (CBDP), community-based disaster preparedness training-of-trainers (ToT), basic DM and DR.

The workshops in Afghanistan were attended by government counterparts, ICRC colleagues and DM managers of three South Asia national societies to support the process and test the methodology. The process required a lot of effort in tailoring the contents to specific local needs and will be monitored closely for finalisation. Nepal has also updated and field tested their CBDP ToT curriculum with SARD support.

This is modular in nature to the extent that each activity or session may be updated by concerned national societies to accommodate any lessons learned or broader reviews. This will facilitate knowledge management at a level where knowledge is generated, by using it for wider sharing. Good progress has been made in translating, publishing and distributing appropriate existing DM 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.

Various disaster and management related publications have been provided to national societies to allow them to study good practice and examples of success stories.

### **Specific expected result**

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

### **Progress/Achievements**

A regional DR team workshop was held in April in Sri Lanka where various aspects of DR were covered with special emphasis on conducting assessments. Based on feedback from this event, a team building/time management event was held in September. These workshops have facilitated development of national DR curricula which now includes team building, coordination with other agencies and volunteer mobilisation.

A Nepal Red Cross Society staff member visited the Afghan Red Crescent Society to discuss and help that national society develop its CBDP policy and conduct CBDP ToT. He also supported these trained trainers to carry out CBDP training in Afghanistan. The Afghan Red Crescent Society acknowledged the importance of community-based interventions and is planning to invest substantial resources in 2004 to develop its DM volunteer base.

An Afghanistan staff member was supported to visit Nepal Red Cross Society to consolidate learning about community-based approaches and learn about implementation of CBDP programmes. Such mission-based staff exchanges will continue to provide international exposure to trained national society staff in South Asia. To enhance the capacity of national society staff further in the area of DM, SARD has also facilitated two staff-on-loan secondments from Nepal and Afghanistan national societies DM staff to the Federation's South Asia regional DM department. These secondments encourage peer learning between the two, while performing duties of the regional DP manager, for a better hands-on experience of Federation functioning. Their assigned tasks include discussing with South Asia national societies the tentative regional calendar of activities for 2003. This measure will allow national societies to have better control over the South Asia DM function by providing directions about organisation of venues and timing of regional and country specific events.

ToT programmes conducted in Sri Lanka on basic relief and logistics, along with a desktop simulation exercise, have resulted in a renewed focus on assessing vulnerabilities of prevalent systems in order to take remedial measures.

As part of the SARD DM strategy, a comprehensive database of trained national society and Federation personnel has been initiated. 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 DM resources has helped the societies understand the importance of this tool. One trained regional person has visited Nepal, Bangladesh and Sri Lanka to support GIS mapping. Data on FACT and RDRT has been updated for the region.

### **Specific expected result**

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

### **Progress/Achievements**

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

The worldwide web is a vital tool for the Red Cross/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 DM events. The RDRT workshop in Sri Lanka generated plenty of enthusiasm about the DMIS and its various components. An IT system has been put in place where Sri Lanka and other national societies have an email facility which provides them all with web-based mail as well as downloadable emails. The same platform is planned to be used for internet-based consultations in order that SARD continue to get directions from South Asia national societies.

Support is being provided to national societies to conduct post-disaster lessons learned exercises and to develop case studies based on the results. This exercise has become an integral part of DM practices. For example, Sri Lanka will conduct such an exercise concerning the 2003 flood relief programme. The publication of four case studies from 2002/2003 is expected by mid-2004.

In June, a DM planning seminar was hosted by the Nepal Red Cross Society with technical and financial support from SARD. It looked at issues such as how national society action plans reflect Movement priorities. The needs of vulnerable people were discussed at length. The issues covered during the workshop were aimed at initiating consultations within national societies 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, a desktop simulation exercise to provide a comprehensive understanding of DM scenarios, coordination with government, UN agencies, I/NGOs and so on. The planning seminar also addressed efficient national society DM structures at all levels, aiming at better service delivery to affected people.

The DM-Net in Nepal is still the lead model and will be adopted by other national societies. DM-Net involves all DM players discussing and sharing information about programmes, vulnerabilities and developments. The scope of this network is to be expanded to include MoUs/agreements between partners to commit resources as described in their mandates, to provide immediate relief to affected populations.

No regional DM newsletter was published in 2003 because of inadequate capacities available for the task. However, the regional communication team has agreed to extend support in the development of this publication. It will help share activities and progress with donors, PNS and other DM players in the region.

#### **Specific expected result**

The placement of trained and well equipped DR teams in each national society, and availability for regional deployment on request.

#### **Progress/Achievements**

Experience from DR activities such as flooding in Assam (India) and Nepal, landslides in Nepal, droughts and flooding in Sri Lanka, are being used to explore the opportunities and structures for regional response. A plan of action was developed with each national society at the DM planning seminar in Nepal in June. Most national societies have started working on the formation of national DR teams, with Nepal and India finalising their curricula. The RDRT team constitutes potential trainers who will be developed as regional trainers through a ToT, scheduled for February 2004. They will support national DR team training in the various countries in the region.

Following the RDRT training in April, trained RDRT members have been invited to another disaster simulation as a refresher. It is a challenge to work in a multicultural multi-ethnic environment where teams constitute members of varied experiences, age groups, tastes, habits and expertise. The team building event in September provided an opportunity for RDRT participants to introspect and analyse how to be more effective as a team member.

#### **Specific expected result**

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

#### **Progress/Achievements**

All national societies in South Asia (apart from India) have at least two BPI trainers. The Nepal Red Cross Society conducted four BPI workshops with the support of the Bangladesh trained BPI facilitator. Sri Lanka was holding two BPI workshops in early 2004 with the assistance of an Afghan Red Crescent Society trained BPI facilitator. The Afghan Red Crescent Society deputy community-based first aid director and the population

movement focal point in the Pakistan Red Crescent Society were trained in BPI ToT in Laos. The Pakistan Red Crescent Society conducted BPI workshops in various provincial branches.

Reach Out workshops were not conducted in South Asia in 2003 as planned. However, two Reach Out workshops were to be held in early 2004 in Quetta, Pakistan and a regional Reach Out ToT is scheduled for May.

The Nepal Red Cross Society used BPI as a tool to design the population movement pilot project for Bhutanese refugees on life skills development. The pilot project was designed so that both the local community and the refugees benefited and was successfully completed by the end of 2003.

A HIV/AIDS prevention programme was designed for the internally displaced persons and returnees in Jaffna district, Sri Lanka as a population movement pilot project. An external consultant was hired to help the SLRCS develop the proposal. A HIV/AIDS programme coordinator was recruited and BPI training was held in Jaffna district for the programme managers and volunteers of the six divisions in Jaffna. Although the development of the pilot project has been completed, implementation has not started. This is mainly because Jaffna district branch is very weak due to prolonged isolation caused by the armed conflict in the region. The SLRCS is taking a capacity building approach for the implementation of this pilot project.

A regional population movement mapping was carried out based on the *Manila Action Plan*. The mapping provides basic information on the population movement situation in the region, the involvement of national societies and their plans in population movement activities. The first draft of the mapping is available from the South Asia regional population movement coordinator (ifrcin126@ifrc.org).

**Impact** (relating to all expected results above)

Increasing consultation among South Asia national societies has assisted in establishing a definite direction for the regional DM programme. Each partner is supporting others who need assistance, with SARD playing the role of facilitator and coach. Lessons learned have become an integral part of most DR operations.

The large pool of trained human resources on various DM aspects, such as RDRT, BPI, SPHERE, vulnerability capacity assessment, team building and so on, has provided national societies with a solid base for developing country specific curricula for national DR teams. As a result, they are carrying out these programmes with reduced need for external support.

Good contacts have been established with ICRC cooperation delegates. The trialling of joint training sessions in Nepal established a good basis for further integration of Safer Access into the overall DM curriculum and increased cooperation among the different components of the Movement

The Nepal, Afghanistan, Bangladesh and Indian national societies have exhibited high levels of consultation at various levels of their operations, especially in terms of reflecting community in plans of action.

National societies are taking greater ownership of needs specific training and capacity building. This has been reflected in RDRT training programmes and a willingness to carry out national level disaster simulation exercises with other DM players.

Mission-based staff exchanges have given a new direction to intra-national society support mechanisms. It is imperative in the future that there is further cross-border deployments and sharing of training capacities to improve understanding between national societies.

Integration of IT tools such as GIS and advanced web-based communication tools have helped national societies invest more time and effort in consultations and developed cost effective ways of working.

Regional expenditure is shrinking and more funds are being diverted towards country specific activities and knowledge sharing. At the same time, the embedding of the Finnish Red Cross Society South Asia desk in the regional DM team as a new way of working has resulted in a longer-term funding base for regional DP

programmes. It has also established a more effective and efficient partnership. Steps have been taken for the embedding of the German Red Cross Society along the same lines.

The Nepal, Pakistan and Sri Lanka national societies have established focal points for population movement.

Apart from the Indian Red Cross Society, all national societies in the region are trained in BPI. Sri Lanka and Nepal in particular found the BPI training useful, reflecting the fact that both those countries are afflicted by armed conflict. In Nepal, BPI was successfully used as a tool to design that national society's pilot population movement project with a prime focus on reducing tension between the local community and refugees.

The regional population movement mapping raised awareness within the various national societies about the *Manila Action Plan*. The national societies have committed themselves to the implementation of population movement activities through this mapping.

**Constraints** (relating to all expected results above)

The DM newsletter was not published because of a lack of capacity. The SARD communications team has agreed to support the DM team with the production of the publication.

Successive postponements of the Asia Pacific DM delegates meeting meant the opportunity was lost for consultation on making the Safer Access model operational in South Asia in 2003. A workshop in early 2004 has been scheduled to take this approach further to ensure volunteer safety during conflict scenarios, as a reflection of "principles to action".

There is a lack of awareness of population movement issues within national societies in the region and a subsequent deficiency in mechanisms to address the issue. They need to be made more aware of legal backgrounds to population movement issues, for instance international norms, and require further training in the use of tools such as BPI and Reach Out.

## **Humanitarian Values**

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

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

**Expected result**

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

**Specific expected results**

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

**Progress/Achievements**

BPI, Reach Out and SPHERE have been integrated into various training/workshops in the region. Elements of these tools were incorporated into two Movement workshops on conflict preparedness in Nepal.

Humanitarian values was presented as an integrated module in three workshops, held as part of the regional information development programme, for the information officers of the Indian, Nepal and Bangladesh national societies. Each of the information officers in these national societies is also responsible for their respective humanitarian values programmes.

A regional humanitarian values workshop was held in Afghanistan in August. The workshop was comprehensive, treating humanitarian values as an overarching programme cutting across all other Red Cross/Red Crescent programmes. The workshop enhanced knowledge of this core area among the information officers who will carry forward training in BPI, Reach Out and SPHERE in programmes in their national societies. National societies now have the capacity to conduct their own humanitarian values training in-country.

The Federation's humanitarian values programme was promoted outside the Movement as well. There was liaison with journalists and journalism students in the region to raise awareness of the programme and the impact the Red Cross/Red Crescent is making on people's lives and in changing attitudes and behaviours.

There is a strong commitment to the humanitarian values programme throughout the national societies in the region as reflected in the Kabul Pledge signed by all six South Asia Red Cross/Red Crescent Secretaries General.

### **Specific expected result**

Global campaign to reduce stigma and discrimination against PLWHA implemented by each national society through targeted communications activities.

### **Progress/Achievements**

A SARD initiated journalism fellowship was launched in 2003 and has been embraced enthusiastically by the Nepal Red Cross Society and, to a lesser degree, by the Indian Red Cross Society. Because of the fellowship, media in Nepal have prominently highlighted the Movement's campaign addressing stigma and discrimination against PLWHA. Material resulting from the work done by the journalists will be further utilised with other media for promotion of the anti-stigma campaign. A full assessment of the fellowship will be outlined in the first programme update for the 2004 Appeal.

Condom Day in Nepal was celebrated with financial and advocacy support from SARD.

### **Specific expected result**

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

### **Progress/Achievements**

Four case studies were identified and discussed in the humanitarian values workshop in Afghanistan. However little further progress was made and this activity will be further pursued in 2004.

### **Specific expected result**

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

### **Progress/Achievements**

In South Asia, the Federation and the national societies are regarded as a credible voice for the most vulnerable. Particularly in times of disaster, the Federation and the national societies become the first port of call for many national and international media outlets seeking information. This status is maintained by regular liaison with and continuation of relationships with the national and international media. The Federation ensures spokespeople used are well informed and briefed and present a credible face for the Federation.

### **Impact (relating to all expected results above)**

Activities in the area of humanitarian values in South Asia have attracted diverse stakeholders. This has resulted in growing indications of support for the programme from partners within and outside the Movement.

Because of the regional workshop in Afghanistan, a virtual working group was formed which serves as a think tank on important issues pertaining to humanitarian values. The group is now expanding to include Movement partners in the region.

**Constraints** (relating to all expected results above)

Resources, both financial and human, have posed a constraint for the programme. SARD seeks greater support for this vital programme which affects all core areas of the Movement's activities. Please refer to the South Asia Annual Appeal 01.62/2004.

## **Organisational Development**

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

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

### **Expected result**

**Strategy and management development project:** 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.

### **Specific expected results**

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

### **Progress/Achievements**

All national societies in the region have demonstrated a commitment to manage short, medium and long-term OD processes. Many have used planning processes that have deliberately strengthened branch and national headquarters' relationships as a key precondition to delivering more relevant and focussed programmes to the vulnerable. The processes to draft and finalise a five year strategic development plan in India, Nepal, and Pakistan, for example, have used participatory planning approaches that emphasise the use of self-diagnosis, learning culture, and of review and evaluations to improve programme planning and implementation.

Following the regional constitution review workshop for senior governance and management in 2001, as part of the regional "leadership development" strategy, there remains a constant awareness within national societies for the need to strengthen their overall legal base in-country. The regional Secretaries General meeting in June reviewed the progress of each society within the collective regional action plan to complete constitutional revision processes which had been developed in the 2001 workshop. Good progress had been made in all societies, with four having finalised new constitutions according to the provisions of the Federation's "Guidance for National Society Statutes", and two of these having been accepted by the joint Federation/ICRC commission on statutes and subsequently adopted in Sri Lanka and Nepal Red Cross Societies. Furthermore, the Bangladesh Red Crescent Society has submitted its final draft to the joint commission and awaits feedback, and Pakistan is awaiting submission of the final draft to its newly composed managing board prior to submission to the joint commission.

In India and Afghanistan, the drafting processes leading to revised constitutions have been initiated. The Indian Red Cross Society will propose to its next managing body meeting the first ever "Uniform Rules for Branches" containing new provisions for elected roles and separation of governance and management functions. In all cases

across South Asia, these revision processes have contributed to the strengthening of national vision and mission statements as representatives from branches and national headquarters have been actively involved and consulted throughout the drafting processes.

Some initiatives have been undertaken to strengthen other aspects of the legal base such as the drafting of Red Cross and emblem laws in Sri Lanka. Further attention will have to be paid to this area in the proposed senior governance and management workshop to address “Legal Base Strengthening” across the region under the regional OD programme for 2004. It will also require a well planned coordinated support strategy between the Federation and ICRC to ensure the optimal use of legal and technical advisors to support these legal drafting processes at both regional and country levels. A coordinated action plan, including technical support mechanisms, is anticipated as one of the expected outcomes of the proposed regional legal base workshop in 2004.

Following the regional branch development workshop in December 2002, all national societies have continued to strengthen their ways of working, to acknowledge that the branches are the key strategic units that lead to improved service delivery. Mainstreaming of this approach has been systematically undertaken. As a result, previous national headquarters-centric planning and implementation processes have been measurably changed and replaced by more participatory styles and cultures. The regionally developed “Branch Development Framework” has played an important role in assisting societies and programme managers to involve branch personnel in more planning, monitoring, feedback and service adaptation processes.

The sharing of the framework with Federation and some ICRC regional and country delegates has led to them promoting it effectively to their national society counterparts to ensure integrated capacity building strategies within all core programmes at national and local levels. There have been some excellent examples of the use of the framework within programme assessment, planning and monitoring activities. Examples are outlined in the DM and humanitarian values sections of this report.

The national societies continued to demonstrate interest in mutual capacity building opportunities by taking a variety of initiatives to share knowledge and human resources between societies in the region. Some of these have included: the first ever “Regional Fundraising Managers Forum”; the structured exposure visits of Sri Lanka to Pakistan and Nepal to India and Pakistan to learn about resource mobilisation; and the demand for trainers on gender and management development from Nepal and Sri Lanka Red Cross Societies. This principle continues to offer innovative learning between societies, leads to new systems and materials being adapted in other culturally similar environments, and maximises the use of an in-region human resource pool of expertise.

There have been measurable increases in fundraising in selected national societies as they undertake a more strategic approach to resource mobilisation. In Nepal, Pakistan and Sri Lanka the regional OD programme made available an external consultant to strengthen each society’s fundraising and communications teams. The support included: assisting the development of fundraising and positioning strategies; business plans showing return on investments and longer-term sustainability plans; practical training on developing appropriate resource mobilisation materials and linking these to the society’s internal and external communications strategies; and installing new donor software to better recruit and develop targeted sectors of public and institutional support.

### **Impact**

The regional OD programme activities have continued to build commitment within all national societies for the development of consistent standards in selected identified fields prior to their being adapted to local contexts and implemented thereafter. This process reconfirms the “added value” of regional programmes which continue to benefit country level service delivery to vulnerable people.

An indicator of this approach to collective standards is the agreement and strong commitment in the senior governance of the region to strengthen legal bases further to common collective standards required by the Red Cross/Red Crescent Movement. This decision was mandated in the form of a request at the regional Secretaries General meeting in June 2003 for the next steps in the legal base strengthening process in South Asia to include the development and systematic implementation of a regional “Leadership Orientation” module. The concept is to use the Federation’s globally consistent leadership development course and materials but adapt them to a regional context at a regional workshop for senior governance and management. Once the regionally consistent modules

are agreed at this workshop, each president/chairperson and Secretary General would aim to have the course accepted and conducted for governing boards at all levels of every society in the region.

Stemming from the regional constitution review workshop in 2001, this logical initiative moves from strengthened constitutions to improving the knowledge within each society's governing boards at both national and local levels about the other legal base requirements of the Movement. Its aim is to support the governance across the region in playing more active roles to ensure that the legal base standards of the Movement are met and adhered to in each national and local context. This in turn should lead to the strengthened overall positioning of each national society in a correct auxiliary status. If well implemented, the greater understanding in a wider set of stakeholders of the mandate of each society should in turn lead to more effective resource mobilisation to support vulnerable people in each environment. The constitution revision processes have had measurable impact in building this understanding and commitment within each society's governing board to the need to reposition itself, starting with a clarification of the legal base.

Apart from the stronger roles needed within governance, another area of impact flowing from the constitution revision processes has been the greater importance given within several national societies to the need for stronger management skills to undertake the further separated tasks of management defined in the new constitutions. All societies in the region have sent representatives to the Federation's regional PPP training courses to strengthen the planning and management skills of programme managers.

In addition, the Bangladesh Red Crescent Society was the first to avail itself of the regional "Management Development" module developed by the regional OD programme. Under this programme the Nepal Red Cross Society made available its senior management trainer, to jointly facilitate with internal Bangladesh Red Crescent Society trainers, a course to improve the management skills of middle managers from national headquarters and selected branches. The course was evaluated and well received and the Sri Lanka Red Cross Society has requested the same for the first quarter of 2004. The course validates the need for mutual capacity building between societies who have built up competencies in some areas, and others seeking similar advice, guidance, shared knowledge and training.

The growing commitment to recognise the need to strengthen their support structures to branches, and to see this level as the key strategic unit of each society, can be seen in several societies. Through use of tools such as the regionally developed "Branch Development Framework", greater attention is being paid within the majority of societies to a needs based approach to their national structure plans. The restructuring of national headquarters' divisions and departments, as a result of self-assessment and planning processes with a high degree of branch involvement, has been initiated in Sri Lanka, Pakistan, India and Afghanistan.

Other examples of needs based organisational restructuring stemming from the goal of strengthening branches as the key service delivery points of all societies are beginning to surface and be shared across all societies by the regional OD programme. The Bangladesh Red Crescent Society model of the "Branch/Unit Development Package" is anticipated to lead to overall organisational strengthening which could impact on the more traditional shape of national headquarters' service departments. For example, the direct requests from the branches/units to have more structured support in resource mobilisation activities to make them self-sustaining counters the previous culture of having a national fundraising team focussed on national fundraising alone and not contributing to wider sustainability goals across all levels of the society.

The emphasis on national headquarters-centric planning, which did not always result in vulnerable people gaining more services, is changing in measurable ways. This has been strengthened by more systematic strategic planning processes using tools to assist a national society prioritise some short, medium and long-term change goals and build consistency of vision at all levels of the society.

The mutual capacity building initiatives supported by the regional OD programme have been welcomed by societies. The Bangladesh Red Crescent Society used regionally reallocated DFID funds to conduct the regional training courses in resource mobilisation, gender sensitisation, and management development. The evaluations from these workshops identified issues for further strengthening but the overall training was accepted as valuable.

One of the areas for improvement will be to identify a wider group of resource persons from across the societies in the region and to see if greater sensitivity can be paid to languages when selecting trainers for other societies.

There has been considerable learning shared and developed in the area of resource mobilisation across the region. Following the impact of diversified and increased income in three societies as a result of the deployment of an external professional consultant by the regional OD programme, Bangladesh and Afghanistan Red Crescent Societies also requested support in conducting national resource mobilisation training for branch and national headquarters personnel which were both added and achieved within the 2003 regional work plan. The consultant was then also asked to spend more targeted support time in each national society in early 2004 to complete the capacity building work with each fundraising team. The lesson learned is that well selected external expertise, deployed after general training, can have significant target impact in an environment.

### **Constraints**

The national societies of the region have committed themselves to improving knowledge levels in governance and management concerning Red Cross/Red Crescent Movement legal base matters. A well coordinated support strategy will have to be agreed between ICRC and Federation regional and country delegations to provide the correct level of technical and legal support to each governance board. The model for this already exists in the way in which the regional OD programme for 2004 was jointly developed with the regional ICRC cooperation delegate, with a coordinated and shared budget for supporting certain activities (such as sharing half the costs of the proposed regional "Legal Base Strengthening" workshop in 2004). The culture of joint planning between ICRC and the Federation varies significantly at country level. A more systematic approach will have to be adopted, promoted and managed by the regional ICRC and Federation managers.

The regional OD programme had originally taken a mandate from the regional Secretaries General forum to establish regional fora for volunteering, youth and gender lead persons from each society respectively during 2003. However, the regional branch development workshop participants in December 2002 (which included three of the six Secretaries General) recommended that these be postponed until early 2004 to enable each national society to first consolidate its work in these respective areas before being ready to share their knowledge and learning more regionally. It is hoped that these fora can be convened during 2004 to maintain the momentum for mutual capacity building networks that could empower societies to support each other more systematically and lead to self-sustaining capacity building.

The overall time available to the regional OD delegate in 2003 (leading up to the end of mission at the end of October) did not allow for some activities to be completed such as the drafting of the regionally requested "Capacity Building Fact Sheets" and the "Regional Change Management Manual". It is hoped that the new regional delegate will complete the fact sheets, while the ex-regional OD delegate will undertake the writing and distribution of the "Change Management Manual" in his next mission as the Federation's Asia Pacific OD coordinator. In this context the manual will reach an even wider audience across the entire Asia and the Pacific region, sharing the knowledge generated by the societies of South Asia.

The work to support the resource mobilisation activities of selected national societies succeeded at the first level of transferring technical knowledge to national society counterparts. However, not all national societies have been willing to employ professionals in this field to build their capacity further. The high market rate salaries are the main disincentive and this will need further negotiation within the majority of national societies if they are to build their self-sustaining status and receive good returns on these salary investments. The regional OD programme will need to continue to develop strategies to identify and empower key stakeholders in each national society who can make greater contributions to the overall sustainability planning within that society.

## **Expected Result**

**Information development project:** Effective communications and advocacy will enhance 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 organisational network focussed on flow of information and knowledge; and
- Professional staff and resources in place in each national society.

### **Progress/Achievements**

The staff-on-loan project proved successful with two information staff members from national societies spending periods at the SARD information unit, gaining hands-on experience of the regional operation and one-to-one tuition/training.

With the exception of the Afghan Red Crescent Society, all national societies in the region have websites either active or in the design stage.

SARD continued to raise the skill levels of information officers in the region with the goal they would subsequently contribute to the capacity building of their respective national societies. This has proven to be particularly successful with the Nepal Red Cross Society and, to a lesser extent, with India.

The regional information manager facilitated workshops with national society counterparts in Bangladesh, India and Nepal. Two information officers from the Nepal Red Cross Society also facilitated the workshop for the Indian Red Cross Society, an example of information/resource sharing between national societies.

A joint regional information, reporting and finance workshop was held mid-year. The combination of the three areas highlighted to the participants the crossover and inter-connection of information, reporting and finance. A focus of the training was the branch development framework as an OD tool. The branch development matrix was interpreted in the ways the officers and their respective departments and national societies could (and would like to) take it forward in the areas of information, reporting and finance.

National society information officers were encouraged to participate in DM programmes to gain a greater understanding of that programme to assist them in dealing with the media in times of disaster. Two information staff attended the training course for the regional DR team.

### **Impact**

Articles/stories have begun to come from the various national societies, which is a reversal of the past where it was left up to the regional delegation to generate stories.

The staff-on-loan programme assisted with establishing minimum professional standards and enhancing skills. Because of his time spent at the SARD office, the information officer from the Nepal Red Cross Society was tasked with producing an annual report publication (not to be confused with the mandatory Federation annual report). The quality of the document showed a marked improvement on previous years.

### **Constraints**

None of the information staff in the region have journalism backgrounds. The information officer's role requires adherence to basic journalism concepts. These need to be further developed amongst national society information staff.

National society information staff struggle to produce articles/stories at short notice and to tight deadlines. There has been an improvement in the quality and timeliness of material produced but it needs to be provided more rapidly.

The lack of a formal network of information officers in the region and absence of a willingness amongst national societies to form such a network has hindered establishing a strategic approach to information sharing and development.

### **Expected Result**

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

#### **Specific expected results**

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

#### **Progress/Achievements**

Accounting software was installed at the national societies in India, Sri Lanka and Bangladesh. Sri Lanka was to commence using the software from the beginning of 2004 while the software in India, Bangladesh and Pakistan is expected to be fully operational by mid 2004.

The regional finance development manager visited Pakistan in September 2003 to explore the possibilities of introducing software in two provincial branches. The switch over from a manual to electronic system using the new software is planned for at least one Pakistan Red Crescent Society state branch by mid-2004.

Finance management training was conducted in Bangladesh, Nepal and Pakistan to enhance the capacity of district branch and headquarters finance staff. Training focussed on project finance management, finance discipline, reporting needs of donors, and setting timeframes for financial reporting.

As recommended by the Federation auditor, SARD upgraded the SCALA financial software and Crystal report writer at the Nepal Red Cross Society. The upgraded software will greatly assist the national society in fulfilling donor reporting requirements and address the recommendation made by the Federation's auditors.

As part of the staff-on-loan programme, the finance director of the Indian Red Cross Society visited the SLRCS for a fortnight and provided support in installing the Tally software. This laid the foundation for the introduction of proper accounting software. He shared his experience and exchanged plenty of ideas making for a successful and productive visit. In the exchange visit programme, district level staff of the Nepal Red Cross Society visited the other district branches to share experiences.

Pakistan and Sri Lanka prepared their own financial and internal auditor's manual and are awaiting approval from their respective governing bodies. The regional financial and internal audit manual has not been prepared because of funding constraints.

The regional finance development manager visited Afghanistan to assist the national society finance director in carrying out thorough finance assessments to pave the way for finance development work to begin in 2004.

The December regional finance directors meeting in Nepal discussed and reviewed the achievement of 2003 against the plans agreed in December 2002, and formulated plans for 2004. The regional finance directors shared success stories, problems and constraints, and how they were resolved.

### **Impact**

The finance development project has continued to support national societies in financial reporting and systems. National societies in the region have improved their financial management capacity, including accounting and financial reporting, and management information systems. Financial management is improving and has been

strengthened through ongoing interaction with the SARD finance unit, software installation and upgrades, and ongoing training.

### **Constraints**

Funding for the financial development programme arrived late. Due to funding constraints, the regional finance development manager has been unable to carry out all the activities planned under the 2003 Appeal.

### **Specific expected results**

#### ***Planning and reporting development project***

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

### **Progress/Achievements**

The quality of reporting across the six national societies in the region showed some improvement in 2003 but overall remains patchy.

Various capacity building activities were conducted such as: the Nepal Red Cross Society reporting officer spending a month at SARD as staff-on-loan; national society staff from Nepal, Afghanistan, India, Bangladesh and Sri Lanka receiving PPP training; the provision of new computer hardware for the Sri Lanka Red Cross Society; and a regional information/reporting/finance workshop.

While in the first half of the year the regional reporting delegate concentrated on capacity building activities, in the latter half of 2003 the incoming reporting consultant focussed more on trying to establish a regional reporting network. There are reporting focal points at delegation level in all six countries in the region. However, only three national societies have well established reporting focal persons (Nepal, Bangladesh and Pakistan). A major focus of the 2004 regional reporting and planning development project in 2004 will be to improve this situation.

Bangladesh and India are reasonably placed to make improvements in the quality of their reporting. The presence of a reporting delegate in Bangladesh has paid obvious dividends with that country consistently producing quality reports. The planned appointment of a programme coordinator at the India delegation in 2004, who will take charge of reporting issues, will be a boost. Nepal's reporting quality improved but that was due in main to the arrival of a Federation delegate in late 2003. Sri Lanka relied heavily on the Federation delegate to meet reporting requirements and this national society, along with Nepal, needs substantial capacity building work and assistance. The Pakistan Red Crescent Society made a major step forward in reporting with the designation of a reporting focal person. The Afghan Red Crescent Society has a very low reporting capacity and relies heavily on the Federation delegation there.

Basic mandatory Federation required reports were produced, mostly within the set deadlines.

The establishment of the regional reporting unit in Malaysia has provided the South Asia region with another training resource in addition to its valuable role as final link in the report production process.

## **Impact**

There was some improvement in the quality and timeliness of reporting. There was a greater degree of analysis and this reflected an improved understanding of reporting requirements and adherence to guidelines.

The basic framework of a regional reporting network has been established and will be developed further in 2004. The goal is to have reporting focal points at delegation and national society level linked together and sharing ideas and assisting each other in addition to the work of the regional reporting consultant.

## **Constraints**

There is lack of recognition of the importance of reporting in some national societies. It is still perceived by some as being low priority. This is reflected in the lack of willingness to commit a staff member to focus solely on reporting. The regional reporting consultant is conducting visits to all six countries in 2004 and keeping in regular contact with country delegations and national societies, and will continue to impress the importance of reporting and the need for the commitment of resources at national society level.

The general standard of written English in national societies in South Asia with regards to reporting is poor. This leads to draft reports often requiring substantial editing. There is the potential to develop human resources within national societies to improve written English skills. However in some cases this will be a long, slow process. There is the continued need for external support to address these deficiencies.

The 2004 reporting and planning development programme has taken note of these constraints and has incorporated more targeted and basic activities with the goal of establishing a solid base to improve reporting quality and recognise the varying stages of development/ability in reporting of the national societies in the region.

## **Federation Coordination**

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

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

### **Expected result**

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

### **Specific expected results**

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

### **Progress/Achievements**

The Federation's "Strategy for Change", giving more responsibilities to regional delegations, has been a driving force behind this project during 2003. In support of this process, a regional programme coordinator was appointed at the beginning of the year, thereby strengthening the regional delegation's coordination and management role.

The level of commitment to this process throughout the region has been high and the result of the new focus has been a strengthening of the team concept throughout the region, with country delegations and the regional

delegation being drawn closer together as part of a cohesive, regional Federation unit. This has been achieved through:

- a more integrated appeal and report preparation process, facilitated through the regional delegation;
- improved coordination of recruitment and utilisation of human resources;
- improved communications between the regional delegation and country delegations;
- regular coordination meetings between heads of delegation, Federation representatives and the SARD team; and
- Increasing technical programme support from the regional delegation to country delegations.

Innovative partnerships with national societies were forged during 2003. A Finnish Red Cross Society regional delegate joined the SARD team early in the year with a combined bilateral and Federation role. This latter role has expanded and the delegate is now an integral part of the regional DM team with key responsibilities in the Federation programme for 2004. This partnership has opened up new long-term funding opportunities with the Finnish Red Cross Society and government which will impact considerably on country level and regional DM and other programmes during 2004 and beyond. Additional long-term partnerships involving the Finnish Red Cross Society and European Union are also being explored.

A separate agreement with the German Red Cross Society for placement of a regional delegate in SARD was made in 2002 and was further consolidated during 2003, providing new partnership opportunities. Through this partnership, the German Red Cross Society has supported the Federation by the delegate's deployment as a Federation delegate during the Sri Lanka floods emergency, and a broader agreement for his use as part of the regional DM team in frontline emergency response is being negotiated for 2004. Aspects of the Federation appeal were also funded through this arrangement.

Regular meetings of the South Asia national society secretaries general have become an integral tool for regional collaboration and coordination. Despite postponements earlier in the year due to security issues, two such meetings took place in 2003 and proved highly successful in increasing national society ownership of this process, resulting in secretaries general calling their own regional meeting in Sri Lanka for January 2004.

Innovative partnerships are also being sought in the health field to address the major challenges of HIV/AIDS in South Asia. A major catalyst for this has been the acceptance by the Swedish government/SIDA office in Delhi of a Federation/Swedish Red Cross Society concept paper on Red Cross/Red Crescent long-term HIV/AIDS programmes in the region. Development of a detailed proposal involving a variety of partners, including the Swedish Red Cross Society, will proceed in 2004. (See the health section of this report for further details)

The regional CAS was adopted by the South Asia secretaries general in July and has become a key guiding document for future programme planning along with the *Manila Action Plan* and *Kabul Pledge*.

With country delegations reporting to SARD in 2003 in line with the "Strategy for Change", considerably increased responsibilities in human resource development and management were placed on SARD, including more involvement in delegate recruitment and regional recruitment of staff.

Harmonisation of human resource policies and procedures across Federation delegations has also been a priority in 2003, resulting in improved coordination of regional recruitment and training of Federation and national society staff. More systematic processes for the selection of candidates for delegate basic training courses (BTC) have been put into place throughout the region, thereby increasing the pool of high quality candidates available. During 2003, six candidates from the region attended BTC organised by sister national societies and three delegates were recruited from within South Asia.

### **Impact**

Direct impact of this type of project on vulnerable people is difficult to measure as the main focus is to ensure coordinated and effective management of Red Cross/Red Crescent activities in the region.

The new innovative partnerships being pursued have resulted in increased support for SARD but also for national society programmes, thereby facilitating impact on target groups.

Secretaries-general have been empowered through their regular coordination meetings, formulating regional policy and arranging for their own independent meetings.

There has been a direct impact in the human resources field where rapid and effective deployment of regional expertise (RDRT, FACT, staff-on-loan and delegates) facilitated a rapid response in the Sri Lanka floods operation.

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

### **Constraints**

The planned regional partnership meeting did not take place in 2003, partly due to limited demand from national societies but also due to unavailability of suitable time slots in a busy year. It will now take place in March 2004.

Due to the limited number of qualified candidates, the planned regional BTC did not take place in 2003; however demand was satisfied through selecting and preparing suitable candidates for inclusion in national society BTC as places became available. This policy will be continued during 2004.

A key role of SARD in the new working environment is to be the principal source of technical support to country delegations. Although there has been a marked increase in such support, SARD still lacks sufficient capacity in some programme areas to deliver this support at the required level. Subject to the availability of sufficient funding, this will be addressed during 2004 by increasing technical capacity in SARD.

## **International Representation**

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

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

### **Expected result**

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

### **Specific expected results**

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

### **Progress/Achievements**

Legal status agreements (LSAs) were signed with the governments of Afghanistan and Bangladesh during the second half of the year, and work has continued towards obtaining LSAs in India, Sri Lanka, and Pakistan. The Indian delegation operates under a project office status and the regional delegation has applied for liaison office status, which should improve its chances of obtaining a legal status.

Regular meetings were held with diplomatic missions, UN agencies (especially UNAIDS, UNHCR, WHO and UNICEF), EU and ECHO. In addition, newsletters, information bulletins, the *World Disaster Report*, annual and

emergency appeals with targeted covering letters were sent to the above as well as other agencies, to promote the role and policies of the Federation.

Every effort is made to attend regional fora such as the Afghan Development Forum in Kabul in March. This meeting was a follow-up to the Tokyo gathering of 2002. Twelve key donor countries attended plus the World Bank, Asian Development Bank, IMF, EU and many UN agencies.

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

The DP coordinator and DR delegate attended the workshop “Bringing Livelihood Concerns into Disaster Mitigation Policy in South Asia”, organised by ITDG South Asia in Sri Lanka in June. During this workshop, a policy paper was drafted around the theme of “disaster resistant and sustainable livelihoods” as a basis for rights-based relief activities. Representatives of CARE India, ITDG, as well as government representatives attended the workshop. An advocacy strategy paper was also drafted. It was decided to use the South Asia Association for Regional Cooperation (SAARC) as a platform for the discussion on this and possible other regional DM issues.

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.

The vice-chairman of the Indian Red Cross Society and vice-president of the Federation have been very active in promoting the work of the national societies in South Asia on a political level and within the industrial/business sector.

In September 2003, an MoU was signed between WHO SEARO and the Federation with four countries in South Asia being included, namely India, Bangladesh, Nepal and Sri Lanka. The MoU gives the Federation and these four national societies an opportunity to forge partnerships in terms of free technical advice and support in day-to-day health and HIV/AIDS programmes, in addition to support in times of emergencies.

### **Impact**

As each month goes by the increase of invitations to meetings, functions, regional fora, as well as enquiries about national societies’ work, is very noticeable. 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, DP, HIV/AIDS, strategic distribution of *World Disaster Report* and strengthening of national societies, the Federation is building stronger partnerships with governments, diplomatic missions, UN agencies, EU/ECHO, DFID, USDA, USAID, SIDA and ICRC. This has resulted in an 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 organisations are seeing us as a reservoir of knowledge, good practices, models and information.

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

### **Constraints**

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

## Field Management

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

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

### Expected result

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 SARD maintain a sense of teamwork between all delegates and staff in the Federation's country delegations and SARD;
- Efficient and effective programme monitoring and implementation with quality reporting to partners and donors;
- Sound financial management at all levels ensures expenditure within approved budgets; and
- Effective mechanisms established to ensure complete and timely flows of key information to donors and between all delegations in the region.

### Progress/Achievements

The "change strategy" came into effect on 1 January 2003, with all country delegations reporting to the head of regional delegation in New Delhi. Due to the previous strong links between country and regional delegation, this transition proceeded quite smoothly.

Three regional SARD Federation team meetings were held during the year with all heads of delegation, Federation representatives, regional delegates, Geneva regional team members and project managers. The last two gatherings also included separate meetings for heads of delegations only, focussed on management issues.

The purpose behind this change is to listen carefully to national societies, thereby being able to strengthen their capacities and their service delivery to the most vulnerable.

Having a programme coordinator in place early in the year has seen an improvement in overall programme coordination, improved reporting both narrative and financial, as well as monitoring and evaluation. It can clearly be seen that the management of the regional delegation has improved because of having two people in senior management positions in the delegation.

Information sharing has clearly improved through email, a bi-monthly newsletter, monthly management reports and regular meetings.

At the end of the year, expenditure was on target and there was no deficit. The head of regional delegation and the programme coordinator received advanced financial forecasting in Kuala Lumpur at the regional finance unit.

One of the significant achievements was incorporating the Finnish Red Cross Society programme coordinator (who spends 50 per cent of her time on Finnish Red Cross Society projects in Afghanistan and 50 per cent of her time on regional delegation work) and the German Red Cross Society regional bilateral delegate, into our regional team. Having the Finnish and German Red Cross Society delegates in the SARD office makes it much easier to coordinate efforts.

### **Impact**

A strong sense of teamwork has been engendered with a much higher level of creativity and application as people now feel part of a strong regional team rather than only part of a sometimes isolated country team.

Reflecting on the year and measuring the impacts through various assessment reports, newsletters from national societies, and feedback from visiting PNS staff, UN agencies, I/NGOs and governments, it is clear national societies in the region are receiving coordinated optimal support from country and regional delegations.

The South Asia team approach has also seen improved performance at all levels in the Federation through a strong commitment to coaching, peer group feedback and regular staff appraisals.

The combined resources of a regional team clearly give SARD the means to respond to the needs of the most vulnerable more effectively and in a more timely fashion. Using human resources from Bangladesh and India to assist the Sri Lanka Red Cross Society with its floods and landslides operation in May was a good example of this. A member of the Bangladesh Red Crescent Society worked in India as a delegate during the flood operation. In the Afghanistan delegation, the head of delegation is from Bangladesh as is one head of sub-delegation, and two of the heads of sub-delegations are from Sri Lanka and Nepal.

We have moved people from one country to work in another and moved country specific people to work on regional projects thereby using internal human resources much more effectively

### **Constraints**

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