

Appeal 2004

 International Federation
of Red Cross and Red Crescent Societies

South Asia Regional Programmes

Appeal no. 01.61/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilising the power of humanity. The Federation is the world's largest humanitarian organisation, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

Programme title	2004 in CHF
Strengthening the National Societies	
Health and Care	892,936
Disaster Management	1,029,174
Humanitarian Values	184,225
Organisational Development	844,912
Representation, Management, and Implementation	876,453
Total	3,827,700¹

¹ USD 2,870,775 or EUR 2,449,728

Regional Context

The Red Cross Red Crescent Societies in the South Asia region face increasingly complex challenges serving a growing number of vulnerable communities in their respective countries. Red Cross Red Crescent branches provide unique grassroots humanitarian services by strengthening civil society, particularly in remote rural communities. They are often the only organisation present and willing to provide an increased degree of stability and security helping reduce urban drift.

With increased visibility and external financial support, the International Federation with the Red Cross and Red Crescent national society network in South Asia will be well equipped to continue implementation of the urgent humanitarian mandate ahead.

The last two years has been an exciting time in South Asia with six committed national societies achieving dramatic improvements in terms of strengthening their respective capacities and an emerging boldness in becoming advocates for the increasingly vulnerable populations. This has not happened overnight but through a strategic participatory approach starting with the first generation of national cooperation agreement strategies (CAS) building on national five-year plans, tackling prickly issues like constitutional reviews, integrity issues, change management, poor human resource management, HIV/AIDS and emblem abuse.

A small but loyal number of partners, have sustained the process by providing financial support and sharing their human resources. The Federation delegation strives to increase the number of long-term partnerships to continue to address these and more agreeable issues such as fundraising and communications, humanitarian values, population movement, disaster management and probably the most revolutionary, developing and getting agreement on a branch development framework. This latter initiative enables integrated capacity building within all programmes at branch level, with strong communication and technical links back to national headquarters. The old top-down approach is changing with branches feeling empowered as winds of change blow in both directions. The results of this is are improved service delivery to the urban and rural poor in health, community-based first aid, HIV/AIDS, disaster preparedness and disaster response (including population movement).

The Federation secretariat's 'strategy for change' brings regional and country delegations closer to national societies with very open and honest relationships, where creativity has flourished and calculated risk-taking has been encouraged even among the national societies themselves. The growing confidence of secretaries-general owes much to the biannual secretaries-general meetings. The last two have seen national society leadership come up with its own priorities and pledges, which deal with humanitarian issues at national levels, such as, "renewing our efforts to break down barriers separating our communities in our diverse region and building trust and building links between groups in shaping a future together." (Kabul Pledge 2002 – see below for details). Putting principles and talk into action is alive in South Asia with outstanding examples of advocacy and hands-on work by national societies in the difficult areas of communal violence, discrimination against refugees, river erosion, unpopular drought operations and standing up for the rights of people living with HIV/AIDS (PLWHA).

For two years following the events of 11 September 2001 there was an increase in cross-border tensions and an overall destabilisation in the South Asia region - exacerbated by a war between coalition forces and al-Qaeda and Taliban groups in Afghanistan. This had a marked impact on Pakistan, followed soon after by an attack on the Indian parliament on 13 December 2001, which the Indian government blamed on terrorists aided by Pakistan. As a result, India reduced its diplomatic relations with Pakistan, which further deteriorated some months later with threats of using nuclear weapons as tensions escalated between the two nuclear powers.

A thaw started in mid-2003 with Pakistan and India normalising relations again beginning with restoring the bus link between Delhi and Lahore in late July. A few weeks later high commissioners took up their respective posts in Islamabad and New Delhi.

Uncertainty surrounds the conflict scenario in Nepal with positives of a ceasefire between the government and the armed opposition in January, offset by a collapse in talks and an end to the ceasefire in August. In Sri Lanka the political situation remains gloomy as the Liberation Tigers Tamil Eelam (LTTE) refuse to recommence negotiations and both the government and LTTE forces are reported to continue to bring in new weaponry into their respective areas of influence.

The situation in Afghanistan remains precarious as the Kabul-based government faces remnants of Taliban and al-Qaeda trying to destabilise the government by attacks against foreigners, humanitarian organisations, pro-government officials and strategic installations.

Compared to the other countries, Bangladesh has been quiet on the political front apart from 'hartals' (strikes) against the government which are part of the fabric of the culture and politics.

With the current insecurity in the region and thousands of kilometres of porous borders, incursions and attacks, the HIV/AIDS pandemic, human trafficking, and population movements are not only likely to continue but can be expected to increase. With this background, there is a need to scale up programmes at community level, especially targeting schools and youth institutions, which are in a position to build trust and influence non-aggressive behavior through humanitarian values programmes.

The UNDP Human Development Report 2003 notes that South Asia remains one of the world's poorest regions. And because it is so heavily populated, it is home to the largest number of poor people. More than one-third of South Asians lack access to adequate sanitation, one-third is in poverty, one-quarter is hungry, one-fifth of children never make it to primary school and almost one-tenth of children die before age five.

However the report further notes, significant progress has been made in all these areas in the 1990s, lifting the region from the basement of development. Moreover, country performance was more homogeneous than in any other region: except for Afghanistan, no country experienced reversals in the key indicators for the Millennium Development Goals (see below).

Further causes for optimism for the region are economic indicators. With the notable exception of Afghanistan, which has had negative growth, countries across the board in South Asia have experienced average annual growth in GDP per capita of above 2.5 per cent in the last two decades². There needs to be a note of caution in that this general economic progress is fragile. The region is prone to natural disaster which can at any time arrest hard-gained economic achievements.

The UNDP Human Development Report indicates the progress made and status of each country in relation to its millennium development goals. The following is a summary of the progress of countries in the South Asia region regarding selected goals.

Goal 1, Target 2: Halve between 1990 and 2015 the proportion of people who suffer from hunger.

South Asia is not faring well as a region. India, Nepal, Bangladesh and Afghanistan are categorised as 'far behind'. Only Sri Lanka and Nepal are regarded as being 'on track'.³

*Goal 3, Target 4: Eliminate gender disparity in primary and secondary education, preferably by 2005: Bangladesh and Sri Lanka have virtually achieved, or have achieved, these goals with the girl-to-boy percentage ranging from 94 to 103 percent. India and Nepal are making steady progress (ranging from 69 to 79 per cent) while Pakistan is lagging behind. No data was available for Afghanistan.*⁴

Goal 4, Target 5: to reduce under-five mortality by two-thirds between 1990 and 2015.

² UNDP Human Development Report 2003.

³ UNDP Human Development Report 2002.

⁴ UNDP Human Development Report 2003.

South Asia is described as ‘lagging behind’, trailing all regions but sub-Sahara Africa in progress towards this goal.⁵

Goal 5, Target 6: to reduce maternal mortality by three-quarters between 1990 and 2015.

South Asia is rated as unlikely to meet the target whereas most other regions are currently on track. However, the challenge is greater here than for Goal 4 Target 5, as the percentage of births attended by skilled personnel is rising only slowly (from a very low base) in South Asia.⁶

Goal 6, Target 7: to have halted and begun to reverse the spread of HIV by 2015.

While it is difficult to ascertain comparable trend data for assessing how well countries are fighting the disease, it is widely acknowledged that South Asia is on the verge of an epidemic.⁷

Red Cross Red Crescent Priorities

Movement Context

The mission of the International Federation’s South Asia regional delegation (SARD) is ‘to work as a coordinated Federation team with all members of the International Red Cross and Red Crescent Movement and external stakeholders, to facilitate better use of regional resources, mutual learning and support between national societies and other partners in delivering self-sufficient relevant programmes in disaster preparedness and response, health and care in the community, and the promotion of humanitarian values’.

Established in 1998 the SARD covers six South Asian countries with established Red Cross and Red Crescent societies, namely, Afghanistan, Bangladesh, India, Nepal, Pakistan and Sri Lanka. Two other countries, Bhutan and Maldives, do not have national societies at present.

The overall goal of the Federation’s South Asia 2004 appeal is to help the region’s national societies build the capacity to support the country’s most vulnerable through better service delivery and advocacy in four core areas (outlined under ‘Priority Programmes for Secretariat Assistance later in the document) and the three strategic directions of the Federation’s *Strategy 2010* which are:

- well-functioning national societies;
- responsive and focused programming;
- effective teamwork.

In addition to coordination and capacity building of its member national societies in assisting vulnerable people, the secretariat’s role is to represent its global membership on the international stage. The Federation in South Asia has been successful in mobilising international assistance for national societies, both from partner Red Cross Red Crescent Societies and international donors and has further enhanced its significant representational capacity at the country level.

Regional Priorities

The South Asia regional delegation actively encourages national society leadership in developing its mandate founded on global strategic priorities of the Federation Secretariat.

The current regional priorities were developed through regular and intensive consultative processes commencing with biannual secretaries-general meetings, regional partnership meetings and various regional technical meetings. National societies of the region endorsed the work of these forums and that of the Federation’s regional delegation through the Kabul Pledge, adopted during the meeting of the South Asia secretaries-general in Islamabad in August 2002. The pledge states the following regional priorities, which continue to guide Federation support to national societies :

⁵ WHO 56th World Health Assembly Report

⁶ WHO 56th World Health Assembly Report

⁷ Human Development Report Office Working paper #1 Johansson & Stewart

Kabul Pledge (adopted at the 26-28 August 2002 meeting of the South Asia secretaries-general in Islamabad):

“We, the Secretaries-general of the Red Cross and Red Crescent Societies of South Asia, who serve almost a quarter of the world’s population in a region where millions are at risk to a variety of hazards, both natural and man-made, pledge to continue working together to support the humanitarian needs of the region’s most vulnerable people. We acknowledge that the humanitarian challenge in the region is huge and we pledge to assist those most in need in the following ways:

- *Strengthening our humanitarian networks, to share knowledge and best practice in how best to address the region’s vulnerability to crisis via coordinated policies and practices in disaster preparedness.*
- *Ensuring the region’s growing capability in disaster response is enhanced so that each national society’s capacity to respond to a crisis in a timely and focused manner is increased.*
- *Continuing to establish clear mechanisms for sister societies, and for the Federation and the ICRC to assist on those occasions when our national societies request support in the face of an overwhelming crisis.*
- *Renewing efforts to break down barriers separating communities in our diverse region and building trust and links between groups in shaping a future together. We will live and work in our communities and lead by example, under our emblem, for the cause of coexistence and tolerance.*
- *Increasing our commitment to confront the HIV/AIDS pandemic by making our prevention efforts more effective, improving treatment for people living with the virus and reducing the stigmatisation of those who have HIV/AIDS. Our South Asia regional network on HIV/AIDS will coordinate responses as well as share lessons and best practices on how to reduce vulnerability of this health crisis.*
- *Strengthening our role in the collection of safe blood and seeking more technical and policy support from the Secretariat.*
- *Supporting the change implementation strategy of the Asia Pacific region and advocating a delegation with authority and resources to the South Asia regional delegation so that it can serve in strengthening the capacities of national societies in the region.”*

At the conclusion of the last secretaries-general meeting held in Afghanistan on July 1-3 2003, the secretaries-general again confirmed their commitment to the Kabul Pledge and its priorities and committed their national societies to following through (see Section 5 below for details). These pledges are very powerful and incorporate *Strategy 2010, Strategy for the Movement, Regional Cooperation Agreement Strategy (RCAS)* and the *Manila Action Plan*.

Strengthening National Societies

The South Asia regional delegation is committed to supporting the implementation of the national societies’ four/five-year strategic plans. These plans are the foundation for coordinated assistance supporting each national society’s developmental priorities.

Each plan is the basis for the inclusive cooperation agreement strategy (CAS), crafting partnership relations in support of the national society programmes and priorities. Bangladesh Red Crescent concluded their CAS process in 2001 with the process continuing in Afghanistan and Nepal. This process strengthens the country’s strategic planning and implementation and provides coordinated assistance to the national society’s capacity building.

During the first round of the CAS processes national societies were asked to define regional priorities, subsequently incorporated into the draft of the RCAS, which was approved at the secretaries-general meeting in Kabul in July 2003.

The strategic relationship with the ICRC is becoming an increasingly constructive and vital area of capacity building coordination. In all countries, the delegations of the ICRC and the Federation have harmonised support for capacity building initiatives in many programme areas such as the

humanitarian values programmes, emblem campaigns, conflict preparedness as part of disaster preparedness, and joint support to constitutional revision processes, where the Federation has a lead role and the ICRC provides technical assistance if requested.

Priority Programmes for Secretariat Assistance

Deciding on key programmes reflecting the priorities of the four core areas of Strategy 2010, the Strategy for the Movement, the Secretariat's Strategy for Change (in particular the Asia Pacific implementation plan), the Manila Action Plan, the RCAS, and the Kabul Pledge is no easy task when the region's large population and humanitarian needs are taken into consideration. Priorities identified for 2004-2005 remain much the same as for the 2003-2004 appeal:

- health capacity strengthening (with increasing scaling up of HIV/AIDS-related activities);
- disaster management (disaster preparedness, disaster response and population movement having been merged);
- information and advocacy strengthening and the promotion of humanitarian values; and
- organisational, financial, reporting and resource development.

Common regional priorities and concerns identified by all national societies in the strategic planning processes are incorporated into all programme plans, as detailed below.

This strong base of knowledge obtained through national societies' self-assessment, reflection and planning processes helped the SARD to ensure a common capacity building approach and mandated the team of the SARD to work in an integrated and consistent way across all programmes. It is critically important to sustain this positive development, with consistent resourcing.

Key elements of the regional priority programmes planned for 2004 are shown below:

Health and Care

The Red Cross Red Crescent (RCRC) in South Asia has long recognised the importance of health programmes in addressing vulnerability and these programmes have formed the backbone of the RCRC activities for decades. All six national societies in the region run very large, country-wide health and community development programs working through an extensive network of Red Cross branches, dynamic volunteer and youth networks.

To provide effective support for national societies' public health work, the SARD regional health unit needs to be able to accurately gauge the status of national societies' health programmes and have an overview of the organisational context within which they are implemented. An extensive mapping exercise was carried out in 2003 to achieve this.

In 2004 the regional delegation will continue to facilitate regional collaboration coordination and capacity building within the core areas of primary health care, reproductive health including HIV/AIDS, first aid, blood safety, water and sanitation and emergency health.

Overall Goal

National societies deliver high quality public health interventions making significant impact in reducing vulnerability in South Asia.

Programme Objective

To enable national societies in South Asia to enhance their capacity to deliver high quality sustainable public health interventions in the identified core fields supported through effective regional networking and coordination mechanisms.

Disaster Management

During the past three years, disaster preparedness and disaster response have been successfully integrated into a holistic disaster management approach while there has been the introduction of global initiatives such as the Better Programme Initiative (BPI) and SPHERE into programmes.

Through training programmes, staff exchanges, regional disaster response teams (RDRT) development and knowledge sharing initiatives, a higher level of regional ownership and responsibility has been achieved, which links both with national programmes and international response tools and initiatives. Within the context of regionalisation, the flexible and innovative approach in the implementation of the South Asia regional disaster management programme receives continued endorsement during the regular secretaries-general meetings.

The increasing concern of national societies with the challenge presented by extensive population movement throughout the region is embodied in the *Manila Action Plan*. It is also reflected in South Asia through scaling up of the 2003 embryonic population movement initiative that now appears in this appeal as a separate project for 2004 and deserves increased attention and financial support.

Overall Goal

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

Programme Objective

The South Asia RCRC national societies have an improved response mechanism to the needs of the most vulnerable disaster-prone population, before, after and during disaster and emergency situations.

The disaster management programme has three projects, each managed by a separate project manager for timely and focused implementation:

- Disaster preparedness
- Disaster response
- Population movement

Humanitarian Values

Recognising the relevance of the promotion of humanitarian values for effective programme planning, national societies in the region have committed themselves to the issues of tolerance and anti-discrimination by way of the *Manila Action Plan*, and more specifically through the Kabul Pledge.

During 2003, humanitarian values have been integrated into disaster management, particularly through national societies' training in the BPI, the Reach Out project and SPHERE. Through their regular programmes, national societies have advocated for changing the attitudes and behaviour among communities across the region and the Movement's Fundamental Principles are routinely disseminated through training programmes.

Having made progress in the area of humanitarian values within South Asia, national societies have now voiced the need for addressing the global agenda on discrimination and will enhance their capacity in this regard through exchanges of staff and volunteers, and also through documentation of best practice of humanitarian values and advocacy. This regional programme will provide the necessary Federation support in this endeavour.

Overall Goal

Build trust and increased understanding, reduce the tensions, violence and discrimination within communities across South Asia through existing programmes of the national societies.

Programme Objective

Effective communication with internal stakeholders, the media, public authorities, and civil society result in changed behaviour of target groups and consequent reduction in discrimination.

Organisational Development (OD)

The focus for the next several years in South Asia centre on supporting the six national societies to continue to consolidate their commitments to change and to assist governance and management to identify and develop the competencies and skills required to manage improved humanitarian services

in such a complex region. The integration of capacity building and OD support strategies with ICRC is a critical determinant of success as conflict sensitive environments continue to prevail in significant parts of the region.

Overall Goal

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

Programme Objective

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

Implementation and Management

The Federation *Strategy for Change*, in effect since January 1 2003, placed significantly increased demands on the accountability and managerial capacity of the SARD since all country delegations are now line-managed by the head of regional delegation (HoRD), based in New Delhi. Primary responsibility for provision of technical advice and support to country level delegates and programme managers also came to SARD.

Under this core programme, the regional delegation has increased responsibility to deliver results in the key areas of the Federation's objectives for 2004 to 2007:

- Coordination, cooperation and strategic partnerships
- Effective representation and advocacy
- International disaster response
- Governance support
- Delegation management

In addition to implementation through core programme areas, where applicable, this will be achieved through two specific projects in 2004:

Federation Coordination and Representation

Overall 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 South Asia national societies and the vulnerable communities they serve to receive optimal support for the implementation of their priority programmes through a coordinated response by partners from inside and outside the Movement.

Regional Delegation Management

Overall Goal

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

1. Health and Care

Background

The widening gap between the rich and poor is increasingly recognised as a threat to global stability not only in economic, environmental and ethical terms but increasingly also in security terms. Improving the health of populations has been identified as one of the prime strategies to reducing global poverty.

Three of the eight Millennium Development Goals are health related, as are eight of the 18 targets and 18 of the 48 indicators.⁸

In South Asia governments and health systems struggle to cope with a host of public health challenges. With a fifth of the world's population and some of the world's highest deprivation levels, political instability, growing conflict, human trafficking, population movement and porous borders South Asia continues to lag behind other regions in progress towards the health-related development goals. The percentage of births attended by trained personnel is rising only slowly and maternal and child mortality remain unacceptably high. The region has some of the highest tuberculosis (TB) incidence rates in the world, and the prospect of enhancement of already high transmission rates, simultaneously with a rising HIV epidemic is disastrous. Communicable diseases make up the largest proportion of the disease burden, and although progress has been made, constant vigilance is needed, as demonstrated by the fact that in 2002 nearly 90 per cent of global polio cases were found in South Asia.

The Red Cross Red Crescent in South Asia has long recognised the importance of health programmes in addressing vulnerability and health programmes have formed the backbone of the RCRC activities for decades. All six national societies in the region run large, country-wide health and community development programmes working through an extensive network of RCRC branches, dynamic volunteer and youth networks. For example:

- Bangladesh has a country-wide network of more than 150,000 youth volunteers, participates actively with the government in National Immunization Days (NID), and is unique in that its focus is specifically on reaching mobile populations, playing a significant role in the national programme.
- The Afghan Red Crescent has a country-wide network of primary health care clinics serving close to a million beneficiaries a year in addition to nearly 14,000 community-based first aid (CBFA) volunteers who deliver health and hygiene promotion at community level.
- The Pakistan Red Crescent delivers reproductive and maternal and child health (MCH) services to nearly 200,000 women every year through extensive branch networks.
- The Sri Lanka Red Cross has over the past years through a countrywide network of 25 branches, trained representatives from 84 organisations and more than 2,000 individuals in first aid.
- Indian Red Cross collects around eight per cent of all the blood transfused in India.
- Nepal Red Cross runs HIV/AIDS control programmes in over 70 per cent of the 75 districts in the country and holds the single largest database in the country on arsenic contaminated wells, with more than 11,000 wells tested.

These are a few selected examples but all the national societies have programmes in a variety of public health fields including primary health care, reproductive health including HIV/AIDS, CBFA, water and sanitation, blood donor motivation and recruitment, and emergency health.

Blood programmes continue to be a major public health focus in the region and a priority for the national societies with the Federation providing targeted support to blood donor motivation and recruitment. HIV/AIDS is advancing at an alarming rate in South Asia with six states in India experiencing generalised epidemics and the country reporting the second highest number of infected people anywhere in the world. Some 63 per cent of all HIV cases in the wider Asia Pacific region are found in India alone but concentrated epidemics are advancing fast in other countries in the region as demonstrated by examples such as Nepal where rates in some highly vulnerable populations have shot up to 68 per cent. South Asia's large population, extreme poverty and high underlying TB rates are among the factors that make the region crucial to the future global fight against the epidemic.

National societies in South Asia run very large primary health care and reproductive health programmes of various types in addition to far reaching networks of CBFA volunteers delivering

⁸ UNDP Human Development Report 2003

health promotion at community level. The region is particularly disaster-prone and national societies play a central role in the local emergency health response to disasters, occurring on an almost annual basis. Water sanitation programmes play a major role in securing adequate amounts of clean water to vulnerable populations coupled with sanitary and promotion interventions

Vital to the SARD regional health unit's effective support of national societies' public health work is gaining a clear understanding of current standing of the health programmes as well as an overview of the organisational context within which they are implemented. In response, the regional health unit in 2003, with support from the Japanese Red Cross, carried out a regional mapping of major health activities in the region. Visits were made to all six countries and extensive consultation with national societies, country delegations, partner societies and other partners was carried out.

Recognising the importance of good organisational structures and holistic and integrated approaches for sustainable programming the following areas were examined:

- Processes for formulation of objectives
- Monitoring and evaluation systems
- HIV/AIDS
- First aid
- Reproductive health
- Primary health care
- Safe blood
- Other health programmes
- Human resources context
- Links of health programmes to other national society programmes
- Linkage to ICRC programmes
- Collaboration with the UN
- Collaboration with government
- Perceived needs for regional collaboration
- Funding trends

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

Within the organisational development programme, national societies in the region are receiving support in developing - through participatory approaches - long-term development plans, which emphasise capacity building and branch development through programmes. Broad information was collected on the status of this work according to country.

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

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

The regional mapping report, shared extensively with various partners, thus provided a comprehensive baseline to the current situation, informing on national society identified priorities, contextual factors as well as perceived needs for regional support. The information has been used widely. It has fed into the development of long-term plans for regional support to health programmes, as well as informing the planning process for 2004.

The RCAS developed and endorsed by the South Asia secretaries-general forum in 2003 further defines the mandate and role of the regional health unit supported by a series of policy commitments such as the Kabul Pledge and the *Manila Action Plan*.

The year 2003 also saw the roll out of the Federation's strategy of increased decentralisation, empowering regional delegations to play a greater role in decision making previously handled by the Geneva secretariat. The support role of the regional delegations expanded, taking increased responsibility for technical, fundraising, and human resource support to the country programmes previously done by Geneva. The regional health unit responded to this by strengthening its human resource base through the establishment of two regional health officer posts preparing for scaled-up technical support to the countries. In 2004 downscaling of the two large post emergency operations in the region (Afghanistan and India) will continue, further increasing the role of the regional delegation in direct technical public health support to these respective national societies in the transition period.

Regional networking and south-to-south collaboration are increasingly promoted as effective means of improving sustainability of interventions and supporting countries tackling issues that might be harder to address at an individual country level. Advocacy can be more effective through regional fora, especially when dealing with sensitive issues. Sharing and collaboration on best practices can act as a catalyst to boost existing responses, explore and scale up new responses and optimise use of financial, technical and human resources.

National societies in South Asia are, with their wide coverage, common identity and well established infrastructure, particularly well placed to realise the full value of regional approaches in addressing vulnerability.

The regional health unit provides national societies with technical support in public health in the fields of primary health care, reproductive health, HIV/AIDS, first aid, blood donor motivation and recruitment, emergency health, and water and sanitation. The SARD is developing a team of strong public health professionals with expertise in the corresponding fields. Emphasis is placed on, where possible, promoting resources from within the wider region and linking with leading public health institutions in and beyond the region.

The impact of regional collaboration has already been demonstrated through existing regional networks that have played important roles in maintaining political momentum for prevailing public health challenges such as HIV/AIDS, advocating, building capacity and supporting individual national societies in dealing with sensitive issues. However there is still plenty of scope for further scaling up of regional collaboration, and building technical capacity is of prime importance, both at country and regional level.

In 2003 the regional health unit continued to support the South Asia regional network on HIV/AIDS (SARNHA) and the running of the SARNHA coordination office in Kathmandu. The network supported the development of HIV strategic plans using participatory approaches in three national societies, thereby laying an important cornerstone for further scaling up of the respective responses. Four national societies were supported with network facilities greatly improving their ability to communicate and network regionally. The network was further instrumental in enabling countries to develop links with PLWHA through participation and presentation of PLWHA in its biannual meetings. In addition advocacy materials were developed, a quarterly newsletter published and anti-stigma events supported. Two regional workshops for HIV focal persons were conducted focusing on capacity building on programme issues, both with participation from PLWHA. This has resulted in greater awareness among different actors of the injustice and damage resulting from stigma and discrimination.

All national societies in South Asia have, in the last five to ten years initiated specific HIV/AIDS programmes and are implementing HIV/AIDS prevention, anti-stigma and care activities, including youth peer education programmes, interventions with mobile populations, blood safety programmes, awareness interventions through volunteer networks, and anti-stigma interventions.

The Red Cross Red Crescent HIV response in South Asia greatly benefits from partnerships, through complementary areas of expertise. The Center for Disease Control (CDC) and the American Red Cross support the Indian Red Cross in the implementation of blood safety programmes and prevention programmes with youth. The German Red Cross and Federation provide additional support for youth life skills development.

The Federation has entered into partnership with the OPEC Fund implementing HIV prevention, care and anti-stigma programmes in six countries and through three regional delegations. In South Asia, Nepal and Sri Lanka Red Cross and the South Asia regional office implement HIV programmes under this agreement. At country level some national societies such as Nepal Red Cross have accessed funds from the Global Fund for HIV/AIDS, Tuberculosis and Malaria (GFATM), and have already had proposals accepted while others are in the process of becoming members of the Country Coordination Mechanism (CCM). In addition, other donors support HIV programmes for many smaller national societies.

The scale of international support currently provided to the HIV programmes in the region is not insignificant (around CHF 1.8 million a year). However the fragmentation, short-term nature and small size of the support, relative to the scale of the problem are limiting factors hampering the full scaling up of the response and truly realising the large potential of the RCRC as a major civil society player mobilising its vast volunteer networks.

The regional health unit mapped out available training material for each country and supported national societies through the supply of relevant public health literature. Mutual learning between national societies was supported through a variety of activities including the facilitation of exchange visits where health managers from Nepal supported Sri Lanka in their strategic planning in addition to exposure visits of CBFA managers between Afghanistan, Nepal and Sri Lanka respectively. Participation in international conferences was also supported and national societies in the region presented regional work at the International Conference on Home-Based Care in Senegal in December. This supported the national societies in networking with international partners, contributing to the ever-growing trend of partnerships in public health.

In addition, the ongoing good collaboration with the Southeast Asia delegation in Bangkok and the Asian Red Cross and Red Crescent AIDS task force (ART) network continued. The South Asia national societies sent representatives to ART meetings and SARNHA meetings were attended by national societies from Southeast Asia, providing important opportunities for mutual learning on a variety of issues including the running of voluntary counselling and testing (VCT) services.

Technical and coordination support was provided to the OPEC Fund-supported programmes in Nepal and Sri Lanka. The regional health unit also provided direct technical support to the Sri Lanka Red Cross Society (SLRCS) to assist in defining its future direction within the health domain, as an auxiliary to the Government as well as providing recommendations on issues concerning management and organisational structures of the SLRCS health department. This supported the society in optimising the impact of its programmes to assist vulnerable people.

In September a memorandum of understanding (MoU) was signed with the Southeast Asia office of the WHO, outlining collaboration on HIV/AIDS, control of communicable diseases, blood donor recruitment and motivation and emergency health. This agreement is an important milestone on the way to ever increasing technical collaboration between the two organisations in a world where global partnerships in public health are becoming more and more important. The agreement was followed up by meetings at country levels where technical counterparts met and discussed avenues for collaboration on issues such as training and programme collaborations.

Funding opportunities at regional level were actively explored, with meetings held with representatives from SIDA (Swedish International Development Cooperation Agency), DFID (British

Department for International Development), and the World Bank as well as with several partner societies and civil society representatives.

The regional health unit will continue to actively explore avenues for long-term funds, for the large health programmes in South Asia. Long-term development funds are a fundamental building block for effective design and implementation of sustainable health interventions.

In 2004 the SARD will continue to build regional capacity, enhance collaboration networking and coordination within the core areas of primary health care, reproductive health, HIV/AIDS, first aid, blood donor recruitment and motivation, water and sanitation, and emergency health, by supporting:

Regional networking

- Enhancing technical and institutional capacity for regional networking;
- Expanding the SARNHA network for more comprehensive responses ;
- Use regional approaches to advocate, share experiences and lessons on common programmes;
- Use regional approaches to advocate, highlight and share lessons learnt from new programmes piloted in selected countries; and
- Support the conduct of relevant standardised baseline studies at country level to inform regional and country programmes.

Capacity building

- Provide national societies with advice and support on public health matters;
- Facilitate targeted technical support through developing and maintaining a database of professional consultants available for short term work in the region;
- Develop and maintain links with public health schools and research institutes inside and outside the region;
- Develop training programmes for national society health managers, in relevant public health institutes inside and outside the region;
- Conduct targeted regional workshops for national society health managers; and
- Continue to develop a resource library at regional level, ensuring relevant public health literature is available to national societies.

Coordination

- Network and collaborate with international, national and civil society partners in the public health field.
- Mobilise funds for country and regional programmes ;
- Coordinate efforts of various external and internal partners; and
- Support country delegations on technical, human resource and programme matters.

Overall Goal

National societies deliver high quality public health interventions making significant impact in reducing vulnerability in South Asia.

Programme Objective

To enable national societies in South Asia to enhance their capacity to deliver high quality sustainable public health interventions in the identified core fields supported through effective regional networking and coordination mechanisms.

Expected Results	Indicators	Risk/Assumptions	Activities
Project: Health and Care			
Regional networking is strengthened, supporting individual country efforts, including SARNHA being effective and integrated with other regional forums, scaling up of HIV programmes, effective advocacy through regional fora on sensitive issues and the sharing of best practices.	<p>No. of public health professionals at SARD.</p> <p>No. of officers at SARNHA coordination office.</p> <p>No. of regional network meetings.</p> <p>No. of new programs discussed in regional forums.</p> <p>No of baseline studies conducted.</p>	<p>Skilled human resources (HR) available in South Asia, and RCRC able to compete effectively.</p> <p>SARNHA coordination office staffed with motivated and capable staff.</p> <p>National society health managers continue to be interested in regional forums on HIV blood and first aid.</p> <p>HR systems effective in finding suitable consultants.</p> <p>National society continues to be interested in conducting baseline surveys.</p>	<p>Maintain strong team of public health professionals at SARD to enhance technical and institutional capacity for regional networking.</p> <p>Continue supporting SARNHA but link with other fora such as safe blood.</p> <p>Continue regional approaches to advocate, share experiences and lessons on common programmes through conducting at least one regional meeting on blood safety and/or first aid in addition to SARNHA meetings.</p> <p>Use established regional fora to advocate, highlight and share lessons learned from new programmes such as voluntary counselling and testing.</p> <p>Support implementation of standardised baseline studies on HIV at country level to inform regional and country programmes.</p>
National societies increase their capacity to carry out high quality public health interventions through consistent support, direct training, linking with public health institutes, and consulting relevant literature.	<p>No. of visits to national societies in the region.</p> <p>No. of consultancies.</p> <p>No. of national society health managers who attend courses.</p> <p>No. of national society health managers who attend workshops.</p> <p>No. of publications available at the regional office.</p> <p>No. of publications received by national societies.</p>	<p>Political stability.</p> <p>Communication systems working.</p> <p>Human resource systems effective.</p> <p>Networking effective.</p> <p>Funding available.</p> <p>Acceptance of regional workshops.</p> <p>Communication and networks effective.</p>	<p>Provide national societies with advice and support on public health matters through visits and regular communication.</p> <p>Facilitate targeted technical support through professional consultants carrying out short-term work in region and maintain a database of regional consultants.</p> <p>Develop and maintain links with public health schools and research institutes inside and outside the region.</p> <p>Enable national society health managers to attend training programmes in relevant public health institutes inside and outside the region.</p>

Expected Results	Indicators	Risk/Assumptions	Activities
			<p>Conduct targeted regional workshops for national society health managers.</p> <p>Continue to develop resource library at regional level ensuring relevant public health literature is available to national societies.</p>
<p>National societies benefit from well established regional networks and partnerships. Country delegations receive effective support from regional office. Funds are readily available and partners are well coordinated.</p>	<p>Increasing number of regional partners.</p> <p>No. of forums, conferences, national meetings attended.</p> <p>No. of new donors resulting in part from regional work fundraising.</p> <p>No. of coordination meetings and communications.</p> <p>No. of visits and communications to support country delegations.</p>	<p>Time available for networking.</p> <p>Change strategy continues to be rolled out.</p> <p>Communications are effective.</p> <p>SARD/regional health unit has sufficient human resources.</p>	<p>Network and collaborate with other international, national and civil society partners in the public health field, through participation in international and national forums.</p> <p>Mobilise funds for country and regional programmes.</p> <p>Coordinate efforts of various external and internal partners.</p> <p>Support country delegations on technical, HR and programme matters.</p>

2. Disaster Management

Background

Developing a strong disaster management (DM) capacity has been a priority of the national societies in South Asia, to enable them to serve the millions of vulnerable people in the region affected annually by numerous hazards. SARD has been assisting national societies in DM since 1999, not only to build national society capacity to support themselves, but also other sister societies seeking assistance. The result of this capacity building was seen in 2003 when the Nepal Red Cross supported the Sri Lanka Red Cross on two occasions, for drought and flood relief operations. National societies are now increasingly focusing their efforts on reducing the vulnerability of disaster-prone communities through developing and maintaining community-based training and mitigation activities and are developing alternative approaches to reach communities for effective preparedness, including integration of conflict preparedness.

The regional disaster preparedness (DP) policy priorities endorsed by secretaries-general in 2002 encapsulates and provides continued direction for 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 other RCRC components, governments, UN and other INGO agencies, the use of information technology (IT) tools and geographical information systems (GIS) for effective resource mobilisation, and knowledge management, are being given priority in national society plans. This will pave the way for cost effective and efficient responses to the needs of those affected at community level.

During the past three years, emphasis has been placed on the integration of DP and disaster response (DR) activities as well as on the introduction of global initiatives for improved quality and effectiveness into programmes, such as the BPI and SPHERE. Through training programmes, staff exchanges, RDRT development and knowledge sharing initiatives, a higher level of regional initiative

and ownership has been achieved, which links both with national programmes and international response tools and initiatives. Within the context of regionalisation, the flexible and innovative approach in the South Asia regional DM programme, based on *Strategy 2010*, guided by direction from national societies and the *Manila Action Plan*, reflects the spirit of the Kabul Pledge for regional cooperation and finds continued endorsement at the regular secretaries-general meetings.

An example of this process was the six-day DM planning and disaster simulation event, hosted by Nepal Red Cross in June, 2003. It consisted of a disaster/desktop simulation exercise and national seminar on disaster preparedness and coordination. Attended by government officials from four countries, it provided opportunities to link DP to foreseeable disasters in the region at national society level and the expected RCRC role, while coordinating with others, including government. Special agreements, MoU and so on form the basis for future collaborations within the mandates of each organisation and suggested inclusion of strategic initiatives linked to school awareness and community capacity building in coming years. This event also generated a lot of interest among national society participants in GIS and its use for effective resource deployment. In 2004 emphasis will be given to consolidation of existing interventions, integration with new internet-based IT tools and GIS, and facilitation through the improvement of the regional communication.

With India being one of the world's leading software developers, South Asia is well positioned to develop web-based training, disaster simulation and communication structures to support the national societies in efficient and cost effective ways, to continue to develop and consolidate a regional approach, further embedded in the global response mechanism of the RCRC Movement. These initiatives will support a comprehensively linked curriculum from volunteer to international level and facilitate the processes of peer-to-peer consultation, sharing of post-disaster lessons learned and best practice, and the involvement of communities in DP and mitigation projects.

These initiatives are logical extensions of ongoing DP/DR programmes and have achieved the following milestones over the past three years:

- Development and endorsement of regional DP policy priorities.
- Training curriculum recommendations for the national societies of the region: all regionally available training materials have been translated and shared with national societies, based on the working group national society staff members on training materials.
- Increased interaction between national societies as a direct result of staff-on-loan secondments, staff exchange visits and regional workshops and training programmes. For example, Pakistan, Nepal and Sri Lanka Red Cross Crescent societies supported the Afghan Red Crescent in July 2003 in the development of basic DM training materials as its in-country capacity was limited. A similar example was staff support provided by the Pakistan Red Crescent to Sri Lanka in carrying out their national vulnerability and capacity assessment (VCA) training in December 2002.
- A practice of conducting post-disaster lessons learned workshops has been established in most national societies, as a result of guidance and assistance at the regional level, and these have been shared with the national societies in the region and other interested parties.
- RDRT with 60 members spread over all six national societies in the region. For example, the Nepal Red Cross RDRT was deployed to Sri Lanka in December 2002 and January 2003. National disaster response teams are already under discussions in many national societies, which will integrate with RDRT efforts.
- Awareness and acceptance of the adoption of high-tech tools by national societies of South Asia - such as GIS for better resource mobilisation, and collaborative email software tools for effective communication.
- Regional pool of trainers for VCA, RDRT, and the BPI, and BTC-trained national society staff, and Reach Out introduced in region.
- Population movement project incorporated in the DM programme with one regional coordinator and three focal points in national societies, and several identified projects, of which three are currently in the implementation phase.
- National societies hosting regional events for greater ownership of programmes.

The population movement component needs support in order to further expand to meet needs in the coming years. The programme has a strong link with other core activities of *Strategy 2010* and has been recognized and prioritized in the *Manila Action Plan*. It can be further developed as a cross-cutting programme, and act as an anchor for the introduction of global initiatives such as the BPI, and SPHERE in existing curricula. Through the provision of technical support, the population movement programme is also an opportunity to strengthen relationships within national societies and other stakeholders that have common objectives.

Overall Goal

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

Programme Objective

The South Asia national societies have an improved response mechanism to the needs of the most vulnerable disaster-prone population, before, after and during disaster and emergency situations.

The disaster management programme has three projects, each managed by a separate project manager for timely and focused implementation.

1. Disaster Preparedness

South Asia national societies meet the criteria for well-prepared national societies and demonstrate their capacity to reduce the vulnerability of disaster-prone communities.

2. Disaster Response

South Asia national societies have a strong regional disaster response capacity that is operational by linking the Movement's regional and international resources effectively and efficiently, supported by global resources as needed, to alleviate the suffering of vulnerable people in a participatory manner.

3. Population Movement

All South Asia national societies have an operational, comprehensive and inclusive population movement project, linking disaster management with other RCRC core programmes while assisting uprooted vulnerable people.

Expected Results	Indicators	Risks/Assumptions	Activities
Project One: Disaster Preparedness			
South Asia national societies have adopted consolidated CBDP and awareness raising programmes.	No. of volunteers/ schoolchildren / teachers. Joint work with the Scouts movement.	National societies continue to view DM as a priority and retain their current level of commitment.	Assist developing school awareness programmes with national societies . Assist consolidating CBDP approach in national societies.
South Asia national societies have identified community capacities and vulnerabilities leading to operational and strategic DM plans, reflecting regional and global priorities of the Movement.	DM action plans of national societies for 2005.	Governments are ready to cooperate freely with national societies on the issue of DP planning.	Assist national societies to facilitate a national level workshop on identifying community capacities and vulnerabilities. Conduct workshop on integrating conflict preparedness, DP and DR. Conduct one regional DP skills training workshop.
The demand for trained and competent staff of each gender is met, with	Country DM training materials available.	Appropriate trainers can be identified to develop training	Assist national societies in improving their operational and training capacity.

Expected Results	Indicators	Risks/Assumptions	Activities
four national societies to develop and use locally appropriate DP/DR training materials.	National society staff demonstrate and apply improved skills. Consultative meetings within national societies' DM structures.	curricula.	Facilitate translation, publishing and distribution of DM training materials. Develop links with academic institutions for staff/volunteer development programmes.
DM staff in South Asia national societies / delegations using appropriate software and hardware tools for cost effective and efficient operations through better operational and knowledge management linkages with government and other DP practitioners in South Asia.	Government plans reflecting definite role for national societies and national societies work closely with government. Case studies, best practice and other key documents shared. Increased use of internet, especially disaster management information system (DMIS) by more staff and volunteers. Post-disaster lessons learned exercises and evaluations show improved programme design and operational effectiveness.		Facilitate organisation of DM planning and simulation workshops by national societies. Assist national societies in establishing DM-Net for knowledge sharing. Facilitate staff on loans to national societies /regional and/or country delegations. Compilation and sharing of case studies, lessons-learned, successes, examples of best practice. Development of IT and GIS tools for national societies . Programme support including staff/ monitoring support and logistics.
Project Two: Disaster Response			
Regional disaster response team concept further developed, structured and equipped, linking and supporting national response mechanisms in the region as well as international response tools such as emergency response unit (ERU) and field assessment and coordination team (FACT).	Regional response mechanisms operate smoothly in coordination with international mechanisms when disasters occur, and RDRT play a role in the early stages of disasters. National societies implement relief programmes in a timely, coordinated and efficient manner.	National societies continue to view DM as a priority and retain their current level of commitment .	Development of regional disaster response plan linked with national societies plans and capacities. Facilitate one regional disaster response training ToT workshop and one refresher workshop. Purchase and supply response kits to key members of regional response teams. Facilitate training of four disaster managers as team leaders. Facilitate one regional disaster simulation exercise that includes all aspects of disaster response involving all components of the Movement. Facilitate multi-entry visas for South Asian countries for key members of regional

Expected Results	Indicators	Risks/Assumptions	Activities
Network of disaster managers has been developed to facilitate peer-to-peer communication in the region and is linked with Federation response systems.	Input from disaster managers into information systems such as DMIS. All Movement components share information and resources during operations.		response teams. Establish in each DM unit of the national societies a dedicated internet connection and link them under a common name. Supply software for data sharing and disaster simulation.
Regional disaster response curriculum available linking the national curriculum to FACT and ICRC training activities in order to further facilitate development of a regional movement approach and minimum standards in disaster response at national, regional and international level.	Disaster managers develop from national level to international level. Minimum standards are being used in all training. Joint and country-specific training is being held by national societies, ICRC, partner national societies (PNS) and Federation.	Appropriate trainers can be identified to develop training curricula. All levels of national society, Federation and ICRC remain committed to regional and integrated approach.	Jointly with ICRC cooperation delegates in the region, develop a joint and country-specific national disaster response/conflict preparedness training in four countries at district level Introduction of CD-rom with presentations and teaching modules with internet links for references.
Project Three: Population Movement			
Population movement (PM) focal points established in each national society.	PM coordinators recruited in each national society.	National societies' commitment to the field of PM.	Develop a job description; train the PM coordinators in the field of PM according to the requested lines of responsibility. Assist the national societies to develop their human resources for PM.
Tools such as the BPI, Reach Out, RCRC legal instruments and human rights instruments concerning population movement translated into South Asian local languages.	Translation and printing of the material is complete and the resources are in use at the community level.	Good human resources can be sourced to translate using the correct terminology.	Provide technical support to each national society to develop an approximate budget cost for the translation and printing of the material. Distribution of the material to grass roots level in national societies' awareness and advocacy programmes.
Conduct, in cooperation with the ICRC, awareness programmes on population movement activities in RCRC, its legal instruments including international humanitarian law (IHL) and humanitarian values (HV).	National societies aware of the mechanisms of PM programmes and their legal instruments, as reflected in their proposals for population movement projects, which are well founded and documented.		Conduct 6 workshops to facilitate dissemination activities at grass roots level through one-day training for volunteers, and other awareness raising activities.
Developed guidelines for regional population movement programme on 'family reunification'	Agreed minimum standards for regional family reunification are in place.	Commitment and cooperation.	Hold two forums to interact on the issue of family reunification.

Expected Results	Indicators	Risks/Assumptions	Activities
based on PERCO guidelines.			Develop platform with ICRC/other stakeholders to facilitate participation in the development of standards of family reunification.
Development and implementation of pilot projects by each national society in South Asia based on their needs and priorities identified.	Pilot projects developed and implemented in each national society implementing it.	Possible change in political situation.	Identify pilot projects within cross cutting programmes (health, capacity building, HV) and provide technical support to national societies for implementation.
Existing initiatives for replication and potential national societies' activities in the area of population movement have been mapped and evaluated.	The paper is complete and is available for reference for national societies.		Hire a consultant in the field of population movement. Develop terms of reference with each national society for evaluation of existing projects and possible areas for activities. Implement evaluation and recommend on existing and potential activities in bottom up and crosscutting approach.

3. Humanitarian Values

Background

The events of September 11 2001 had a deep impact on South Asia, aggravating already tense relationships in parts of the region and creating further distance between some countries and communities. Afghanistan, and to a lesser extent, Pakistan, have borne the brunt of these negative impacts.

Social and political upheavals in the region have manifested themselves in growing intolerance such as the communal riots between Hindus and Muslims in Gujarat, India, over the past two years. Effects of the riots remain and are visible in the discrimination people are subjected to because of the communities in which they were born.

There is some cause for cautious optimism, however, with a generally improving political climate, which may provide a better environment for the Movement's humanitarian values (HV) agenda in South Asia. This has included the India/Pakistan relationship normalisation process initiated this year following problems in 2003, and precarious peace talks in Sri Lanka and Nepal with forces who have been involved in armed conflict with the respective governments of those countries.

National societies have continued to promote HV in the region. The Indian Red Cross has advocated for tolerance among divergent communities in India; the Nepal Red Cross has displayed impartiality and tolerance amidst the armed conflict in that country; and the Sri Lanka Red Cross is meeting the humanitarian challenge as that nation attempts to put two decades of armed conflict behind it.

National societies in the region are demonstrating that they are able to confront the way people think and act and are able to put into practice an anti-discrimination agenda in South Asia in the coming years.

All six national societies in South Asia have shown their commitment to the promotion of tolerance and fighting discrimination in signing up to both the *Manila Action Plan* and the *Kabul Pledge*. Both documents contain the promotion of HV as a key component. In an effort to promote and standardise

humanitarian values, a regional HV course was held in Kabul, in August 2003. This has led to an in-depth understanding of the theory and the sharing of models of putting values into practice.

The Kabul workshop laid the foundation for important progress to be made in HV in the region in 2004. Participants from the national societies produced a set of achievable HV activities for the coming year, some of which have been incorporated into the regional delegation's planned activities. Participants will also continue the process with more country-level workshops during the next year and there was consensus to document some best practices in HV from national societies in the region.

Humanitarian values have been integrated into DM, particularly through the BPI, the Reach Out project and SPHERE.

Through regular programmes, national societies have advocated for change in attitudes and behaviour among communities across the region while the Movement's Fundamental Principles are routinely disseminated through national society training programmes.

All national societies in South Asia have come a long way in the promotion of HV and continue to make good progress. This is being done through activities such as the documentation of best practice on HV and advocacy and the exchange of staff and volunteers to share ideas and experiences.

Overall Goal

Increase trust and understanding and reduce violence and discrimination within communities across South Asia, through existing programmes of the national societies.

Programme Objective

Effective communication with internal stakeholders, the media, public authorities and civil society results in changed behaviour of target groups and consequent reduction in discrimination.

Expected Results	Indicators	Risk/Assumptions	Activities
Project : Humanitarian Values			
The global agenda on discrimination and HV are promoted through effective communication and advocacy with internal stakeholders, the media and civil society and national society programmes, bringing about changes in behaviour.	<p>Launch of the <i>World Disasters Report</i> will be more visible and widely distributed amongst target audience.</p> <p>Newspaper clippings on national society activities (around key calendar events).</p> <p>Training materials on HV developed and available.</p>	<p>National societies allocate senior officer among information, dissemination and youth officers, to work exclusively for the promotion of principles and values, especially in schools.</p> <p>South Asia societies' governance and management facilitate the sharing of experiences.</p> <p>Sufficiently trained and experienced HR at Federation/senior national society level</p>	<p>HV will form part of other trainings and workshops run by the regional delegation.</p> <p>ToT for a core group from national society headquarters information/dissemination/youth units who will further train colleagues in national society branches on the issue of HV. Branches train schools and communities.</p> <p>Regional exchange of staff and volunteers among the national societies.</p>
Alongside promoting the understanding of the Fundamental Principles, national societies have advocated on different forms of discrimination	RCRC sources are quoted by the media on issues relating to stigma and discrimination against PLWHA.	<p>Adequate funding is available and timely.</p> <p>Security situation across the region does not deteriorate</p>	<p>Fellowship for journalists in the region to profile cases of stigma and discrimination PLWHA face.</p> <p>Exchange programme visits to</p>

Expected Results	Indicators	Risk/Assumptions	Activities
vulnerable people face with a focus on PLWHA.	Collation and documentation of wellresearched best practices as case studies on the practice of HV in South Asia. Media coverage increasingly reflects the activities, principles and HV of Movement.	appreciably.	document outstanding examples of HV being practiced in the region.

4. Organisational Development

Background

The six national societies of South Asia have shown considerable commitment to manage strategic change processes over the past three years. Working towards ever increasing regional sharing of knowledge and exchanges of best practices, several regional fora and workshops have resulted in commonly agreed regional tools and minimum standards to improve country level impact in capacity building and service delivery. These include: regionally agreed human resource development (HRD) manuals for volunteers and staff respectively; regional resource mobilisation training module; regional branch development framework; draft regional communications policy; and regionally agreed minimum standards in finance and accounting systems and software development.

The national societies, guided by the *Strategy for the Movement* and in appreciation of a need to address fundamental statutory issues in order to build modern and flexible institutions, have given a high priority to, in some cases, long overdue constitutional changes. These processes are time consuming, sensitive and long-term. While commendable progress has been made, the task is far from completed. Therefore, the Federation will retain a regional organisational development (OD) delegate in the South Asia region, to provide Federation secretariat support on the same level as the ICRC.

The regional secretaries-general meetings have continued to develop the regional OD programme's goal and objectives, as well as to give it a clear mandate. The momentum to manage change, generated by the regional workshops on constitution revision (2001), change management (2002) and branch development (2002), has been sustained by further fora where empowered managers, volunteers and governance members have shared technical knowledge and resources to recognise progress made and to build each others capacities.

Full constitution revision processes have now been completed in Sri Lanka and Nepal Red Cross Societies, and are likely to be completed in Pakistan and Bangladesh Red Crescent Societies by the end of 2003. The Indian and Afghanistan societies initiated a constitution review process in 2003, aiming at completion of more comprehensive revision in 2004. The participatory approach to constitution revision brought governance and management together into strategic dialogue at all levels. This interaction consequently also resulted in governance and management personnel re-strategising their approaches to national headquarters and branch relationship strengthening, human resource development, membership and volunteer recruitment and retention, external positioning, and resource mobilisation and sustainability. The Federation technical support offered to all societies to revise their constitution, coordinated with the regional and country ICRC cooperation delegates, has also generated new commitments to improve governance and management development.

The regional OD programme has actively aimed at increasing the understanding in all national societies, Federation and ICRC programme managers of the synergetic relationship between capacity building in all programmes and OD as a mechanism to strengthen strategic organisational change management processes. While all programmes have been encouraged to build capacity (such as volunteer retention schemes, finance development systems, or information and reporting flow), specific support has been channelled to support national societies who are undertaking large planned

change processes. Some examples of the latter include a number of participatory organisational self-diagnosis processes in Pakistan, Afghanistan, India and Nepal, and the development of five-year development/strategic plans in all national societies. In Bangladesh, Sri Lanka, and Pakistan there are clear signs that increased review and evaluation processes have led to adaptations in programme designs, and stronger needs assessment activities at community levels.

Some specific regional achievements in the OD programme during 2002 and 2003 include:

- the work of all national societies in the region to develop and agree a branch development framework which enables integrated capacity building that leads to improved service delivery within all programmes;
- finalisation of two regional HRD manuals aimed at improving the recruitment, retention, appraisal and development of volunteers and staff respectively in all programmes;
- establishment of a regional forum for fundraising and communications managers to improve collective experience sharing and strategising on improved sustainability through diversification of resources and income.

The goal of this appeal for the next several years in South Asia centres on supporting the six national societies to continue consolidating commitments to change and to assist governance and management identify and develop competencies and skills required to manage improved humanitarian services in such a complex region. The integration of capacity building and OD support strategies with ICRC will also be a critical determinant of success as conflict sensitive environments continue to prevail in significant parts of the region.

The need to identify and resource sustainable common approaches to capacity building and OD have never been greater. The regional secretaries-general commitments to the Kabul Pledge, the *Manila Action Plan* and other strategy documents such as *Strategy 2010* and the secretariat's *Asia Pacific Department Action Plan* (2003-2005), all call for capacity building models that deliver increased services to the most vulnerable using integrated programming. Two regional OD forums (in 2002 and 2003) have begun to agree issues such as the strategic added value of regional and country OD programme linkages and more appropriate ways of advocating capacity building in all programmes. Mapping existing capacity building and OD tools in use across the region, and improved mechanisms for knowledge sharing across the RCRC Movement in South Asia have also been agreed.

Learning from experiences and following consultative discussions with all national societies and with recommendations of the regional secretaries-general meeting in July 2003, the next phase of the regional OD programme in South Asia will build on the successful models of regional cooperation. This has led to clear improvements at country level and to the provision of services, which impacts positively on vulnerable people. Discussions will be held with national societies, which have demonstrated clear connections between capacity building work and improved services to the vulnerable to see if such experience can be documented and shared with other national societies to encourage similar approaches. This could demonstrate what is required in practice from national society leadership and management in order to redirect the activities of branches and national headquarters so that they respond to local needs.

The key thrusts of the programme will be:

- to further strengthen the overall legal base of the national societies across the region with ICRC coordinated support;
- to systematically assess, in collaboration with national societies at all levels, country level impact of regional OD interventions over the last three years including development of process impact indicators;
- to improve the diversity of the national society human resource base through increased recruitment and participation of youth and women in all aspects of governance and service delivery (thereby improving sensitive services to vulnerable groups by improved assessments, monitoring and even policy planning);

- further strengthening regional experience sharing in sustainability and accountability strategies regarding resource mobilisation; and
- promoting more common approaches to capacity building and OD across the RCRC Movement which should lead to recognisable and high quality programmes and services.

Overall Goal

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

Programme Objective

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

The regional OD programme is based on four integrated key projects:

1. Strategy and Management Development

South Asia national societies will manage strategic change processes that result in relevant and focused services to vulnerable communities delivered through strong legal bases, effective and diversified human resource bases, sustainable programmes, and integrated approaches to capacity building in all programmes.

2. Information Development

Effective communications, advocacy and networking initiated by the national societies in the region delivers enhanced services to vulnerable communities by national societies improving internal and external information management techniques.

3. Regional Finance Development

To improve national society financial accountability, reporting and management capacity, in support of management decision making with a resulting improvement in quality and timeliness of reports and a gradual reduction in dependency on donors and Federation.

4. Planning and Reporting

Timely and increased resources reach vulnerable communities because of improved reporting capacities at all levels of the national societies.

Expected Results	Indicators	Risk/Assumptions	Activities
Project One: Strategy and Management Development			
Strengthened legal bases in all South Asia national societies are developed leading to clearer positioning and recognition as leading providers of humanitarian services.	All 6 national society statutes are revised. South Asia plan to ensure emblem and IHL protective legislation drafted and revised if appropriate in each country. Governance boards at all levels in the region receive orientation into RCRC Movement.	National society governance continues to view legal base strengthening as a strategic priority in the country. Governments respond positively to RCRC mandates and demonstrate commitment to protect these.	Conduct regional senior governance and management workshop with ICRC to review existing situation and develop common Movement strategy for strengthened legal bases with all national societies. Develop with all national societies agreed standardised governance orientation module with governance support. Provide technical support and advice to national societies, as required, to assist in development and implementation of country

Expected Results	Indicators	Risk/Assumptions	Activities
			level plans of action. Facilitate a collaborative review of national societies and Federation progress against objectives in 2004.
Standardised understanding and approach to capacity building and OD across all national societies, Federation and ICRC in region lead to better quality and consistent community level service provision.	Exchange of practical new tools/ideas on branch and programme development. Integrated programming with capacity building as part of all core programmes. OD activities delivering strategic change management plans and improved services.	Developing a commonly agreed RCRC Movement approach to capacity building and OD with all components. National society governance and management remaining committed to strategic change processes.	Regional OD/capacity building workshop for all national societies, Federation and ICRC counterparts to agree common approaches and frameworks. Establish regional knowledge sharing practices to build on use of common agreed frameworks (impact measurement, capacity building fact -sheets, intranet site, mutual personnel exchanges etc)
Active and diverse junior and youth membership and volunteer base integrated into all levels of governance and service delivery across the region.	Strengthened junior/youth wings in each national societies delivering effective services at local levels. Sustainable resource mobilisation within all junior/youth wings because of public appreciation within local communities. Dissemination and emblem campaigns that spread HV Strengthened future leadership in the Movement.	Statutes revision creates youth governance opportunities in each national society (NS) . National society management committed to integrated service planning and implementation by youth wings. Appropriate trainers can be identified to develop training curricula.	Assist each NS to review their junior/youth policy and strategy. Share knowledge and mutual capacity building plans in a regional Youth Forum, jointly coordinated with ICRC cooperation delegate in the region. Assist all national societies to develop a regional youth orientation module to promote expanded junior/youth membership drives, leadership training, and community services.
National society with active women in membership and all levels of governance and management leading to policies and services in all programmes with clear gender perspectives.	Programmes reviewed and adapted to strengthen gender perspectives with active female participation. Gender policy adoption and implementation leading to increased participation of women in all levels of volunteering, management and governance.	The South Asia regional gender sensitisation training module continues to create strategic understanding of the issue and commitment resulting in clear action plans. National society governance /management understand strategic and practical gender issues and remain committed to gender equity and equality.	Complete South Asia gender sensitisation training module in 3 national societies leading to national action plans. Promote integrated gender training in all programmes through training of trainers in each national society. Include gender sensitisation in all governance training modules being conducted at country level.
National societies with diversified resource bases leading to sustainable	Improved country level training modules in resource mobilisation at	Public and corporate sectors remain favorably disposed to the RCRC	Annual fundraising and communications managers' forum for all national

Expected Results	Indicators	Risk/Assumptions	Activities
service provision to the vulnerable.	all levels. Integrated positioning and marketing strategies based on increased public accountability. New strategic partnerships and diversified donor bases.	mandate. Staff and volunteers available with the required professional competencies and skills.	societies to share successes and failures and build capacities. Increase number of regional capacity building fact sheets that promote knowledge sharing of successful initiatives within existing programmes and branches.
National society senior governance and management with the confidence and support to manage strategic change processes.	Clearer change goals and strategic process plans in all national societies . Clearly defined links between change processes and improved services at local levels.	National society senior governance and management are amenable to soliciting external support and experience. Appropriate external facilitators are available who can manage change with cultural sensitivity.	Provide structured time with a senior external management consultant to each president and secretary general to discuss change management challenges and identify change goals. Review outcome with each Governing Board after 6-12 months to revise/reconfirm change strategy and/or reformulate strategic change goals for each society.
Mutual capacity building between national societies will have increased quality of services and capacity building because of two strategic 'personnel -on-loan' opportunities per year.	Monitoring of objectives and outcomes of exchange visits, including direct improvements to services to vulnerable people.	Objectives are defined clearly enough with measurable outcome targets.	Promote exchange scheme with all national societies and select strategic opportunities for mutual capacity building. Review of impact by each national society concerned and regional OD delegate.
Project Two: Information Development			
Enhanced technical skills, knowledge sharing and mutual support between national societies .	All information officers from the region have participated in a regional information workshop. Two information officers have taken part in exchange programme visits.	National societies make information development a priority. The political climate is not an impediment to obtaining visas and travelling within the region.	Regional information training workshop. Three staff on loan from national societies to SARD for minimum period of four months each Advanced English writing courses attended by two national society information officers. Four exchange programme visits between societies. A module on information training will form part of regional workshops on DM and health. A ToT training to enable the six national society headquarters' information units to train branch personnel.
A strong organisational network focused on flow	All national societies have been networked	Resources are available. There are no practical	Regional meeting of information and fundraising

Expected Results	Indicators	Risk/Assumptions	Activities
of information and knowledge.	and have access to internet and are equipped with hardware and software. An increased level of collaboration and coordination between information counterparts in South Asia region delegations.	logistical bottlenecks.	managers to map out network. An intranet network dedicated to the region is set up.
Resources and professional staff in each national society to further the objectives of the branch development framework.	Representation of the national societies activities at various fora. Media coverage throughout the region increasingly reflects the activities, principles and humanitarian values of the Movement.		Three country-based information training workshops for information focal persons from the branches. Two-week long internship for three branch level information focal persons at national headquarters.
National society branches exhibit improved internal communication.	More mention of national society activities (in form of stories/pictures) in publications of other societies, within and outside the region.		Training in interview techniques for national society staff incorporated into information workshops. Press conferences and other media events conducted.
Project Three: Regional Finance Development			
Vulnerable communities receive well-timed and efficient services through improved financial planning and management capacities at all levels of the national societies.	Monthly financial analysis report from Geneva, and Asia Pacific regional finance unit (RFUKL). Increased donors support as per appeal coverage in programme update. Annual appeal report. Annual and financial management report from national society. Monitoring feedback from RFUKL. Financial software in place and in use by national societies. Uniform and updated financial procedures manual and internal audit manuals available in all national societies. Decreased amount of outstanding advances	National societies are committed and interested in improving their financial management systems. Continuity and/or retention of sufficiently trained, experienced finance staff. Adequate external funding is available and provided timely. Full cooperation from other regional programmes and delegates.	Develop sound, transparent and effective manual accounting system for Afghanistan Red Crescent Society. Purchase of finance software for Bangladesh Red Crescent Society. Purchase of software for warehouse to be installed in Nepal Red Cross Society. Developing regional finance procedures manual and internal audit manual. Conduct Navision finance software refresher course for Sri Lanka Red Cross Society. Conduct finance management workshops in 5 national societies. Facilitate regional finance directors meeting. Exchange programme visit for staff from 3 NS.

Expected Results	Indicators	Risk/Assumptions	Activities
	<p>against national societies .</p> <p>National society staff prepare budgets and reports to Federation standards and requirements.</p> <p>All national societies have technically trained cadre of finance staff.</p> <p>Donors and partners are satisfied with the quality and timeliness of financial reports.</p>		Salary support for finance development officer, Afghanistan Red Crescent Society.
Project Four: Planning and Reporting Development			
Increased quality and meeting of deadlines by national societies for standard appeals and reports currently coordinated by the Federation's regional or country delegations.	The quality of reports posted meets donor requirements.	<p>National societies are proactive in seeking the Federation's assistance to improve their reporting quality.</p> <p>National societies make commitment to make timely/accurate reporting a priority.</p> <p>Excellent information sharing /coordination at all levels of national societies to improve input of reports.</p>	Provide technical support and advice to assist development of national society reporting capacity.
Designated, competent person responsible for planning and reporting in place in each national society.	Each national society has formally announced to the Federation a focal point.	<p>National society prioritise appointment of a reporting person.</p> <p>Recruitment /retention of quality reporting staff.</p>	Provide assistance where required in recruitment/ training of reporting person.
The designated persons receive practical on -the- job training as part of Federation's internships by end of 2004.	The designated persons have an excellent understanding of the Federation programmes and progressively require less assistance /guidance from regional/country delegation level.	Retention/ recruitment of quality reporting staff at SARD /delegation level.	<p>Targeted designated reporting persons to do internship at Federation delegation or SARD.</p> <p>Support targeted reporting persons with English language /writing courses.</p>
Basic hardware and software is available for the use of the designated reporting/planning person in each national society.	<p>Designated person has adequate internet access.</p> <p>Access to appropriate hardware and software to complete tasks.</p>	<p>Sufficient funding.</p> <p>Local infrastructure is able to support internet access.</p>	Support where required with applicable hardware /software and technical advice.
The Federation's standard appeals and reports from South Asia are of a high standard.	Federation reports are accurate and meet deadlines.	Retention/ recruitment of quality reporting staff at SARD /Delegation level.	Retain/recruit SARD reporting officer and provide training where applicable.

5. Representation, Management and Implementation

Background:

The South Asia regional delegation gains its mandate and direction from the Federation secretariat and the national societies through the secretaries-general meetings, which, where possible, are held every six months depending on the prevailing security situation in the region at that time.

Through these meetings, the regional delegation is able to plan and modify its activities, together with the ICRC, for effective and coordinated support to the strategic priorities of each of the six national societies in South Asia. This process also enables strengthening of the links between regional and country-based programmes thereby maximising their impact.

At the conclusion of the last two secretaries-general meetings held in Pakistan and Afghanistan respectively, secretaries-general identified their collective priorities and committed their national societies to following them through. The powerful pledges made at these meetings, incorporate the essence of *Strategy 2010*, *Strategy for the Movement*, regional CAS and the *Manila Action Plan*. Together they provide a blueprint from which the regional delegation can construct its assistance to national societies.

Below is the pledge adopted in Kabul on 3 July 2003 in the 11th South Asia secretaries-general meeting:

“We, the Secretary Generals of the National Societies of Afghanistan, Bangladesh, India, Nepal, Pakistan and Sri Lanka, met in Kabul, Afghanistan in our eleventh meeting from 1 to 3 July, 2003 and wish to reiterate the excellent spirit of friendship and solidarity that binds the six National Societies of South Asia.

We, representing a region of geographical, climatical, demographical, cultural and linguistic diversity, share the International Federation of Red Cross and Red Crescent Society’s common purpose of alleviating human sufferings and serving the vulnerable people and guided by the strategic directions of Strategy, 2010 wish to continue serving our respective communities in four core areas outlined therein.

We wish to disseminate among all National Societies of the South Asia region the spirit and contents of Kabul Pledge adopted by us in our Xth Meeting in August 2002 and to fulfill this pledge.

We give unflinching support to the Manila Action Plan, 2002 and assurance of our whole-hearted commitments to allocate necessary resources and attention for its timely implementation,

We, in adopting the Regional CAS hereby pledge our support and adherence as a Movement for the implementation of the contemplated actions adapted from the Strategy for the Movement,

We, wish that the National Societies in South Asia strive hard to uphold the fundamental principles of the Movement at all times and ensure integrity in attitude and actions”.

Coordination, Cooperation and Strategic Partnerships

As mentioned previously, the regional cooperation agreement strategy (RCAS) was submitted to the regional secretaries-general meeting in Kabul in August 2003 for final comment, and was approved. The RCAS uses the *Strategy for the Movement* as a framework, and incorporates key points from the Kabul Pledge, the *Manila Action Plan* and the Secretariat’s *Strategy for Change*. The RCAS provides an improved mechanism for coordinated support and diversified partnerships. However, for the RCAS to be truly effective, it is essential that the revised Asia Pacific communication strategy 2001-2005 is an important adjunct to it, together with the South Asia marketing plan currently under development.

With the increased capacity of national societies to assume accountability to implement programmes bilaterally, there has been a growing need for the Federation to coordinate this support with the view to maximise the potential positive impact on vulnerable groups. The SARD therefore, at central and at country level, has offered wherever possible to coordinate and support certain aspects of the work of bilateral partners, such as sharing offices, coordinating security advice, facilitating sectoral meetings, including participation of bilateral representatives in regional meetings, and providing technical advice. This has resulted in bilateral partners becoming key members of the regional team, and consequently national societies receiving much better support in implementation of their programme priorities. In particular, at the regional level, an innovative partnership is evolving with a Finnish Red Cross programme coordinator placed in the SARD office operating both bilaterally and directly with the Federation. A German Red Cross regional liaison delegate is also present in the SARD office and functions as part of the Federation regional team including acting as Federation representative in Sri Lanka for six weeks during 2003.

Regular meetings will continue to be held with diplomatic missions, UN agencies, especially UNAIDS, UNHCR, WHO and UNICEF, as well as with the EU and ECHO (European Commission Humanitarian Aid Office). More attention will be given during 2004 to establishing a working relationship with the inter-governments agency South Asia Association for Regional Cooperation (SAARC) to further enhance the profile of the Movement in South Asia and to lobby for closer and easier cross-border cooperation.

In September 2003, an MoU was signed between the WHO in Southeast Asia and the Federation, with four countries in South Asia being included, namely India, Bangladesh, Nepal and Sri Lanka. The MoU gives the Federation and the 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.

The coordination of relationships with partners continues to be led globally by the Geneva-based regional team as key SARD team members, and in the region itself through the head of regional delegation (HoRD) and regional programmes coordinator, who was newly recruited in early 2003.

Meeting the needs of the international donor community also remains a priority. Emphasis is placed on adopting a more vigorous approach towards marketing the appeals among the diplomatic community through regular meetings and the targeted distribution of operational information together with Federation publicity materials. This area will become a major focus during 2004.

Following the successful perusal of a legal status agreement (LSA) in Afghanistan and Bangladesh in 2003, and in order to consolidate the role of the Federation across South Asia, efforts are well underway at a political level to secure LSAs with the national governments of India and Sri Lanka and continue in Pakistan. Securing these agreements will lead to enhanced relationships with the diplomatic community as well as greater financial advantages that will strengthen the Federation's operational effectiveness.

Effective Representation and Advocacy

Information

Since the creation of the regional delegation in 1998, recognition of the role of the Federation has risen steadily among key stakeholders in the region. Proactive advocacy and communications strategies implemented around the Federation's response to regional emergencies have increased media profile, which in turn enhances the Federation image among government counterparts, donors and peer organisations. Regular networking with the international media has served to establish important relationships with key correspondents and news organisations - ensuring that the Federation's message reaches an international audience. The regional delegation is often approached by international media as a first point of contact for the humanitarian assistance angle on major disasters in the region.

The Asia Pacific information and publicity seminar in Kuala Lumpur, Malaysia, on 4-5 September 2003 highlighted the need to change emphasis from an information development orientation in regional delegations towards a visibility and publicity focus.

A draft work plan for the South Asia region was framed at the Kuala Lumpur meeting and has been shared with all six national societies for their input. While also leaving room for attending to emergencies, this work plan proposes: further concentration on preparation and submission of news items for the Federation's website; regular monitoring of the region's media; providing RCRC news/news features for newspapers in the region; publicity around major events; production of regional publications; and translation of key documents. It also takes into account the work currently being done by the ICRC with the national societies.

At a later stage - and capacity permitting - the work plan also looks beyond the year 2004: commissioning videos; covering events (General Assembly, International Conference, regular annual events); publishing key documents in regional languages; bringing out regional brochures, positioning papers; and, facilitating distance learning for national society colleagues.

In order to achieve this change in focus while consolidating previous achievements in information-related capacity building of the national societies, the regional information team will require one additional staff member in SARD for 2004.

While the information development agenda for the region is being covered under the OD component of the appeal for 2004, much of the visibility aspect does not fit within this framework and is therefore described under this implementation and management section. However, in recognition of the intrinsic crosscutting nature of this work the costs are divided across the relevant programme areas, which are being promoted: health and care, disaster management as well as the Federation coordination and representation project.

Representation and Advocacy

All regional programmes are designed to be inclusive of components that contribute towards the overall goal of international representation and advocacy. These are described in more detail in each programme area of this appeal document. Programme managers participate in a variety of interagency coordination mechanisms, information sharing meetings and forums including conferences and seminars that are relevant to their programme areas. In 2003, greater emphasis was placed on developing strategic links with partner organisations, particularly in the field of HIV/AIDS in order to support the aims of the global campaign to fight stigma and discrimination. This will continue to be a priority area during 2004 and beyond.

The *Manila Action Plan* and subsequent South Asia secretaries-general meeting has placed greater emphasis on the role of the Movement in advocating on behalf of the most vulnerable in terms of discrimination against people living with HIV/AIDS, slow onset disasters, and people effected by population movements. This latter area is a priority in 2004 through targeted advocacy campaigns on behalf of refugees, internally displaced persons, economic and 'water migrants', in close coordination with the ICRC. In follow-up to the *Manila Action Plan* in the areas of health, population movement and disaster management, the secretaries-general at their meeting in July 2003, endorsed a region-wide advocacy tool which can track in a coordinated manner, all key advocacy initiatives. This will be developed further and widely used during 2004. Further details can be found in the respective programme descriptions.

International Disaster Response

The SARD implementation of the Federation's mandate to provide international disaster response support to national societies is an integral part of the disaster management programme objective as disaster preparedness and response are in a process of integration. Based on the experience gained in 2002 and 2003, the DM regional team will continue to include government representatives and other stakeholders in DM planning activities in order to advocate a central role for the Movement in national DM planning. The role of SARD in regionalised international response has grown during the

last two years, involving more regional resources and connecting international and national response mechanisms and tools through the development of new and existing structures, systems, tools and curricula. The population movement project is now embedded in the DM programme to facilitate the introduction of global initiatives and establish linkages with other core areas such as health.

Other disaster response initiatives are discussed in detail in the DM section of this document. At a broader level the focus from 2004 onwards will be towards:

- Improved regional and international disaster response, particularly in the areas of networking, databases (including human resources), information flow and RDRT.
- Promotion of the benefits of proposed international disaster response law to governments, SAARC, UN agencies and other components of the RCRC Movement.
- Continuing the practice of inviting representatives from government disaster/emergency response ministries to participate in regional RCRC disaster management forums.

Governance Support

The vice president of the Federation is based in India and SARD has provided considerable support to his key and active role during 2003. This support will be further enhanced during 2004 as will support to any members of Federation commissions from the South Asia region.

National societies have recognised the need for more comprehensive induction programmes for new governing/managing boards. They also understand the need to discuss openly any integrity issues when they arise. The SARD will increase its support to national societies in this important area and in particular will explore ways of following through on the suggestion from the last secretaries-general meeting held in July 2003 that we consider a regional forum for governance to meet.

Delegation Management

As outlined in the introductory section, the Federation *Strategy for Change* has placed significantly increased demands on the managerial capacity of the SARD with country delegations now being line-managed by the HoRD based in New Delhi.

To support the implementation of the Strategy for Change, the position of regional programmes coordinator was introduced in February 2003, to strengthen SARD coordination and management. This has enabled a more effective coordination of regional programmes to ensure timely and transparent implementation, and a uniform approach to preparation of appeals and reports. Removing this programme-focused role from the HoRD has resulted in an improved division of responsibilities enabling the HoRD to devote more time to representation and relationship building. The programme coordinator is working very closely with the SARD finance staff and regional finance unit in Kuala Lumpur resulting in a much improved financial monitoring and forecasting system. He also deputises for the HoRD when he is out of the region, thereby ensuring improved managerial continuity.

Among the achievements during 2003, which have built strong foundations for the future management of the Federation's regional efforts, have been:

- Regular coordination meetings of the SARD and heads of country delegations which have maintained a sense of teamwork between all Federation delegates and staff in the South Asia region.
- Staff and delegates have embraced the *Strategy for Change* and are now looking outside of the traditional boxes; they now feel part of a regional team rather than being exclusively country orientated.
- Budget holders feel empowered, committed and responsible resulting in improved financial management, monitoring and forecasting.

The SARD has made considerable progress in the development of regional human resources (HR). Establishment of a database of trained personnel within the region has been initiated and in order to sustain this, all international training requests are being routed through the regional HR officer. Much emphasis is also being laid on regional recruitment, and there is a need for innovative and new

methods of sourcing personnel from within the region. Ways and means are sought to develop new channels for attracting qualified and experienced personnel from the entire membership as well as outside the Movement.

Career enhancement for national society staff is being addressed through staff-on-loan opportunities, exchange programmes between national societies and so on. The SARD HR officer was seconded to the Asia Pacific Department of the Geneva Secretariat, as staff-on-loan for nine months to further her experience, and her enhanced capacity is now bearing fruit in increased focus on regional HR development and recruitment. An example of the direct positive impact of career enhancement was seen in the rapid and effective deployment of regional expertise (RDRT, FACT, staff-on-loan and delegates) in the Sri Lanka floods operation resulting in timely assistance to those affected.

A key HR focus for 2004 will be to consolidate and increase the use of regionally recruited delegates and RDRT for relief operations and assessments within the region. There is a consistent effort to ensure that the South Asia regional team is highly professional, diverse and regionally representational. Gender and cultural sensitisation sessions will form an integral part of all training courses.

Implementation

The implementation and management programme will incorporate elements of all the above sub-headings and will be implemented through two projects: Federation coordination and representation, and delegation management

Federation Coordination and Representation

Overall Goal

The roles and policies of the Federation at the global and regional levels are widely understood and supported by key stakeholders within the international community, enabling South Asia national societies, and the vulnerable communities they serve, to 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 targeted at those most in need of assistance, and based on agreed regional policies and strategies which effectively maximise the use of regional resources.

Expected Results

- National societies will benefit from stronger partner society partnerships in programme planning, content and support.
- Regular partnership and secretaries-general meetings are forums for coordination and peer monitoring.
- Secure multi-year funding for the national societies' priority programmes, all of which have elements which lead to sustainability.
- The regional CAS provides each national society with the strategic support to be the leading humanitarian organisation in its respective country.
- Increased level of regional recruitment for the Federation's staff and delegate positions inside and outside of the region.
- Increased number of staff exchanges and secondments between the Federation and national societies, and between national societies within the region.
- Strategic and coordinated development of RCRC human resources in the region.
- Status agreements are secured between the Federation and the Governments of India, Pakistan, Sri Lanka and Afghanistan.
- Regular meetings held with relevant counterparts in targeted diplomatic missions to market the annual appeal, emergency appeals and provide operational/policy updates.
- Enhanced, positive public profile of the Federation and national societies in the region.

- Key stakeholders receive regular and appropriate Federation information/publicity materials.

Delegation Management

Overall Goal

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

Objective

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

Expected Results

- The SARD operates effectively as the Federation's central service, support and knowledge core in support of country delegations and Federation representatives.
- Regular coordination meetings maintain a sense of teamwork between all delegates and staff in the Federation's country delegations and the SARD.
- Efficient and effective programme monitoring and implementation with quality reporting is delivered to partners and donors.
- Sound financial management at all levels ensures expenditure within approved budgets.
- Efficient mechanism established to ensure complete and timely flow of key information to donors and between all delegations in the region.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.61/2004

Name: South Asia Regional Programmes

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	0	0	0	0	0
Land & Buildings	0	0	0	0	0	0	0
Vehicles	15,000	0	0	0	0	0	15,000
Computers & telecom	7,600	38,718	0	31,000	32,500	0	109,818
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	22,600	38,718	0	31,000	32,500	0	124,818
Warehouse & Distribution	0	1,200	0	0	1,000	0	2,200
Transport & Vehicules	11,688	8,021	0	0	4,200	0	23,909
TRANSPORT & STORAGE	11,688	9,221	0	0	5,200	0	26,109
Programme Support	58,041	66,896	11,975	54,919	56,969	0	248,800
PROGRAMME SUPPORT	58,041	66,896	11,975	54,919	56,969	0	248,800
Personnel-delegates	148,600	49,230	0	135,675	336,000	0	669,505
Personnel-national staff	286,305	162,325	3,350	209,050	167,484	0	828,514
Consultants	59,500	15,655	12,000	78,490	6,000	0	171,645
PERSONNEL	494,405	227,210	15,350	423,215	509,484	0	1,669,664
W/shops & Training	164,920	378,462	66,000	208,130	78,000	0	895,512
WORKSHOPS & TRAINING	164,920	378,462	66,000	208,130	78,000	0	895,512
Travel & related expenses	39,620	71,844	73,000	78,356	31,100	0	293,919
Information	28,000	161,507	15,200	4,600	17,800	0	227,107
Other General costs	73,662	75,316	2,700	44,692	145,400	0	341,770
GENERAL EXPENSES	141,282	308,667	90,900	127,648	194,300	0	862,796
TOTAL BUDGET:	892,936	1,029,174	184,225	844,912	876,453	0	3,827,700