

# ANNUAL REPORT



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

## SOUTH ASIA

5 May 2005

### In Brief

Appeal No. 01.61/2004; Appeal target: CHF 2,920,100 (USD 2,497,876 or EUR 1,884,585); Appeal coverage: 60.4%.

[\(click here to go directly to the attached Financial Report\).](#)

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. **This annual report also covers the operational period 1 November to 31 December not covered by the last programme update.** All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>*

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### Operational Context

While it occurred just five days before the end of the year, the 26 December tsunami was the most significant event in the region in 2004. Countries directly affected in South Asia were Sri Lanka, India, and the Maldives:

Country	Dead	Missing	Displaced	Homeless
Sri Lanka	31,147	4,115	519,063	480,000
India	10,749	5,640	647,599	20,000
Maldives	82	26	21,664	n/a
<b>Total</b>	<b>41,978</b>	<b>9,781</b>	<b>1,188,326</b>	<b>500,000</b>

*Note: all government figures as at 28 April 2005*

The massive level of death and destruction was the worst in the region since the 1970 cyclone in Bangladesh which claimed half a million lives. The breadth of the effect of the disaster was unparalleled in South Asia.

From the onset of this disaster the Federation's South Asia regional delegation (SARD) played a central role in the Movement's response to the tsunami. It acted immediately as a coordination hub for various components of the relief operation including human resources, financial management, information management, advocacy and communications. As 2005 progresses, the focus will move from coordination and facilitation of emergency support to the countries affected, towards establishing longer-term structures and mechanisms to ensure cohesive and expanded regional support to the tsunami-affected national societies.

The response showed the value of the years of investment into developing regional cooperation and coordination between the various countries in South Asia. Red Cross and Red Crescent members from Afghanistan, Bangladesh, India, Nepal, Pakistan and Sri Lanka were all involved as part of the response to assist the most vulnerable. Through the Federation's regional disaster management programme, regional disaster response team (RDRT) members were dispatched to Sri Lanka and the Maldives and the regional emergency response coordinator, deployed according to an innovative pre-agreement with the German Red Cross, arrived in Sri Lanka from Europe within 48 hours to provide vital support to the delegation management in the rapidly expanding operation. With no national society or other Movement presence in the Maldives, the input of regional resources was particularly crucial, with RDRT members arriving within two days, liaising with government officials and subsequently complementing the Federation's field assessment and coordination team (FACT).

The challenge now is to expand SARD's capacity in providing the necessary regional-level support to the tsunami-affected countries, capture and share learning from these operations while at the same time maintaining the normal support and coordination functions to national societies and country delegations. This plan of action is outlined in the separate consolidated tsunami appeal launched in May 2005.

It was a mixed bag with the political situation in the region. The normalization of relations between India and Pakistan proceeded well with developments in re-establishing land and air transportation links. These two countries have moved forward significantly since the 2002 nuclear threat crisis.

There were elections and subsequent changes of governments in India and Sri Lanka. In both instances the transition of power went relatively smoothly. The first ever presidential elections were successfully held in Afghanistan, with the parliamentary elections rescheduled for 2005.

The situation in Nepal continued to deteriorate with yet another change of government (not through elections but appointment by the King). Peace negotiations between the conflicting parties did not progress while violence and clashes continued through much of the country. Some humanitarian/aid organizations suspended operations due to security concerns. The Nepal Red Cross and the ICRC have clearly emerged as the only major humanitarian agencies able to operate throughout the country in the current conflict situation. In addition to the conflict, the country is regularly disrupted by *bandhs* (strikes) which are incited by various groups.

Violence and security concerns impacted on the ability of the Movement to operate in Afghanistan. Several staff members of various humanitarian organizations were killed or wounded throughout the year. Severe restrictions on the movement of Federation staff were put in place.

There was an upsurge in violence and military action in Pakistan with the government launching a series of operations in the tribal areas bordering Afghanistan. Bangladesh had its share of politically motivated violence with the country blighted by continuous *hartals* (strikes).

Sri Lanka was stable but peace talks did not progress significantly. The non-governmental group in the conflict experienced an internal split which complicated the peace process. The ceasefire generally held but this situation continues to be complex and some way from reaching a resolution.

The region had its usual high number of natural disasters with particularly severe monsoon flooding in June/July. Over 70 million people were affected in India, Nepal and Bangladesh with emergency appeals launched in all three countries to a total value of CHF 12.2 million to assist 1.8 million beneficiaries. The regional delegation was involved in the process throughout, assisting with the design of the appeals and providing technical support (particularly in disaster management). Regional information bulletins were issued preceding the launch of the appeals via the regional delegation. In addition to direct support provided to national societies and country delegations, the regional delegation provided a regional overview to media and various partners.

The regional programmes in health, disaster management, humanitarian values and organizational development progressed satisfactorily on the whole. The original appeal amount of CHF 3.78 million was revised down to CHF 2.92 million as outlined in [programme update no. 1](#). A re-evaluation of activities led to a 36 per cent reduction in the health programme budget (due mainly to personnel costs being lower than anticipated) and a 23 per cent reduction in the disaster management budget.

The appeal received 76 per cent coverage against the revised budget. While overall this provided reasonable support, some individual projects were constrained by low funding (population movement 45 per cent, information development 38 per cent and humanitarian values 41 per cent).

Highlights of achievements of the various programmes in 2004 include:

- the finalization of a regional HIV/AIDS programme proposal (which was subsequently accepted in early 2005). It will ensure the sustained scaling up and delivery of national society HIV/AIDS interventions through a strategic partnership with the Swedish International Development Agency (SIDA) through the Swedish Red Cross. The HIV/AIDS programme also envisages strategic contributions to national societies' capacity development by ensuring that its systems and tools are in line with established, or support the establishment and/or strengthening, planning and management (including monitoring and evaluation), of human resource development and management, and volunteer management.
- When the acid test of the tsunami disaster was applied, the value of the investment in a regional disaster management approach was evident. Regional disaster response team (RDRT) members from several countries in South Asia were rapidly deployed to affected countries. The RDRT concept was strengthened and broadened throughout the year and is set to become an established component of the Movement's response to disasters in South Asia.
- Good progress made in India, Bangladesh, Afghanistan, Sri Lanka and Pakistan on constitutions and/or rules and regulation review.
- The use of regionally adopted organisational development tools. Volunteer development, branch development and resource mobilisation are now high on the agenda for most of the national societies in the region. This is a significant advance on the situation three years ago.
- The continued advances in financial management across the region. Five out of six national societies now have computerised financial monitoring systems in place (compared to just one in 2002).

## **Health and Care**

**Overall Goal: National societies deliver high quality public health interventions, making significant impact on 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 Result:** Regional networking is strengthened, supporting individual country efforts, including the South Asia Red Cross/Red Crescent Network on HIV/AIDS (SARNHA) being effectively integrated with other regional forums; scaling up of HIV programmes; effective advocacy through regional forums on sensitive issues; and the sharing of best practices

### **Operations from 1 November to 31 December**

The second SARNHA meeting in 2004 was held in India on 20-23 November. It was attended by all member national societies as well as an Australian Red Cross health manager and Swedish Red Cross health advisor. The meeting shared progress made in respective HIV/AIDS programmes of member societies, reviewed the representation and communication among focal persons into the network, and explored the possibility of sharing operational costs in the future. The Australian Red Cross representative, who is a member of the project coordination team of the Asia Pacific HIV programme supported by the Organisation of Petroleum Exporting Countries (OPEC), shared the salient findings of the review of the OPEC-supported HIV programmes, as well as their experience in working with People Living with HIV/AIDS (PLWHA). A representative of the Delhi Network of People Living with HIV/AIDS (DNP+) made a presentation on stigma and discrimination issues related to the Indian context.

The key elements of the regional HIV strategy and the proposed five-year regional HIV programme were also discussed, including the steps undertaken by the regional health unit to secure long-term development funds and to ensure national societies are accorded sufficient support in rolling out the programme in different countries. The meeting also reviewed the terms of reference of the network in line with the three-year secretariat hosting cycle which implies the transfer of the SARNHA Coordination Office from Nepal.

During the Secretaries' General forum in Nepal (24-26 November 2004), the regional HIV strategy and programme were presented, as well as the updated terms of reference of SARNHA. It was agreed during the forum that the SARNHA Coordination Office will be hosted by the Indian Red Cross Society starting 2005. This was followed up by the regional health unit in early December 2004. In discussion with the Indian Red Cross and Federation India delegation, modalities for the transfer of the Coordination Office were established.

The regional health unit has considered the documentation and dissemination of national society good practices in health as an engine for knowledge sharing and regional learning. As a step to realise this, a regional guide on good practices was drafted in an effort to develop a common understanding among national societies, Federation country delegations and the regional health unit on the processes involved in documenting and disseminating these good practices. The draft guide was circulated in December 2004 for inputs and will be finalised during the first quarter of 2005.

A compilation of activities organised by national societies to observe the 2004 World First Aid Day was prepared by the regional health unit as small input to regional knowledge sharing. The report was also forwarded to the Federation – Secretariat (Geneva) for inclusion in the global report.

Health posters, using selected pictures from the Health Images Project completed earlier this year, were also distributed to national societies as the regional health unit's contribution to the further profiling of national societies' community-based health programmes.

Except for some delays, all planned activities were undertaken. The delay related to the SARNHA meeting which had been scheduled for earlier in the year in Afghanistan but was moved to a different country and rescheduled due to security issues associated with the national Presidential elections in October 2004.

**Expected Result:** 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

### **Operations from 1 November to 31 December**

During the period, the regional health unit implemented the planned capacity building activities as well as responded to opportunities to contribute to national society health sector and programme strengthening. Carrying on the tradition of incorporating technical sessions and workshops of common relevance immediately after SARNHA meetings, two topics were tackled this time. A two-day workshop covered counselling, focusing on behavioural change communication strategies, as well as on volunteer blood donor recruitment programming. A visit to a centre providing care and support services to PLWHA wrapped up the whole workshop.

The development of a set of guidelines that will enable national societies to efficiently plan and implement a five-year country HIV programme commenced in December 2004. The guidelines will ensure close linkage of the HIV programme to national societies' long-term development health plan, and the strengthening of human resource development, volunteer management and organisational development systems are factored in. It will also define roles of different parties in the programme, as well as procedures for monitoring and evaluation, reporting, financial management and accounting. An external consultant was contracted to write the guidelines, in close consultation with the regional health unit and other units of the South Asia regional delegation, which is expected to be completed in March 2005, and presented during a regional meeting in April 2005.

The regional health unit also contributed to the Indian Red Cross Society's effort of developing a HIV consortium. The unit has provided policy and technical inputs during partner consultations, as well as served as a resource to the programme development committee which was tasked to identify priority action points on key programme areas, such as youth peer education and safe blood.

The regional health unit also continued to deliver its focused support to the Sri Lanka Red Cross health development programme. A technical visit was organised in November 2004 which contributed to the in-country partnership meeting on health organised by the ICRC. The meeting focused on making progress in the proposed bilateral primary health care programme with the Japanese Red Cross Society, as well as in finalising a plan for the completion of its HIV prevention project.

The regional health unit also actively participated in the 'real-time' participatory action learning exercise in Bangladesh which was aimed at capturing lessons learned and good practices of the Bangladesh Red Crescent Society's emergency response operations to the monsoon floods in July – August. Together with a national society officer, the senior regional health manager reviewed the deployment of 60 mobile medical teams to provide basic curative care to the flood affected people as well as to prevent the occurrence of disease outbreaks. A review report was submitted to the Bangladesh Red Crescent Society which presents a number of recommendations on the institutionalisation of the medical teams, as well as the strengthening of its systems and procedures.

All planned activities were carried out during this period.

**Expected Result:** 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

### **Operations from 1 November to 31 December**

Coordination meetings continued with technical advisers of the Swedish International Development Agency (SIDA), Swedish Red Cross and WHO Southeast Asia Regional Office, in an effort to finalise the proposal and iron out the management and operational mechanisms of the regional partnership in HIV/AIDS. During the period, the regional health unit submitted the final proposal after incorporating comments from SIDA. Steps to establish the regional support structure for the regional HIV programme commenced with the recruitment of the regional HIV delegate, procurement of capital items and the development of programme guidelines as elaborated in other sections of this report.

Together with blood programme managers of the national societies of India, Nepal and Sri Lanka, the regional health unit participated in the 4<sup>th</sup> Red Cross and Red Crescent Symposium on Blood Programmes in the Asian Region with the theme 'Securing Safe Blood (IV)'. Held in Bangkok, the symposium was jointly organized by the Japanese and Thai Red Cross Societies.

During the period, the regional health unit was also able to mobilize resources to support the integration of HIV/AIDS prevention to community-based first aid and primary health care programmes of the Afghan Red Crescent Society, the annual Condom Day of the Nepal Red Cross Society, and the World AIDS Day activities of the Bangladesh Red Crescent and Sri Lanka Red Cross Societies.

All planned activities were undertaken.

### **Analysis of Health and Care Programme in 2004**

The three expected results (capacity building, regional networking and knowledge sharing, and coordination and partnerships) were achieved to a large extent. This is especially so in HIV/AIDS where national societies and the Federation have made a breakthrough.

Building on the re-affirmed commitment of national societies to expand their response to the epidemic and opportunity to secure long-term development funds through the Swedish Red Cross, the regional health unit facilitated national societies in the formulation of a regional HIV strategy and the development of a long-term programme that will support them in a sustained manner. To ensure that the processes were participatory and consultative, and the outcomes of high quality, the regional health unit allocated sufficient resources to complete these processes without severely hampering the priorities in other technical areas.

The regional health unit was also able to deliver/provide inputs in other areas, such as primary health care, first aid, volunteer blood donor recruitment, water and sanitation, and public health in emergencies – though the scale and scope were not greater compared to HIV/AIDS. This is because, except for Nepal and Sri Lanka, all other Federation country delegations have health expertise and therefore the scope for the regional health unit for capacity building support was lesser. Most national societies are also considered leaders in the delivery of first aid training and services; hence, the regional health unit's role was more on regional networking and coordination. Further, considering current capacity, the regional health unit was only in a position to respond to national society requests on public health in emergencies, and could coordinate needs in water and sanitation.

The objective and expected results of the regional health programme are long-term, and the regional health unit recognises that it is only one of a number of agents that contribute to the national societies' capacity strengthening and transformation as a key civil society player in public health in their

respective countries. While many health programmes are already established in terms of content and scale, most national societies still have to put in place programme management and organisational systems for quality assurance and accountability, as well as systems that enable them to identify and adjust to changing public health needs, priorities and conditions. Nevertheless, the regional health unit has made significant progress towards the achievement of its objective in the last two years.

In order to best deliver its support strategies and programmes, the regional health unit employed, and will continue to employ, an 'evidence-based' approach to ensure that its services are targeted and responsive. Through the regional health mapping exercise in 2003, the regional health unit has already established a comprehensive baseline of the health programmes in the region as well as an overview of the organisational framework within which they are implemented. In facilitating the development of a regional HIV strategy/programme in 2004, national societies consulted key HIV/AIDS players in different countries, as well as extensively referred to literature on good practices in youth peer education, volunteer blood donor recruitment, care and support to PLWHA, capacity building, and regional approaches before broad action areas under these programme areas were selected.

In 2004, the regional health unit also facilitated the process of ensuring sustained scaling up and delivery of national society HIV/AIDS interventions through a strategic partnership with SIDA through the Swedish Red Cross. The HIV/AIDS programme also envisages strategically contributing to national societies' capacity development by ensuring that its systems and tools are in line with established, or support the establishment and/or strengthening of, planning and management (including monitoring and evaluation), human resource development and management and volunteer management.

The regional health programme objective is predicated on having a strong team of public health professionals who facilitate translating these objectives into appropriate and effective actions. Accordingly, the regional health unit capacity was strengthened and will be further built up in the future.

The national societies are in different levels of development in health. As mentioned earlier, most national society health programmes are already established in terms of the technical content and scale. However, they need to strengthen management and organisational systems to ensure that the programmes are of quality and responsive to changes. Most national societies, as well as the Federation, need to realise the latter as it requires a different set of approaches.

It may still take a number of years before the objective can be achieved. This has to do with how the Federation can deliver the appropriate kind and level of support to national societies. Progress will also differ from one national society to the other, as this transformation is largely dependent on the commitment of internal stakeholders.

Funding for the health component of the appeal was lower than what was originally proposed, resulting in a revision down of the health budget of 36 per cent. Another constraint was SARD's uncertain future in India, associated with risks to the absence of a legal status agreement. This resulted in severe delays in the recruitment of the regional HIV delegate (planned for final quarter 2004 but not achieved until February 2005). There were no other major or unexpected constraints experienced last year.

The country consultations in relation to the development of a regional HIV strategy/programme has enabled national societies and Federation country delegations to reinforce current partnerships with different stakeholders in HIV/AIDS, as well as opened up opportunities for new partnerships especially among national networks of PLWHA. The potential long-term funding for HIV/AIDS programmes will also enable national societies/Federation to allocate available resources to other priority health programmes.

Through the development of a regional HIV strategy and a five-year regional HIV programme, the major long-term effect of the programme has been the securing of long-term developmental funds for HIV/AIDS interventions in the region. These funds will enable national societies to actively engage in the response to HIV/AIDS in their respective countries, as well as to develop the capacity of their HIV/AIDS units. This will have strategic beneficial ramifications beyond the HIV/AIDS purview as the systems and structures developed through these funds will also benefit other health programmes, such as the planning and management, monitoring and evaluation, human resource development, and volunteer management. These frameworks will provide a platform for dovetailing with other health programmes. The long-term nature of the funding will also provide stability for programme implementation. This is due to releasing national societies (as well as the Federation) from the frequent resource mobilisation resulting from the short funding cycles of the majority of its funding partners.

In considering the most significant lasting effects of the health programme over the last three years, the comprehensive health mapping exercise in 2003 has already generated large dividends for the regional health unit, and more especially the national societies in the region. It has provided baselines which were utilised in developing and carrying out assistance strategies and programmes, in facilitating capacity building activities, as well as in sharing good practices and Movement coordination.

Specifically in HIV/AIDS, the mapping exercise captured the strong commitment of all national societies in scaling up their response to the epidemic, as well as the comparative advantages that they can offer in the response in their respective countries, and collectively in the region. These were summarised in a concept paper developed in the later part of 2003, and which became the basis for the development of a regional HIV strategy/programme in 2004. A regional HIV programme will start in 2005 and will run until 2009.

## **Disaster Management**

**Overall Goal: Reduced impact of disasters on vulnerable populations throughout South Asia, as indicated by a reduction in the number of deaths and the amount of damage sustained during disasters, and 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 consists of three projects;**

- 1. Disaster Preparedness project**
- 2. Disaster Response project**
- 3. Population Movement project**

**Disaster Preparedness project objective: South Asia national societies meet the criteria for well-prepared national societies and demonstrate their capacity to reduce the vulnerability of disaster-prone communities.**

**Disaster Preparedness expected result: South Asia national societies have adopted consolidated community-based disaster preparedness (CBDP) and awareness raising programmes.**

### **Operations from 1 November to 31 December**

The Sri Lanka Red Cross Society received continued support for its school awareness programme, through the training of teachers in first aid and disaster preparedness. This approach, conceptualized in 2003 is finding good support from communities and students. The aim is that teacher-student teams will be able to help communities by identifying local disasters and house plans, for the 'safer communities' concept. Nepal has also made good a progress in this area and implemented the programme in three districts.

The planned information, education and communication strategy workshop was not held as earmarked funds were not received. It is hoped that this workshop can be held in 2005, though at the time of writing the focus on tsunami-related activities has meant this meeting has not been rescheduled as yet.

**Disaster preparedness expected result:** South Asia national societies have identified community capacities and vulnerabilities leading to operational and strategic disaster management plans, reflecting regional and global priorities of the Movement.

### **Operations from 1 November to 31 December**

Planned activities were carried out as scheduled. In addition, the Bangladesh Red Crescent was supported with a workshop on carrying out a vulnerability and capacity assessment (VCA). Pilot projects across the region for the identification of community vulnerabilities and operational planning, are planned for 2005, in coordination with the health, organisational development and humanitarian values regional programmes.

The workshop in Bangladesh was aimed at increasing understanding of VCA and how to conduct such an assessment, from objectives to operational planning and data synthesis in a multi-agency environment. NHQ and branch staff, and youth volunteers attended. This wide range of participation was aimed at ensuring there is good communication at all levels for better planning. Issues related to better programming initiative (BPI), participatory planning, and beneficiary involvement, were also discussed with a view to being integrated into operational planning, leading to multi-sectoral plans to assist communities.

**Disaster preparedness expected result:** The demand for trained and competent staff of each gender is met, with four national societies to develop and use locally appropriate disaster preparedness/disaster response training materials.

### **Operations from 1 November to 31 December**

A planned training on gender and disaster to be held in Nepal in December was postponed. This was due to Nepal Red Cross national disaster response team training and commitment of resources to the regional tsunami response.

**Disaster preparedness expected result:** Disaster management staff in South Asia national societies /delegations are using appropriate software and hardware tools for cost effective and efficient operations, through better operational and knowledge management linkages with government and other disaster preparedness practitioners in South Asia.

### **Operations from 1 November to 31 December**

The human resource component of the map-based management information system (MIS) is fully operational. SARD will try to incorporate any specific requirements of other regions, for greater benefit and sharing. The Sri Lanka Red Cross Society utilised MIS for its tsunami response.

**Disaster Response project objective: 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.**

**Disaster response expected result:** 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).

### **Operations from 1 November to 31 December**

The regional disaster management team supported national disaster response team (NDRT) training events held by the Sri Lanka and Nepal Red Cross Societies during this period. Financial, training and resource assistance was provided.

The Sri Lanka NDRT training event was a good example of the utilisation of regional resources. The Nepal Red Cross disaster management director and a NDRT member from the Indian Red Cross (who had led the assessment team in the 2004 Bihar floods) were used as resource persons for the training. This approach helped promote the sharing of experiences from the region. The Nepal Red Cross disaster management director noted that his experience with the Sri Lankan event helped him prepare for a subsequent NDRT training in Nepal.

The Sri Lanka Red Cross Society used its NDRT members in its immediate response to the 26 December tsunami. NDRT members in affected districts were joined by team members from non-affected districts. NDRT members operated both at the district and NHQ level.

Immediately following the tsunami the regional delegation issued an alert to all regional disaster response team (RDRT) members to be on standby for deployment. The regional disaster management team facilitated the following;

- Two RDRT members from the Nepal Red Cross Society deployed to Sri Lanka on 27 December.
- One RDRT member from the Nepal Red Cross Society deployed to the Maldives on 29 December. He was first Red Cross/Red Crescent personnel to reach the Maldives following the disaster (the Maldives has no national society). The story of his mission can be read at <http://www.ifrc.org/docs/News/05/05031601/index.asp>
- Three RDRT members from the Bangladesh Red Crescent supported the Sri Lanka Red Cross in its relief operation.

The regional disaster management team will facilitate future deployment of RDRT members to tsunami-affected countries in South Asia.

**Disaster response expected result:** Network of disaster managers has been developed to facilitate peer-to-peer communication in the region and is linked with Federation response systems.

### **Operations from 1 November to 31 December**

Through integration with the disaster preparedness project, significant progress was made towards this expected result (see disaster preparedness section above).

As outlined in Programme Update 2, participatory action learning (PAL) studies were conducted on the 2004 monsoon flood operations in Nepal, India and Bangladesh. This was a joint initiative between the regional delegation, the respective national societies and key partners. These studies have been published and are available on request from the respective national societies and the regional

delegation. The PAL focused on 1) response performance, 2) community mitigation and preparedness, 3) integrated programming and capacity building, 4) coordination with external partners and their perception of the Movement.

A regional lessons learned workshop on the PAL studies was held in Bangladesh on November 3-4. Representatives from the national societies of Nepal, Bangladesh, Pakistan, Sri Lanka and Afghanistan attended. While the Indian Red Cross was unable to attend, it made submissions and its study was discussed. Federation representatives (including the Geneva Secretariat) also attended along with one PNS representative. There was consensus that the PAL process had been extremely useful and informative and that it could be replicated following other future major disasters.

The network of disaster managers in the region continues to develop and flourish. The benefit of this was clearly evident in the tsunami response. The Maldives tsunami operation was supported by RDRT members from Nepal and Pakistan and the Bangladesh flood relief delegate. They combined to work with the field assessment and coordination team (FACT). RDRT members from the Nepal Red Cross joined the tsunami relief operation in the early stages in Sri Lanka. This networking will continue to be expanded and strengthened and is a major part of the plans for 2005.

**Disaster response expected result:** 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.

#### **Operations from 1 November to 31 December**

The Sri Lanka and Nepal Red Cross Societies held NDRT training events during this period. The Sri Lanka training utilised resources and facilitators from other national societies in the region and SARD. This is clear evidence of increased regional peer-to-peer support and interaction. The regional disaster management programme also provided funding support for these activities.

The Indian Red Cross has also formed state level disaster response teams to improve deployment and reaction time to emergencies at the state level.

As outlined in Programme Update 2, RDRT and NDRT members were mobilized in response to the floods operations in Nepal, Bangladesh and India. There were again deployed in the Maldives, Sri Lanka and India following the 26 December tsunami. They teamed up with FACTs in the Maldives and Sri Lanka and provided good support. The experience with the tsunami operation reflected the increased importance of RDRT members in particular and the bigger role they can play in emergency response/assessment, in combination with FACTs.

A case study is being done on the lessons learned and from the combined FACT/RDRT structure for the Maldives tsunami operation with has proved to be very effective. The regional disaster management team is developing this concept of a combined 'response, assessment and coordination team' approach.

**Population movement project objective:** All South Asia national societies have an operational, comprehensive and inclusive population movement project, linking DM with other RCRC core programmes, while assisting uprooted vulnerable people.

**Population movement expected result:** Population movement focal points established in each national society.

### **Operations from 1 November to 31 December**

The main objective of this activity was to ensure each national society has a person that focuses on the goals set out in task two of Manila Action Plan and to ensure his/her national society takes measures to implement those goals. In 2004, four out of six national societies in South Asia had population movement focal points – Afghanistan, Bangladesh, Nepal and Pakistan.

The Indian Red Cross did not appoint a designated focal point although the person in charge of tracing follows population movement issues. The Sri Lanka Red Cross was going through structural changes and also lacked capacity and financial resources to appoint a population movement focal point.

**Population movement expected result:** Tools such as the BPI, *Reach Out*, Red Cross/Red Crescent legal instruments and human rights instruments concerning population movement translated into South Asia local languages.

### **Operations from 1 November to 31 December**

Related documents on tools such as BPI and Reach Out were translated in three national societies – Afghanistan, Bangladesh and Nepal.

Extensive BPI training at national level was conducted for the Sri Lanka Red Cross (three BPI trainings) and Bangladesh Red Crescent Societies (two BPI trainings and one regional Reach Out training).

The Sri Lanka Red Cross had planned to translate documents but due to lack of financial resources the activity was not implemented. Population movement was not a high priority for the Indian Red Cross and Pakistan Red Crescent Societies and as such had not planned for translation of materials.

**Population movement expected result:** Conduct awareness programmes on population movement activities in the Red Cross/Red Crescent, its legal instruments including international humanitarian law, humanitarian values and refugee law/protection, in cooperation with the ICRC and other organisations at regional and national level.

### **Operations from 1 November to 31 December**

As outlined in programme update 2, a module on international humanitarian law to train middle managers was being developed at the request of several national societies in the region. The development process involved the regional population movement manager, representatives from two national societies and an external consultant on refugee law.

However, the Nepal Red Cross was the only national society to contribute. Cooperation with the ICRC was established at the regional level for guidance and technical support in development of the module especially on Red Cross Fundamental Principles, IHL and the IDP module.

The module was not completed by the end of the year and it is hoped it will be finalised and ready for publication by May 2005.

**Population movement expected result:** Developed guidelines, policies or strategies for the regional population movement programme. (NB: as noted in Programme Update 1, this expected result has been amended from the original appeal.)

### **Operations from 1 November to 31 December**

Whilst the regional population movement manager did liaise with national societies to try to establish a regional strategy for BPI implementation in South Asia, overall this expected result was not met. It transpired that such an expected result was overly ambitious.

The population movement dynamics in each country in South Asia vary widely. Whilst all national societies in the region are signatories to the Manila Action Plan (and its commitment on population movement) not all have prioritized population movement. Others lack the capacity to implement the goals of the Manila Action Plan in relation to population movement. From this, the regional population movement manager concludes that South Asia national societies are not ready to adopt regional policies and strategies. They must first establish policies and strategies at a national level. The regional delegation should support national societies in achieving this through the provision of technical support.

**Population movement expected result:** Development and implementation of pilot projects by each national society in South Asia based on their needs and priorities identified.

### **Operations from 1 November to 31 December**

Two pilot projects were introduced in Nepal and Sri Lanka earlier in 2004. The skill training project introduced in Nepal using BPI for the Bhutanese refugees and the local communities in Jhapa and Morang proved to be successful. As a result the Nepal Red Cross increased the vocational training component and was supported by the Netherlands Red Cross to implement the project.

The HIV/AIDS awareness pilot project in Sri Lanka to target internally displaced persons and returnees in Jaffna failed. This was mainly due to lack of capacity both in the Jaffna branch and at NHQ. There were also significant communication issues between the branch and NHQ. It had been hoped that the regional programme could provide technical support at the branch level for three to four months to get the project underway. However, due to funding constraints for the regional population movement project, this assistance was not able to be provided.

The Afghanistan Red Crescent also planned to implement a pilot project by using the GIS tool to collect information regarding population movement and to map national society activities. Whilst the project was started, it has not been completed due to lack of funds.

**Population movement expected result:** Existing initiatives for replication and potential national societies' activities in the area of PM have been mapped and evaluated.

### **Operations from 1 November to 31 December**

Two evaluations were conducted in July on implementation of BPI in Nepal and Bangladesh. The evaluations looked at how useful BPI is as a tool how successful it is in delivery of programmes (such as skill training by the Nepal Red Cross for the Bhutanese refugees and the Bangladesh Red Crescent Chittagong Hill Tract development programme). These evaluations were completed during the reporting period and included in the BPI case study booklet published early in 2005.

**Population movement expected result:** Establishing an effective informative communication system on population movement in the region and globally. (NB: This was a new expected result as was noted in Programme Update 1.)

### **Operations from 1 November to 31 December**

A concept paper was formulated; however the project was never started. This is mainly due to lack of funding.

### **Analysis of Disaster Management Programme in 2004**

In summary, the expected results for the disaster preparedness and disaster response components (the latter with a reduced number of activities) were largely achieved with the exception of the DP-Net evaluation.

As outlined above, various expected results of the population movement project were not achieved or did not progress satisfactorily. This was due in part to a combination of varying levels of commitment by national societies to fulfilling the population movement goal under the Manila Action Plan, funding constraints, and the need for further work for country-level strategies and policies before regional objectives can progress.

The regional disaster management programme by its very nature is of a more strategic nature and an ongoing process. Whilst progress was made in 2004, development of the programme and follow-up with country delegations/national societies is required.

The tsunami response operation has provided an acid test to measure and verify the impact regional programmes has been making over the past few years. Numerous evaluations and studies have and are being conducted in relation to the tsunami operation which commenced 26 December 2004 and will be reflected in future reports.

The foundation has been laid for continued and enhanced regional cooperation at a national society level and this will be pursued. The concept is to diminish the reliance on regional and country delegations to coordinate responses and allow a regional network of national society disaster management managers to lead the response. This will call for innovative use of disaster relief emergency fund (DREF), and other regional tools, where Geneva operations support department (OSD) will play an important facilitating role at policy level, to further the regional approach to disaster management and capacity building.

There were instances of a lack of clarity relating to some donor funding whilst another constraint was the divergence of national society resources to respond to disasters. However given the regular nature of major disasters in the region, this should be taken into account in future planning, certainly to take account of predictable disasters (e.g. seasonal flooding).

Several activities under disaster response were postponed until 2005. The simulation exercise had been intended to be held in Pakistan and was specifically designed for that location. Continued postponements by the Pakistan Red Crescent (in part due to the change of governance in the first half of the year) meant that eventually this activity was cancelled. The planned development of joint country-specific national disaster response/conflict preparedness training did not occur due to the inability to find mutually agreed dates with the ICRC. Various external issues such as the flood relief operations in South Asia, security issues in Nepal contributed to this situation.

Gender equity in disaster management, as with other programmes, is an area where there continues to be disparity between the number of men and women involved. Of the pool of 40 personnel who have been RDRT trained, there are just six women. Of this group, two women would be considered to be at 'operational' level. Among the national disaster response teams in India, Nepal and Sri Lanka, women make up approximately only eight to nine per cent of trained staff. These low levels are a reflection of the relatively small number of women working the various national societies as either staff or volunteers. Representation in the likes of RDRT and NDRT can only be increased if the available pool of potential female candidates is larger. The solution is to increase the number of women from the grassroots level, which will eventually translate into greater representation in national societies. This is

being done through youth/school initiatives across the region over various programmes (such as disaster management, organisational development and humanitarian values).

Regional planning meetings continue to be more fruitful and productive with an enhanced atmosphere of regional cooperation. Personnel from various countries work as a team and are keen to develop common approaches where applicable. Historically, national societies in South Asia operated more independently and subsequently there were inefficiencies not addressed, and just as importantly, good practices in other countries not capitalised on. The regional programme continues to act as a conduit between national societies for learning and developing a common approach.

Lasting effects of the regional programme in 2004 have been;

- Investment in assessment and response capacity of the Sri Lanka Red Cross assisted the national society in its response to flooding earlier in 2004 and the December tsunami. Whilst the sheer scale of the tsunami disaster overwhelmed the Sri Lanka Red Cross disaster management capacity, the national society responded well. More detailed assessments of the tsunami response will be available in 2005.
- Data collected via MIS mapping in Sri Lanka assisted the national society in its disaster and capacity building planning.
- The RDRT training of trainers was a major success. Participants successfully conducted a simulation exercise without any supervision. A participant says the training compared very favourably with a global event he attended.
- The Sri Lanka Red Cross NDRT training event was a prime example of good use of regional resources and intra-regional learning. The Nepal Red Cross director of disaster management attended and said as a result, it markedly influenced his national society's approach to NDRT training. The Sri Lanka event was facilitated by a member of the Indian Red Cross NDRT and he was able to share significant new information and approaches which his colleagues from Sri Lanka and Nepal. The gathering also enhanced the level of understanding and potential for future cooperation between the three national societies.
- Regional support with email and website development enhanced communication and information sharing in the Sri Lanka Red Cross.
- Increased availability of trained staff/ volunteers.
- Analysis and consolidation of training needs and development of appropriate materials / modules to make training programmes more effective, including training impact.
- Development of cost effective tools for knowledge management and successful practices.
- Availability of trained staff on email and map-based MIS.
- Reference materials on training, management and disaster management.
- Coordination with governments, INGOs and other agencies.
- Increased coordination with health and organizational development programmes.
- Mobilisation of technical expertise available in the region, to support specific requirements of national societies.
- Participatory planning of national society's disaster management plans feeding into the regional disaster management plan to provide technical support as required.

Reflecting on the last three years, the most significant impact of the regional disaster management programme has been;

- Community priorities are being better reflected in national society/NHQ planning. Consultation with branches and communities has become a common feature in all national societies in South Asia.
- The sharing of training resources and inter-national society support has grown. There is now an understanding amongst the individual national societies of their capacities as a whole in the region.

- DP-Net has progressed from an information sharing platform to an operational network during disasters.
- Diversity of funding in the national societies.
- Stronger community based disaster preparedness approaches, which are now reaching school / youth programmes and will soon involve scouts and civil defence mechanisms.
- Use and demand for a MIS is growing. One module has been shared with all regional disaster management coordinators, and is being used by the Dakar regional delegation.

### **Conclusions re Disaster management**

There is a better understanding of the disaster management programme and acknowledgement of the need to go to community level programmes. VCA has become a regular intervention in most national societies. National societies are moving into a process based approach. Field disaster simulation is still not used in all national societies.

Drawing upon the experiences of 2004, the regional programme will be altered to have a greater focus on capacity building below NHQ level i.e. at branch and community level. This will lead to greater depth in human resource capacity. The tsunami has had a paradigmatic effect in reallocation of focus and resources.

The regional delegation will arrange fresh training programmes to build on and expand national society capacity. This is aimed at enhancing human resources of national societies in South Asia so that they are ready and equipped to assist in other countries.

## **Humanitarian Values**

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

**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 result:** The Global Agenda on Discrimination and Humanitarian Values are promoted through effective communication and advocacy with internal stakeholders, the media and civil society and national society programmes, bringing about changes in behaviour.

### **Operations from 1 November to 31 December**

Planned activities for the reporting period were partially achieved. Through promotion and assistance provided by the regional programme, humanitarian values were incorporated into various trainings and workshops in the region. The integration of a humanitarian values session during the regional disaster management workshop provided a good opportunity to examine the application of tools such as BPI and VCA and their relationship to humanitarian values. Humanitarian values sessions were also included in a series of country-level organizational development workshops in Nepal. Similarly, there was good input on humanitarian values in a Reach Out workshop in Bangladesh.

The planned activity of developing a trained core group in national societies who would then further promote humanitarian values among staff and volunteers only progressed significantly in Nepal. This is largely due to support and buy-in from that national society's leadership.

Just three of the six national societies in the region had humanitarian values focal persons. All of these focal points already had other duties and obligations, which limited their ability to progress the humanitarian values programme at country level. This is an ongoing issue and has to be addressed either by national societies committing more resources to the programme or a scaling back of expectations of what the regional and country programmes can achieve in the short term.

Encouraging progress was made in integrating humanitarian values components into regional workshops/trainings of other regional programmes and this will be continued.

The regional exchange of staff and volunteers was also not accomplished. This is planned for an exchange of staff between Bangladesh and Nepal, but at this stage has been deferred to 2005.

**Expected result:** Alongside promoting the understanding of the Fundamental Principles, national societies have advocated on different forms of discrimination vulnerable people face, with a focus on people living with HIV/AIDS.

### **Operations from 1 November to 31 December**

As outlined in programme update 2, the regional programme supported five journalists (two from Sri Lanka, one from Pakistan and two agency journalists) to attend the Nepal Red Cross-organized 'Condom Day' in October. The aim was to engender coverage of the event and the ideas behind it to a wider audience. This was achieved with articles published by the Sri Lankan and Pakistani journalist in their respective countries, while the event was covered on the OneWorld.net (<http://www.oneworld.net/article/view/100662/1>) and distributed to media via the Communication Initiative website ([www.comminit.com](http://www.comminit.com)) and the Inter Press Service News Agency site.

The planned staff exchange visit between Bangladesh and Nepal did not take place as outlined under the previous expected result. Similarly, a planned SARD-supported visit to Nepal by the Sri Lanka Red Cross humanitarian values focal person was postponed due to other commitments.

### **Analysis of Humanitarian Values programme in 2004**

The expected results were partially achieved and not advanced as well as had been hoped for. The greatest progress in evidence of better understanding of humanitarian values and a resulting enhancement of activities in that area was in Nepal. This was due in large part to good support from the Nepal Red Cross leadership. There were also encouraging developments in Bangladesh and Sri Lanka. However it is apparent that India, Pakistan and Afghanistan require more focus from the regional programme to promote the humanitarian values agenda in those countries.

In relation to the first expected result concerning promotion of the global agenda on discrimination and humanitarian values to various stakeholders, achievements included;

- Assisting the Nepal Red Cross in redesigning its humanitarian values programme to more accurately reflect the conflict situation in that country.
- Support (technical/financial etc) for integration of humanitarian values components in various workshops at regional and country level (Bangladesh, Nepal, Sri Lanka).

In relation to the second expected result concerning national societies advocating about the various forms of discrimination with a focus on people living with HIV/AIDS, achievements were;

- The Nepal Red Cross condom day and coverage of the event by journalists from Pakistan, Sri Lanka and agencies.
- Development of a pilot project by the Nepal Red Cross to be finalised in early 2005 aimed at reducing discrimination in a targeted community.
- Facilitation/support for youth camps in Nepal.

The ability of the regional programme to achieve impact in the future is heavily dependent on support for humanitarian values at national society level. This exists to a good degree as outlined above in Nepal, Bangladesh and Sri Lanka.

An important planned activity which was not carried out in 2004 was the humanitarian values mapping in the region. It was to examine what national societies have been doing to address discrimination through their programmes and to gauge needs and priorities. The major constraints preventing this being carried out were funding (the humanitarian values programme received just 41 per cent funding against the appeal) and counterparts not being in place in three of six national societies. This mapping exercise is intended to be pursued in 2005.

An unexpected constraint on the programme was the sudden change in governance in the Pakistan Red Crescent Society in the early part of 2004. Promising groundwork in the area of humanitarian values was put on hold during this period of change.

Not unexpected, but a continuing constraint is the lack of all national societies having humanitarian values focal points and those who are in place, having numerous other obligations. Just three of the six national societies in the regions have humanitarian values focal persons and all of these have other duties/roles, impacting on their ability to progress the programme at a country level. The regional delegation will continue to promote the importance of national societies having vibrant, well resourced humanitarian values programmes and devoting the necessary resources to them.

An unanticipated but welcomed development in 2004 was funding support from a PNS for the position of regional humanitarian values coordinator. This allowed the person in this position to focus solely on humanitarian values from June onwards, shedding his previous other role of information manager. It is important for future continued progress that the regional position being solely focused on humanitarian values.

While progress overall in the programme was not as much as anticipated, there have been important lasting effects as a result of the work done in 2004. Key to this is an understanding of what humanitarian values is. National societies have laboured under the impression that the programme is primarily about dissemination/communication advocacy. While they are important components, they do not in themselves constitute humanitarian values. This lack of understanding has meant that national society humanitarian values programmes are often dominated by communication and dissemination activities rather than addressing discrimination and seeking behaviour/attitude change. Often the goal is to promote the Fundamental Principles and leave at that. Progress was made in 2004 in clarifying the true nature of humanitarian values. This has led to some greater focus in various humanitarian values national society programmes designed for 2005 and this work will continue to feed into planning even more sophisticated and targeted programmes in the future.

Humanitarian values has existed as a stand-alone programme for SARD for just three years. The first year was primarily focused on information and dissemination and building capacities of national societies in those areas. The second year targeted promoting the Movement's global campaign on anti-discrimination and changing behaviours. There has been a gradual scaling up of the level of sophistication of the programme. A major achievement has been to put humanitarian values on the map for national societies in the region. While the concept of humanitarian values pre-existed in various forms (for example, work done in community harmony the Chittagong Hill Tracts in Bangladesh), the 'package' now being promoted is a relatively new concept. Some national societies have been quicker than others to embrace and fully understand it. But the foundation has been laid for which future humanitarian values initiatives can be built on for the future.

## Organisational Development

**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 organisational development programme consists of four projects;

1. Strategy and management development project.
2. Information development project.
3. Finance development project.
4. Planning and reporting project.

**Strategy and management development project objective: South Asia national societies will manage strategic change processes that result in relevant and focused services to vulnerable communities delivered through strong legal bases, sustainable programmes, and integrated approaches to capacity building in all programmes.**

**Expected result:** Strengthen legal bases in all South Asia national societies are developed leading to clearer positioning and recognition as leading providers of humanitarian services.

### **Operations from 1 November to 31 December**

Activities in legal base development consisted of technical support and advice to national societies as required in their respective legal base developments. A regional senior governance and management workshop with ICRC to review the existing legal bases and develop a common strategy was planned but never held due to continued postponement of regional Secretary Generals' meeting.

**Expected result:** 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.

### **Operations from 1 November to 31 December**

All activities were executed as planned. There are many examples of good regional knowledge sharing practices such as use of common email groups and development of capacity building fact sheets. South Asia national societies all use a commonly agreed branch development framework and use a manual on volunteer and staff development as a reference guide. A plan has been formulated to follow up on the recommendations in the report "Volunteering in South Asia and South East Asia".

**Expected result:** Active and diverse junior and youth membership and volunteer base integrated into all levels of governance and service delivery across the region.

### **Operations from 1 November to 31 December**

The involvement of youth in Red Cross and Crescent work is continually promoted but in the reporting period there were no specific activities related to youth.

**Expected result:** National societies with women active in membership and all levels of governance and management leading to policies and services in all programmes with clear gender perspectives.

### **Operations from 1 November to 31 December**

The involvement of women both as volunteers and in governance is a key priority for the Red Cross and Crescent Movement. There has been focus on following up previous year's gender training. There was no request for further regional gender training from the South Asia national societies so the planned activities did not get priority.

**Expected result:** National societies with diversified resource bases leading to sustainable service provision to the vulnerable.

### **Operations from 1 November to 31 December**

The annual fundraising manager's forum was held in November 2004. Five of the regions' six national societies were represented in what was a very productive meeting. The focus was to follow up on the global 'skill share' workshop held in the Netherlands in 2003 which Nepal, Pakistan and Sri Lanka attended. A result of the 2004 forum was the creation of three capacity building fact sheets on fundraising. Further details about the fundraising forum can be obtained from the organisational development delegate at SARD.

**Expected result:** National society senior governance and management have the confidence and support to manage strategic change processes.

### **Operations from 1 November to 31 December**

The regional OD delegate discussed change management challenges with the secretary general and the chairman of the Nepal Red Cross. An important development in Nepal has been the effort to promote the neutrality of the National Society in the light of the internal conflict. It was agreed that there would be limited benefit from the planned activity of involving an external management consultant to discuss change management challenges and reviewing goals.

**Expected result:** 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.

### **Operations from 1 November to 31 December**

There was no strategic "personnel-on-loan" on the regional level. The reason for this was primarily due to lack of funding. Terms of reference were developed for a regional OD impact study. The Swedish Red Cross kindly offered to identify and fund a suitable consultant for the review and is still in the process of selecting the candidate. Due to the tsunami it has been agreed to review the timing of the project.

### **Analysis of organisational development – strategy and management in 2004**

There were continuing developments regarding legal bases in South Asia national societies;

- In India the Governing Board approved new uniform branch rules
- The Bangladesh Red Crescent reached an agreement with the Federation and ICRC Joint Commission on its statutes
- The Afghanistan Red Crescent formed a committee to work on a draft constitution
- The Sri Lanka Red Cross had a second review of the implementation of its newly adopted statutes.
- In Pakistan the draft of a new unifying constitution is now under consideration by the chairman.

The continued use of regionally adopted organisational development tools and shared meetings between programme managers and OD practitioners have helped progress towards a common understanding of OD challenges in the national societies. It is encouraging to find that volunteer development, branch development and resource mobilisation are now high on the agenda for most of the national societies.

There is still a need for further integration of OD and programme development before a standardised understanding and approach across the region is attained.

One of the most positive developments has been the progress in national societies' own fundraising efforts. The Afghanistan Red Crescent, with support from an experienced consultant, studied possibilities of local fundraising. This is a significant development for a national society which has not had a structured local fundraising strategy before. The Nepal Red Cross with the support of the capacity building fund employed a fundraising team which has identified several fundraising opportunities and embarked on two projects just before Christmas: A direct mail campaign and selling of Christmas greeting cards. Similarly, the Pakistan Red Crescent carried out a direct mail campaign which established contact with many new potential donors. The Pakistan Red Crescent also carried out a fundraising campaign for victims of the tsunami. Collectively the national societies have asked SARD to focus on fundraising development at branch level as this remains one of the major challenges in providing programme self-sustainability.

There was no regional senior or governance training as was originally planned. The regional OD delegate helped facilitate training in OD of senior management in the Afghanistan Red Crescent and likewise there were a number of workshops at country level. On the regional level the most interesting development was the Secretary Generals' decision to form a more formal group which will provide a more solid mandate for the priorities of the regional delegation and ensure coordination with country level activities. That will hopefully enhance the collective impact of all OD activities.

A significant constraint in 2004 was the gap between the departure of the previous OD delegate and the arrival of his replacement. This led to a revision of the work plan, meaning expected results relating to youth and women did not get the attention they deserved. These areas will be pursued more vigorously in 2005. It is encouraging to see the involvement of especially youth in many activities but their full potential is not utilised and there is a lack of youth in governance in most of the national societies in South Asia. Women's involvement is high on the agenda in Federation policies and is strongly supported by most partner national societies. However this level of priority with relation to women is not matched across the board among the national societies. However it is notable that India, the largest national society in the region, had a woman as its secretary general while a woman was appointed as President of the Afghanistan Red Crescent.

Funding and time constraints meant the planned staff on loan activity did not take place.

The major constraint in 2004 was the high turnover of staff in at least three national societies. In Afghanistan many well-trained staff members are recruited by better paying agencies such as the UN. In Pakistan a high number of senior staff members have been replaced and in Sri Lanka about half of the senior staff positions were vacant – including the director general – when the tsunami disaster happened.

Security was another constraint affecting several countries in the region. In Afghanistan movement between branches is difficult and severely restricted; in Nepal the armed conflict showed little sign of abating with many areas of the country affected; in Bangladesh, Sri Lanka and Pakistan there were numerous security incidents such as bomb blasts.

A spin-off of the Federation's tsunami operation in the Maldives is the possibility of establishing a national society there. The Federation delegation in Male and SARD will approach the government and community to pursue this in 2005.

The lasting effect of the programme is the development in a common focus across the region on issues pertaining to legal bases and development of volunteering, branches and resource mobilization. This is evident in the progress being made by various national societies with constitutions etc and the focus on branch development, fundraising and volunteer base development which had not been priorities in years gone past. Organizational development by its very nature is always going to be 'work in progress' but there are heartening concrete examples of progress being made as outlined above.

### **Conclusion**

Development of organizations which have existed for many years takes time because existing work norms and cultures are often deeply embedded. Organizational development, in many cases, is a matter of change of mind set of staff and volunteers. Looking at the specific OD development in 2004 only small steps have been taken and there have been some setbacks. It would be overstating the case that the programme has had the desired effect (though this in part may reflect overly ambitious expectations). Progress *has* been made but impact is always more apparent over the longer term.

The strategy and management development project expenditure was 84 per cent against its operational budget. The reasons for the under-spending were postponement of some activities until 2005 (done with the consent of major donors); some activities costing less than budgeted for; and allocation of CHF 24,000 for OD activities in Afghanistan which the delegation did not subsequently utilise by the end of 2004.

The outcomes of 2004 have affected the plans in 2005. The most important development is that the regional OD delegate will increase tailor-made assistance at country level. This country-specific focus will build on the previous year's regional activities. There will be a greater emphasis on branch level development, reflecting the wishes of national societies and country delegations. This is outlined in the 2005 appeal plans for branch level resource mobilization and volunteer management. Thirdly, because of the highly successful back-to-back workshop with disaster management programme managers and OD staff, integration of OD and programme development will continue.

**Information development project objective: 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.**

**Expected Result:** Enhanced technical skills, knowledge sharing and mutual support between national societies

### **Operations from 1 November to 31 December**

No specific activities were scheduled for this period. As outlined in programme update 2, several activities related to the planned regional information meeting which has been rescheduled for 2005. The regional information manager on a day-to-day basis had ad hoc interaction with counterparts at country delegation/national society level to provide technical support.

**Expected Result:** A strong organisational network focused on flow of information and knowledge

### **Operations from 1 November to 31 December**

The regional information manager attended the Federation global information meeting held in Geneva. Funding support was provided for information/reporting representative from the Bangladesh delegation to also attend. The regional information manager made a presentation on information matters pertaining to the South Asian context. The gathering was useful in discussing the global Federation information objectives and sharing of ideas and best practice among colleagues from around the world.

**Expected Result:** Resources and professional staff in each national society to further the objectives of the branch development framework

#### **Operations from 1 November to 31 December**

As outlined above, funding support was provided for the Bangladesh delegation information/reporting focal point to attend the Federation global information meeting in Geneva.

The regional information manager was deployed immediately to Colombo following the 26 December tsunami. His primary activities were assisting the Sri Lanka Red Cross dealing with the massive media attention. Personnel back at the regional delegation in Delhi also handled the media workload, providing updates on the Federation and national society responses in the affected countries in the region, consolidating information etc. With Sri Lanka being the worst-affected country in South Asia, and the intense media/partner interest in operations in that country, the regional information manager remained in Colombo through until early 2005.

**Expected Result:** National society branches exhibit improved internal communication

#### **Operations from 1 November to 31 December**

No activities planned for this period.

#### **Analysis of information development project in 2004**

The role of regional information manager for the first half of 2004 was a shared position with humanitarian values. A sole regional information manager was employed from June which led to a scaling up of activities in the latter half of the year.

Visits were made to national societies in Sri Lanka, Pakistan, Nepal, Bangladesh and India. There were meetings with information focal points at country delegation and national society level to discuss planning and where the regional programme could provide assistance in the future. During the country visits to Bangladesh, Pakistan and Sri Lanka there was liaison with embassies and networking with various partners and media conducted.

The regional information manager also liaised closely with international media based in the region, particularly in Delhi where many agencies etc base their South Asia head offices.

Closer linkages were developed with information focal points in national societies. This was hampered in the first half of the year when several national societies did not have information staff in place. However this situation improved markedly by the end of 2004. The regional information manager provided technical assistance as required with his counterparts in the national societies.

The information project was involved in various successful profile-raising and advocacy activities throughout the year. The health images project (conducted with the regional health programme) resulted in professional, high quality images covering various health programme activities in the region. This is a resource which can be used in the future by national societies/country delegations for promotional and educational purposes. In consort with the regional humanitarian values programme, the facilitation of five journalists from outside Nepal to attend the 10<sup>th</sup> Condom Day organized by the Nepal Red Cross was successful. As outlined in the humanitarian values section of this report, this activity resulted in good media coverage extending to an international audience. The regional delegation also distributed the world disasters report widely to embassies/INGOs based in Delhi. A similar exercise was conducted with the monsoon-related appeals for India, Nepal and Bangladesh.

Two major constraints impacted quite heavily on the project. Funding was an issue with just 38 per cent coverage against the revised annual appeal. This contributed to the postponement of the planned regional information managers meeting (which involved several planned activities). Substantial staff changes led to an absence of information focal points in several national societies for the first half of the year. This contributed to the rescheduling of the regional meeting and cancellation of activities including internships, exchange visits, and support for English writing courses. The funding constraint also contributed to the shelving of these activities.

The regional information development programme is now in its fourth year and significant progress has been made during this period. This is evident from improved performance of information departments in some of the national societies and in the increased interest in others. Overall visibility of the national societies and the Movement in the region is on the increase.

SARD is perceived by the media as a reliable and a dependable source of information, and it plays an important role during various disasters in media liaison and promoting the work being done by the various national societies. This was evidenced by the heavy demand by media on SARD for tsunami-related information. While queries were directed to the country level where applicable and possible, often the media were after a regional perspective. The regional delegation was in a good position to provide this as it was receiving a continuous stream of information from national societies/delegations in Sri Lanka and the Maldives. The information flow regarding the tsunami operation from the Indian Red Cross was disappointing and highlighted the need for better linkages and liaison to be established in the future.

**Finance development project objective: 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 the Federation.**

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

#### **Operations from 1 November to 31 December**

All activities planned for this period were carried out. A three-day strategic financial management training was held in Nepal for senior programme and finance managers from national societies in the region. The training focused on skills for developing and managing financial sustainability of national societies. For the first time in the region a United Kingdom based consultancy company, MANGO (Management Accounting for Non Government Organization), was utilised to conduct the training. The training was based on the standard MANGO courses, tailored to the needs of the national societies in South Asia.

A further MANGO course on finance management training was conducted for Nepal Red Cross board members. This was to enhance their ability to manage the national society's financial resources securely and efficiently.

A regional finance directors meeting was held in Nepal. The meeting shared finance and accounting systems in use in the various national societies in the region. It also discussed the progress of the finance development plan for 2004 and looked ahead to 2005. It was notable that Afghanistan (finance development manager) and Pakistan (country delegation finance manager) participated for the first time at a regional finance directors meeting.

Under the study tour/staff exchange activity, two finance staff from Sri Lanka Red Cross spent a week with the Nepal Red Cross finance department.

Procurement of finance software for the Pakistan Red Crescent and the regional office of Nepal Red Cross were completed and installation will be completed in first quarter of 2005. The regional programme provided financial and technical support for a financial management workshop for the Pakistan Red Crescent.

An internal auditor for the Nepal Red Cross was selected which will enhance financial management of that national society.

#### **Analysis of finance development project tin 2004**

Good progress was achieved against the expected result in 2004. All activities bar two were completed and finance management systems in all national societies continued to be enhanced. This included significant progress being made in Afghanistan through the recruitment of a finance development officer at the country delegation (supported by SARD). Assessment work to develop a sound, transparent and effective manual accounting system for the Afghanistan Red Crescent was completed, laying a good base for 2005. The financial management systems in the Afghanistan Red Crescent had been run down over a series of years and were in great need of an overhaul.

The Sri Lanka Red Cross received assistance via the regional programme for upgraded software (and corresponding training) and a staff exchange visit to Nepal. The Pakistan Red Crescent received new financial software. Bangladesh was supported with funding for a country-level finance workshop, district branch training and some hardware. Nepal conducted a country-level workshop, district branch training and the MANGO training.

The project is very close to achieving one of its major aims in that it is on the verge of implementing and monitoring fully computerised financial packages in nearly all South Asia national societies, in addition to having good internal audit systems in place (see tables below). This is a significant improvement on the situation three years ago. Not only does the existence of better financial systems enhance delivery of services to the most vulnerable, but it has the vital effect of engendering and maintaining the confidence of partners.

National societies (with the exception of Afghanistan) have graduated from manual accounting to fully computerised accounting systems. Just as important is the improvement in skill levels and depth of human resources in financial management. National societies are generally better positioned to cope with various financial issues without having to resort to external assistance.

Constraints on the project were timeliness of funding and time constraints on the regional finance development manager. Just three of five planned finance management country level workshops were conducted (Bangladesh, Nepal and Pakistan). The planned workshops in India and Sri Lanka did not take place due to late funding causing scheduling problems.

The plan to develop a regional finance procedures manual and internal audit manual did not occur. Indeed, it was an activity which had been 'carried over' for four years. Due to numerous other commitments the regional finance development manager was unable to devote the required time to this activity. The production of the manuals would also be a costly activity and due to funding constraints, other activities took priority. Plans to develop these manuals have been shelved for 2005. There *is* a need but it is apparent that this would be a time-consuming exercise requiring a consultant and funding of approximately CHF 50,000 to 60,000 to complete. It is possible, given partner interest, that this activity could be revived in 2006.

The lasting effect of work done under this project has been improved timeliness and accuracy of financial reporting. This is evidenced by the quality of the financial accounts being processed. The development of a greater pool of more skilled personnel is evident. Accessing information and getting answers to queries is a much simpler process than it used to be.

The most significant impact over the last three years have been the reduction in national society working advances, greater partner confidence and more timely and accurate financial reporting. The tables below summarise progress made with assistance from the regional programme in terms of financial and auditing systems;

#### Computerised Finance accounting package

National society	In place in 2002	In place in 2004	Remarks
Afghanistan	NO	NO	Manual system being maintained but receiving major overhaul.
Bangladesh	NO	YES	
India	NO	YES	50% installation done
Nepal	YES	YES	Upgraded new version
Pakistan	NO	YES	To be completed in 2005
Sri Lanka	NO	YES	

#### Accounting and internal Audit Manuals

National society	In place in 2002	In place in 2004
Afghanistan	NO	NO
Bangladesh	NO	YES
India	NO	YES
Nepal	YES	YES
Pakistan	NO	YES
Sri Lanka	NO	YES

**Planning and reporting development project objective: Timely and increased recourse reach vulnerable communities because of improved reporting capacity at all levels of national societies.**

**Expected result:** Increased quality and meeting of deadlines by national societies for standard appeals and reports, currently coordinated by the Federation's regional or country delegations

#### Operations for 1 November to 31 December

Technical support was provided to delegations/national societies on request with preparation of programme updates due to be posted in December. The reporting consultant spent a week in Colombo with the Sri Lanka Red Cross counterpart helping prepare the Sri Lanka programme update. Unfortunately some countries missed programme update deadlines which in squeezed the available time for processing and providing feedback on the documents.

**Expected result:** Designated competent person responsible for planning and reporting in place in each national society and/or country delegation.

### **Operations from 1 November to 31 December**

No activities were planned during this period. There were preliminary discussions with the Nepal Federation representative about solutions to reporting capacity in the Nepal Red Cross.

**Expected result:** Designated persons receive practical on-the-job training

(nb this is an amended expected result, removing the reference to internships at SARD as this activity was cancelled as outlined in programme update 2)

### **Operations from 1 November to 31 December**

As mentioned under the first expected result, the regional reporting consultant spent a week at the Sri Lanka Red Cross working with his national society counterpart. The preparation of the Sri Lanka Red Cross programme update 2 was utilised as a 'real time' learning/training exercise and proved to be particularly effective. In addition to interaction with the reporting focal point, the consultant was able to conduct intensive one-on-one sessions with programme managers to enhance their understanding of the reporting requirements and resolve various issues relating to interpretation of guidelines and requirements.

Funding assistance was provided for reporting delegation reporting focal points for Bangladesh, Sri Lanka and Pakistan to attend the regional reporting unit meeting in Kuala Lumpur. The programme coordinator from the India delegation also attended. The meeting which included participants from delegations/national societies from 16 countries, focused on issues relating to monitoring and evaluation. Basic approaches and techniques were covered and there was a heavy emphasis on participants to pursue further research and training to enhance their monitoring and evaluation skills. The meeting was extremely valuable in reinforcing the theory related to good reporting, but this will need to be followed through with turning this into practice.

**Expected result:** Basic hardware and software is available for the use of the designated reporting/planning person in each national society and/or country delegation.

### **Operations from 1 November to 31 December**

No activities planned for this period.

**Expected result:** The Federation's standard appeals and reports from South Asia are of a high standard.

### **Operations from 1 November to 31 December**

The quality of reports on the whole continued to improve. There are still issues with the meeting of deadlines which in turn impacts on the ability of the regional delegation to provide adequate input and feedback on reports submitted before they are sent on for posting.

A previously scrapped activity of bolstering the regional reporting capacity with the employment of a reporting assistant will be reinstated in 2005. The sheer volume of reports coming through SARD combine with the missing of deadlines meant the capacity of the reporting consultant was exceeded.

### **Analysis of planning and reporting development project in 2004**

Progress was made against all the expected results under this project but reporting/planning remain areas requiring extensive further development and improvement.

Judged by the reports received at SARD for processing from the countries in the region the overall quality has improved. Formats are being adhered to more uniformly and the type of information being sought is being provided more satisfactorily. Excluding tsunami related reporting and pledge-based narrative reporting, a summary of reports processed/analysed etc by SARD in 2004 is as follows:

Country	Annual Appeal/programme updates/annual reports	Emergency Appeals/Operations Updates/Final Reports	Info bulletins	Total
Afghanistan	5	1	3	9
Pakistan	4	0	1	5
India	4	8	6	18
Nepal	4	8	2	14
Sri Lanka	4	2	0	6
Bangladesh	4	8	7	19
SARD	4	0	0	4
<b>Total</b>	<b>29</b>	<b>27</b>	<b>19</b>	<b>75</b>

The reporting consultant provided technical support for the preparation of these reports and then analysed and critiqued them before forwarding them for posting (via the regional reporting unit in Kuala Lumpur). However, due to a combination of workload and time constraints (often due to late filing of reports and the need to try to meet external deadlines) meant the amount of feedback provided was low in 2004. In addition to training, feedback on the quality of reports and where they can be improved is a vital part of enhancing capacity in the region. The need to be able to provide this feedback in addition to processing the reports has led to a reassessment of plans for 2005 and a reporting assistant will be employed.

There has certainly been progress in the quality of reporting relating to quantitative narrative, but the ability to accurately reflect *qualitative* measures continues to elude most national societies/delegations. The monitoring and evaluation meeting in Kuala Lumpur was an important first step in guiding reporting focal points from the South Asia delegations attending (India, Pakistan, Sri Lanka, Bangladesh) on how to improve in this area. The challenge for the regional programme is to consolidate this learning at delegation level and then see it translated to national society and ultimately branch level.

The reporting consultant made training visits to Nepal, Pakistan and Sri Lanka. The Pakistan delegation reporting focal point also made a training visit to SARD. However the goal of conducting training visits to all countries (and with appropriate follow-up) was not achieved due to time constraints and the workload involved in report processing. As mentioned above, a reporting assistant will be employed in 2005 which should help alleviate this situation.

As at the end of 2004 the five country delegations in the region and Federation representative in Nepal had reporting focal points in place. However an alarming gap appears when one delves to national society level, with just two of six having designated reporting focal points. It is vital that focal points exist to act as coordinators for programme managers to ensure reporting requirements are met. This lack of capacity at national society level needs to be a focus for the future.

The weaknesses and constraints relating to quality reporting in the region are numerous and complex. A fundamental flaw is weak relationships between branches and national headquarters in some national societies. There is also a lack of comprehension of Federation reporting requirements at national society level (and in some instances at delegation level). The information flow is often fragile. In the long term, branch development is vital to improved reporting. In the short term, the focus of this project is to improve country delegation capacity which will in turn hopefully improve national society capacity.

The impact of the programme over the last three years is a growing awareness of the importance of reporting, not just as a means of conveying information to partners, but as an internal planning tool. Whilst this is not evident across the board, there are good examples of programmes at country and regional level evolving and refining based on good reporting. The breadth and detail of information in Federation required reports from countries in South Asia is clearly superior to what was being provided three years ago. This is also evidence of greater accountability. However, despite encouraging signs, continued support at a regional level is likely to be required for some time to come.

## **Representation, Management and Implementation**

### **Federation Coordination and Representation project**

**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.**

**Programme 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 national society (PNS) 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 that lead to sustainability;
- The regional CAS provides each national society with 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 secondment between the Federation and national societies, and between national societies within the region;
- Strategic and coordinated development of Red Cross/Red Crescent 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.

#### **Operations from 1 November to 31 December**

Most planned specific activities were completed prior to November except for those which are ongoing throughout the year. Two regional candidates attended partner national society basic training courses during this period.

It had been hoped that a legal status agreement would have been concluded with the government of India during this period however the application remained stalled in the government bureaucracy.

#### **Analysis of Federation Coordination and Representation project in 2004**

The project has been successful in achieving most of the stated expected results to a greater or lesser extent.

A series of back-to-back regional and national partnership meetings were conducted in Kathmandu in March 2004 bringing together 16 partner national societies and the six national societies in the region. The meetings were the South Asia regional partnership meeting (co-sponsored by ICRC), the SARHNA network meeting, the India HIV/AIDS consortium planning meeting, Sri Lanka partnership meeting, and Nepal cooperation agreement strategy (CAS) meeting. These gatherings served to strengthen existing partnerships with stakeholders and brought in new partners to work with the national societies of South Asia and enhanced support to country and regional programmes.

The secretaries' general forum was held in January and again in November. Both meetings reflected the secretary generals taking greater ownership, directing the formula and modus operandi of future meetings. They favoured the concept of a secretaries' general forum, similar to the South East Asia model, with SARD acting as a support office.

Existing long term partnerships with the Finnish and Swedish Red Cross societies and DFID, have strengthened and have produced significant results. The presence of Finnish and German Red Cross delegates in the SARD office has resulted in a clearer understanding of each other's perspectives and closer partnership ties as well as increased funding for regional and country level programmes. The Finnish delegate served as team leader during the recent participatory action learning exercise in three countries affected by severe monsoon flooding. The German delegate, in accordance with a prearranged agreement with the Federation, was immediately deployed to Sri Lanka in response to the tsunami in the last few days of the year.

The extensive work with the Swedish Red Cross/SIDA on a long term regional HIV/AIDS proposal has progressed well and the proposal is on track for final approval in the first quarter of 2005. In line with the memorandum of understanding signed with WHO in the extended South Asia region, WHO was also involved in the proposal preparation phase and will play an integral role as a collaborative partner in the resulting programme implementation.

The regional policies and strategies, including the regional CAS and *Strategy for Change* have guided the national societies, country and regional delegations in a coordinated way to maximize scarce resources.

Earlier in the year, an extensive job evaluation exercise was carried out in SARD and the India Delegation to harmonize terms and conditions and to establish a solid structure and grading system with potential application in other Federation delegations. This resulted in a comprehensive human resource policy document for SARD which is available to country delegations for reference in formulating their own country-specific versions. As a follow up, this exercise was duplicated in the delegation in Bangladesh, facilitated by the regional human resources officer and resulting in a human resource policy for national staff with a similar grading structure as in SARD.

A favourable legal status agreement was obtained in Sri Lanka later leaving only India and Pakistan in the region without such agreements.

When the Tsunami struck on 26 December the considerable amount of planning and training of regional disaster response teams (RDRT), which were part of the regional disaster preparedness policy, paid off. RDRT members from Bangladesh, Pakistan and Nepal were deployed to Sri Lanka and the Maldives within 48 hours.

The project objective is an ongoing one which requires constant effort to maintain improvements. Substantial steps have been taken in this direction as indicated in the section above.

In the dynamic context of South Asia with its constant challenge of annual natural disasters and fluid socio-political situations there will be a need for ongoing Federation support to South Asia national societies for the foreseeable future, evolving and adapting to changing needs. The overall goal is becoming closer. Most of the regional programmes were well funded and effectively implemented during 2004. The capacities of national societies have visibly and measurably strengthened as exemplified by the scaling up of HIV/AIDS programmes and awareness, improved disaster preparedness and response as evaluated after disasters (floods real time review) and raising the awareness of and implementation of programmes in population movement, BPI and humanitarian values.

The continuing lack of a legal status agreement in India for both SARD and the country delegation has been disconcerting. This process has been going on for 11 years with the government and both delegations are exposed to unnecessary bureaucratic hurdles. Continuing operation of SARD in India may become untenable in 2005 if this issue is not resolved.

Otherwise constraints have been few although there has been a shortage of human resources and delays in appointing staff due to limitations in funding for core costs and coordination. This funding constraint has also limited the number of SARD regional team meetings and the planned promotion events for diplomatic missions could not take place.

The large floods operation in three countries, followed by the enormous and tragic tsunami operation were opportunities to promote the work of the many dedicated RC volunteers and RDRT members who have done outstanding work in these major operations. It has also provided opportunities for developing the skills of such staff and volunteers which they may then share with their own and sister national societies.

The strengthening of the SARD health team and the setting up of a large well funded regional HIV/AIDS programme should be very beneficial in the long term. In addition to the regional HIV/AIDS network, there has been a significant achievement in the very effective response to the South Asia floods in Nepal, India and Bangladesh which affected 70 million people. Work in advocacy, anti discrimination, humanitarian values, BPI and population movement has been influential resulting in these initiatives being reflected in varying degrees in national societies' appeals and programmes.

A significant lasting effect of the support provided by this programme to all six South Asia national societies over the last three years, working strategically with ICRC, has been their performance to much higher professional standards, and more effective, targeted programming to the most vulnerable. Various monitoring tools and evaluations have been able to measure this discernable lasting effect. There has been impressive progress over the last three years in disaster response and HIV/AIDS.

## **Delegation Management project**

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

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

### **Expected Results**

- 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 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.

### **Operations from November 1 to December 31, 2004**

Only ongoing management activities were carried out during this period with no specific events planned. Programme managers focused on ensuring expenditure levels were on target for the end of the year with support from the regional finance development manager and programme coordinators.

### **Analysis of Delegation Management project in 2004**

The expected results were largely met with delegation management on a sound footing.

Regional technical programme managers have steadily improved working relationships with their country level counterparts and technical matters are now routinely discussed between country and regional levels. The regional programmes coordinator has provided specific hands-on assistance and advice to country delegations on request e.g. in the annual appeal process and in developing agreement documents and guidelines. The head of regional delegation has continued to provide national societies coaching, monitoring, motivation and encouragement to senior management and, where appropriate, governance as well as ongoing support and visits to heads of country delegation and Federation representatives.

Regular SARD team meetings involving SARD staff and country heads of delegation/ Federation representatives have become a key management and coordination tool. The first meeting held in mid-February was attended by head of planning Geneva Secretariat, a regional officer from the Asia and Pacific Department, head of regional finance unit - Kuala Lumpur, and two representatives from the ICRC regional office. The second such team meeting in August was particularly useful and resulted in a list of 10 important points defining parameters and principles for future regional work, which has become an important check list for all Federation staff in the region.

In a continuing effort to implement the *Strategy for Change* the reporting structure in the region has worked particularly well with all non-pledged based reports being processed through SARD. This has included numerous reports resulting from the three country floods appeals active in 2004. The 2005 country annual appeals were also processed through SARD which has resulted in a high quality product delivered within required timeframes.

All programme managers in SARD have revised their operational budgets throughout the year to better represent current operational and financial realities. Revision of appeal budgets has also been carried out as reflected in the Programme Updates. Expenditure by the end of the year was for the most part on track in most programmes; however some minor underspends have occurred resulting in small carryovers into 2005. Management of the core budget has been particularly difficult this year due to restricted funding, however it had a zero balance at the end of the year.

Four SARD newsletters were produced in 2004 and distributed to all internal stakeholders and minutes of the regional partnership meeting were distributed to all interested parties.

The objective was largely met. Further capacity in SARD is being built up to ensure improved technical support to country offices.

Achievement of the overall goal will require ongoing support from a strong regional delegation for the foreseeable future.

Constraints have been few, however major revisions of the SARD core costs budget were required early in the year and it has been difficult to maintain a minimum effective service to country delegations and national societies as envisaged in the *Strategy for Change*, with the limited funding available.

To implement the *Strategy for Change* effectively, delegation management capacity needs to be enhanced to permit more time to be spent on strategic issues and a more proactive approach to planning and coordination. Attempts have been made to address this problem; however, due to the funding constraints and workload priorities, this still remains an issue requiring attention.

There have been significant lasting effects over the last three years and particularly since implementation of the *Strategy for Change* commenced early in 2003. The SARD has progressively enhanced its capacity to support the country offices and national societies through regionalised decision making, technical advice, channelling of reports and line management. This has resulted in a greater Movement coherency in the region and stronger national societies better able and willing to support each other on a day to day basis as well as in times of adversity.

[\*Click here to return to the title page\*](#)

International Federation of Red Cross and Red Crescent Societies

01.61/2004 SOUTH ASIA REGIONAL PROGR

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA061
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>Budget (A)</b>	<b>568,487</b>	<b>701,883</b>	<b>199,799</b>	<b>759,862</b>	<b>690,068</b>	<b>2,920,100</b>
<b>Opening Balance (B)</b>	<b>-40,376</b>	<b>3,219</b>	<b>13,504</b>	<b>96,676</b>	<b>60,766</b>	<b>133,790</b>
<b>Income</b>						
<b>Cash contributions</b>						
<i>British Red Cross</i>	65,637	108,886		238,652	50,881	464,056
<i>Danish Red Cross</i>			32,047	28,380		60,427
<i>Finnish Red Cross</i>		188,862			30,745	219,608
<i>German Red Cross</i>	30,000	18,323				48,323
<i>Icelandic Red Cross</i>	9,243					9,243
<i>Japanese Red Cross Society</i>	87,374					87,374
<i>Netherlands Red Cross</i>		6,760				6,760
<i>New Zealand Red Cross</i>					28,011	28,011
<i>OPEC Fund For International Develop</i>	138,639					138,639
<i>Other</i>	0				0	0
<i>Swedish Red Cross</i>	116,246	105,896	45,457	204,075	40,860	512,533
<i>Switzerland - Private Donors</i>	25,001					25,001
<i>WHO</i>	13,152					13,152
<b>Cash contributions (C1)</b>	<b>485,292</b>	<b>428,727</b>	<b>77,504</b>	<b>471,107</b>	<b>150,497</b>	<b>1,613,127</b>
<b>Reallocations (within appeal or from/to another appeal)</b>						
<i>German Red Cross</i>		0				0
<b>Reallocations (C2)</b>		<b>0</b>				<b>0</b>
<b>Inkind Personnel</b>						
<i>Danish Red Cross</i>				65,513		65,513
<i>Icelandic Red Cross</i>	74,400					74,400
<i>Netherlands Red Cross</i>		31,000				31,000
<b>Inkind Personnel (C4)</b>	<b>74,400</b>	<b>31,000</b>		<b>65,513</b>		<b>170,913</b>
<b>Other Income</b>						
<i>Bank Interest-Current Acc-Federation</i>					1,000	1,000
<i>Miscellaneous Income</i>		196			1,369	1,565
<b>Other Income (C5)</b>		<b>196</b>			<b>2,369</b>	<b>2,565</b>
<b>Total Income (C) = SUM(C1..C5)</b>	<b>559,692</b>	<b>459,923</b>	<b>77,504</b>	<b>536,620</b>	<b>152,866</b>	<b>1,786,605</b>
<b>Total Funding (B + C)</b>	<b>519,317</b>	<b>463,141</b>	<b>91,008</b>	<b>633,296</b>	<b>213,632</b>	<b>1,920,394</b>

## II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>Opening Balance (B)</b>	<b>-40,376</b>	<b>3,219</b>	<b>13,504</b>	<b>96,676</b>	<b>60,766</b>	<b>133,790</b>
<b>Income (C)</b>	<b>559,692</b>	<b>459,923</b>	<b>77,504</b>	<b>536,620</b>	<b>152,866</b>	<b>1,786,605</b>
<b>Expenditure (D)</b>	<b>-468,106</b>	<b>-397,846</b>	<b>-71,559</b>	<b>-525,885</b>	<b>-214,159</b>	<b>-1,677,555</b>
<b>Closing Balance (B + C + D)</b>	<b>51,211</b>	<b>65,295</b>	<b>19,448</b>	<b>107,412</b>	<b>-527</b>	<b>242,839</b>

**International Federation of Red Cross and Red Crescent Societies**

01.61/2004 SOUTH ASIA REGIONAL PROGR

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA061
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**III. Budget Analysis / Breakdown of Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
<b>BUDGET (C)</b>		<b>568,487</b>	<b>701,883</b>	<b>199,799</b>	<b>759,862</b>	<b>690,068</b>	<b>2,920,100</b>	
<b>Supplies</b>								
Construction			9,322				9,322	-9,322
<b>Total Supplies</b>			<b>9,322</b>				<b>9,322</b>	<b>-9,322</b>
<b>Capital Expenditure</b>								
Vehicles	25,000							25,000
Computers & Telecom	94,340	16,826	8,663	203	49,554		75,245	19,095
Office/Household Furniture & Equipm.		2,872	404				3,277	-3,277
Others Machinery & Equipment	1,676							1,676
<b>Total Capital Expenditure</b>	<b>121,016</b>	<b>19,698</b>	<b>9,067</b>	<b>203</b>	<b>49,554</b>		<b>78,522</b>	<b>42,494</b>
<b>Transport &amp; Storage</b>								
Storage	1,200							1,200
Transport & Vehicle Costs	23,440	3,949	12,258		3,096	1,334	20,637	2,803
<b>Total Transport &amp; Storage</b>	<b>24,640</b>	<b>3,949</b>	<b>12,258</b>		<b>3,096</b>	<b>1,334</b>	<b>20,637</b>	<b>4,003</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	689,080	440	503		456	81,574	82,973	606,107
Delegate Benefits		105,801	83,757	242	133,418	33,361	356,579	-356,579
Regionally Deployed Staff	537,826	20,868	78	279	14,852		36,077	501,749
Staff-on-Loan		8,017			19,660		27,677	-27,677
National & National Society Staff		51,403	89,019	25,643	63,011	19,463	248,538	-248,538
Consultants	230,413	48,630	8,810	2,289	46,071	6,803	112,604	117,809
<b>Total Personnel Expenditures</b>	<b>1,457,319</b>	<b>235,158</b>	<b>182,167</b>	<b>28,453</b>	<b>277,468</b>	<b>141,201</b>	<b>864,447</b>	<b>592,872</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	593,323	84,851	119,599	9,098	93,942	37,390	344,880	248,443
<b>Total Workshops &amp; Training</b>	<b>593,323</b>	<b>84,851</b>	<b>119,599</b>	<b>9,098</b>	<b>93,942</b>	<b>37,390</b>	<b>344,880</b>	<b>248,443</b>
<b>General Expenditure</b>								
Travel	201,035	11,398	11,077	10,620	13,609	9,047	55,750	145,284
Information & Public Relation	124,400	27,154	1,190	14,720	5,642		48,706	75,694
Office Costs	167,742	39,481	17,672	2,227	28,801	4,702	92,883	74,859
Communications	34,416	12,162	9,291	1,587	7,983	3,242	34,266	150
Professional Fees	22,800	2,128	458		11,686		14,272	8,528
Financial Charges	6,696	146			199	3,323	3,668	3,028
Other General Expenses		1,752	15				1,768	-1,768
<b>Total General Expenditure</b>	<b>557,089</b>	<b>94,221</b>	<b>39,704</b>	<b>29,154</b>	<b>67,920</b>	<b>20,314</b>	<b>251,312</b>	<b>305,776</b>
<b>Program Support</b>								
Program Support	166,713	30,113	25,729	4,651	33,906	13,920	108,319	58,395
<b>Total Program Support</b>	<b>166,713</b>	<b>30,113</b>	<b>25,729</b>	<b>4,651</b>	<b>33,906</b>	<b>13,920</b>	<b>108,319</b>	<b>58,395</b>
<b>Operational Provisions</b>								
Operational Provisions		116					116	-116
<b>Total Operational Provisions</b>		<b>116</b>					<b>116</b>	<b>-116</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>2,920,100</b>	<b>468,106</b>	<b>397,846</b>	<b>71,559</b>	<b>525,885</b>	<b>214,159</b>	<b>1,677,555</b>	<b>1,242,545</b>
<b>VARIANCE (C - D)</b>		<b>100,380</b>	<b>304,037</b>	<b>128,240</b>	<b>233,978</b>	<b>475,910</b>	<b>1,242,545</b>	