

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

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This Annual Report is intended for reporting on the Federation's Annual Appeals only.

Appeal No. 01.33/2001

Appeal Target: CHF 2,414,190 (USD 1.5m / EUR 1.65m)

Operational Developments

On 26 January 2001, an earthquake struck the Indian state of Gujarat and several villages in Pakistan, causing widespread destruction. The magnitude of the disaster demanded the full technical support of delegates and national staff based at the regional delegation in New Delhi. The Federation's South Asia Regional Delegation (SARD) became the logistical hub of the earthquake operations. In effect, SARD delegates and national staff devoted 700 to 800 working days managing and supporting the relief operation.

In addition to the earthquake emergency relief operations in India and Pakistan, the delegation faced other constraints linked to ongoing rehabilitation programmes - the emergency operation that followed the cyclone that hit Sri Lanka in December 2000, the Orissa cyclone rehabilitation programme, the 2000 flood relief programme in north-west India, and the drought relief programmes in India and Pakistan.

In the second half of 2001, the regional delegation made enormous efforts to regain lost ground caused by the workload brought about by the 26 January earthquake.

The delegation had made good progress in reducing the backlog of work outstanding, when attacks occurred in the United States on 11 September. The dramatic events in the US had widespread repercussions on all the countries in south Asia, but particularly so in Afghanistan. Neighbouring Pakistan also suffered politically, socially and economically.

The anticipated influx of two million Afghan refugees into Pakistan prompted the Federation to increase the number of its delegates in the region, and to prepare for a large-scale relief operation. However, the influx did not take place, mainly because the Pakistani government closed its borders. Only a certain number of women, children and elderly people who were sick or wounded were allowed into the country. With well over two million Afghans already in Pakistan, the government stated that it simply did not have the resources for additional refugees. Government officials also voiced serious concerns about the security implications of the situation.

India, Nepal and even Bangladesh and Sri Lanka tightened their security and reinforced their police and armed forces, diverting funding earmarked for health, welfare and development projects. On 13 December, tensions peaked between Pakistan and India when the Indian parliament was attacked.

Troops were reinforced along the Line of Control between the two countries. Direct travel between India and Pakistan was prohibited, causing significant logistical difficulties for delegates and national society personnel.

Notwithstanding, some positive political developments occurred in Sri Lanka when attempts were made to restart the peace process.

Socio-economic trends in the south Asia region continued to worry analysts. The increasing vulnerability of people with reduced access to public services was a major concern of the humanitarian agencies in the region. Key export markets underwent a serious economic downturn: the European Union's growth rate hovered at 1.6 per cent in 2000, and 1.5 per cent in 2001, the US economy grew by 1 per cent in 2000 and 2001, while Japan experienced negative growth in both years, and the volume of world trade, which grew by 13 per cent in 2000, fell to zero in 2001. The east and south east Asian countries, bar China, were in or close to recession. Although India continued to experience moderate growth at 5.2 per cent in 2000 and 5.8 per cent in 2001, other countries in the region were not as insulated from external economic forces.

A three-day secretary general's meeting, originally planned to take place in Kabul in October, was postponed and a shorter one was held in Geneva.

The withdrawal of the Federation's delegation in Afghanistan and the anticipated scale of the refugee influx into Pakistan required initial support from the regional delegation. The head of the regional delegation spent three weeks setting up the relief operation in Pakistan between 18 September and 16 October, while the regional information delegate spent one week assisting the Pakistan Red Crescent with media and advocacy issues. From mid-October onwards, the regional health delegate, permanently based in Islamabad, Pakistan provided support to the relief operation.

A drought covered by the Sri Lanka Red Cross and supported by SARD (see appeal 25/2001 issued on 14 August) provided a textbook example of slow onset disasters. The handling of that operation won widespread praise from the government and a host of other institutions across Sri Lanka. Lessons learnt on the drought operation were also used in a regional disaster preparedness (DP) workshop.

Significant progress was made in improving the foundations of each national society through constitutional review. The plans of action produced at the constitutional review workshop held in Sri Lanka in June were included in a comprehensive report and were followed up in individual countries.

The adoption of a new constitution by the Sri Lanka Red Cross Society in November represented a major achievement which was supported by the Federation and by ICRC delegates in the country. The Bangladesh and Nepal Red Crescent/Red Cross Societies also implemented revisions of their constitutions.

The new generation of Country Assistance Strategy (CAS) were underway in Nepal, Bangladesh and Afghanistan (preliminary work was done before the crisis). In February, the first draft of the regional CAS was completed at a secretary generals' meeting in Delhi, and the draft RCAS was circulated to each national society in the region, to participating national societies (PNSs) attending the South Asia Partnership meeting in Dhaka in March 2002, and to the Federation and ICRC secretariats in Geneva.

An HIV/AIDS network was set up, as well as a regional health managers' forum, and a safe blood forum, to enable better cooperation between national societies. To the same end, all regional finance directors attended a finance development workshop in Nepal, a regional meeting at which standards and policies were set was held for managers of human resources, and a manual on the subject was produced.

Objectives, Achievements and Constraints

Disaster Preparedness

A regional disaster preparedness delegate (RDPD) was finally appointed on 1 January 2001. Unfortunately the lack of a disaster response delegate meant that during the first quarter of 2001, the RDPD's time was spent almost entirely on response operations, first for the Sri Lanka cyclone and later for the Gujarat earthquake from the end of January until April. This resulted in little progress during the first six months.

A regional disaster response delegate (RDRD) was appointed from 1 October 2001. This enabled the regional disaster preparedness program to gain momentum through the fourth quarter of the year. The new RDRD closed the existing relief operations run by the regional delegation and was also involved in flood related activities in Andhra Pradesh in mid-October.

This increased capacity in the disaster management unit enabled the disaster preparedness programme to move forward and make up for the slow progress of the first six months of the year.

During the year, SARD received funds from the British Department for International Development (DFID) towards a disaster reduction programme. A project code (P52165) was made for this contribution, within the existing appeal.

Objective 1 To develop, through regional workshops, a shared understanding among national societies in south Asia of common standards and guidelines, a regional disaster preparedness policy and plan of action, and a portfolio of regional case studies and evaluations.

Achievements The draft DP policy which was discussed during the regional DP workshop in November 2000 and by the secretaries general during their meeting in the same month, was further revised during a regional DP meeting in October 2001. This workshop, which has become an annual platform for regional RCRC disaster management practitioners to meet and share experiences, this year focused on national society DP programmes. Each national society shared its successes on the programme, problems encountered and constraints in implementation, lessons learned so far, and plans for the future. The regional DP policy was developed further with a clear identification of DP priorities in the region and a commitment on the part of national societies to work collectively towards these priorities. The policy's basic principles were introduced into DP programme plans developed for 2001 and 2002.

Two planning meetings were held in Pakistan and one in Nepal to assist the national societies to prepare detailed plans for a British Department for International Development (DFID) funded DP programme, slated to begin in July 2001 and to end in June 2002.

Similar plans were drawn up in India for the Indian Red Cross and for the regional delegation's coordination role in these programmes. In effect, this was an exercise to review and expand the core areas of the DP component of the 2001 Appeal and the Regional and Country Assistance strategies.

Structured 'lesson-learned' exercises were carried out in Sri Lanka, Pakistan and India to analyze the relief operations. These exercises were facilitated by the Federation with key players in the operation from the national societies. A case study documenting the four 'lessons learned' exercises was published.

A SWOT analysis of the regional DP programme was also carried out so as to incorporate feedback from national societies. National society participants felt that knowledge sharing, best practice documentation, investment in developing human resources for disaster management and a strong

regional team for technical advice were some of the strengths of the programme. They felt that different levels of disaster management experience in the national societies themselves made it difficult for a broad regionalization strategy and therefore constituted a major flaw in the programme. Another weakness highlighted was the lack of training (of both technical and capacity building of national societies in disaster management) in the programme. Based on this analysis the national societies recommended that regional disaster preparedness programmes should focus on the following areas:

- A strategic approach to regional and local fund raising, and the development of longer term, sustainable DP programmes;
- Networking and cooperation within and outside the RCRC on disaster management;
- Standardized training material and modules for basic DM and CDBP;
- Improved human resources in the national societies through more training and the introduction of Federation concepts such as Field Assessment and Coordination Team (FACT) and advocacy.

Constraints The main constraint to the progress of this objective in the beginning of the year was the shifting of a regional DP delegate to disaster response operations, notably for the Gujarat earthquake. This involvement delayed the compilation and follow up of recommendations from the regional DP workshop in 2000.

The large-scale Gujarat earthquake operation in January was an excellent opportunity for Indian Red Cross staff and volunteers to learn in an operational environment. Unfortunately, the earthquake struck before the mechanisms to formalize this process had been put into place and although much was learnt, it happened in a largely unstructured, un-coordinated way.

Objective 2 To review and assess the existing disaster preparedness training modules in use by all national societies and draft, develop and implement training modules for disaster preparedness in the region.

Achievements There was very limited progress on this objective during the year. However, during the regional DP workshop in October more training material was collected from national societies. Standard Federation disaster management training material and copies of a community based self reliance manual were distributed to all national societies and country delegations in the region. This material was already in use in some projects, such as the Assam community risk reduction programme.

Constraints Lack of follow up from regional DP workshops in 2000 meant that the momentum on training material discussions was lost during the first half of the year. Moreover, the regional disaster preparedness team did not fully understand the national societies' request for a standard training module.

Objective 3 To establish regional rapid assessment teams, comprising personnel trained in multi-sectoral assessments, Sphere standards and other current assessment tools and techniques, drawn from all national societies in the region, in order to ensure the timely, appropriate, and professional quality of assessment and response.

Achievements During the year national societies decided to align regional thinking on rapid assessment teams to the new standard Federation FACT concept. The recommendations from the discussions on the regional FACT concept were at two levels. On the administrative level the national societies agreed that the regional delegation should coordinate with Geneva on all future FACT deployments in the region and ensure that all such teams have at least one member from the region. On the conceptual level, the national societies wanted the regional delegation to increase the numbers of FACT trained staff within each society. National societies also agreed to invest in training their own staff on assessment techniques and to use FACT training material.

The regional delegation also supported four people at a FACT workshop held in Singapore. Two people from the region participated in an (emergency response unit) ERU workshop, while another two were sent to a basic logistics workshop in Budapest. Another staff member from the regional delegation attended a similar course in Geneva. Two national society staff were also sponsored in Bangkok for a three-week disaster management course. A conscious effort was made to identify a pool of officers and train them at various disaster management sessions.

In addition, 1500 SPHERE handbooks were distributed in the national societies and a plan to train more national society staff on SPHERE standards was put in place for 2002.

Constraints During the first half of the year it was noted that although there was apparent agreement in principle amongst south Asia national societies on this priority, practical application of the concept was not so readily accepted.

Objective 4 To develop a regional disaster preparedness (DP) network by:

- developing coordinated networking strategies with other agencies already in the region;
- using newsletter communications and bi-annual meetings for representatives from each society to share achievements and experience;
- linking up with other country level DP and regional networks to share lessons learnt;
- ensuring that effective disaster preparedness and management policies and practices figured high on the agendas of all relevant humanitarian agencies in the region.

Achievements A structured approach towards developing a DP network was adopted during the latter half of the year. A database was established of various DP stakeholders in the region (Red Cross/Red Crescent as well as governments and other partners). Contacts and meetings began with these stakeholders to discuss country (CARE, UNDP and governments) and regional (DFID, ECHO and Oxfam) DP issues and share experiences. The regional delegation team also provided input into country DP programmes by monitoring visits and reviewing plans.

Links were forged with other agencies with an interest in disaster management. One participant each from the Bangladesh Red Crescent and the Indian Red Cross attended a training workshop on Sphere standards. This was held in Goa and organized by the Gujarat Disaster Management Institute with whom the regional delegation and the Indian Red Cross developed a working relationship.

In December, a DP newsletter announced the launching of a regional DP network. The newsletter, which is “chatty” in its format aimed to provide DM staff in the region with information about events in their field within or outside the Red Cross and Red Crescent ambit.

The regional delegation organized a structured learning visit by the Sri Lanka Red Cross to the Bangladesh Red Crescent in December. The objectives of the visit were to learn about vulnerability assessment processes and tools in use, the curriculum used to train community level DP volunteers, experiences of effective coordination with government and other NGOs and the roles of headquarters and branches in this respect, and the functioning of DP and relief committees.

The regional delegation also facilitated a chapter for the World Disaster Report, which documented community based disaster preparedness by the Nepal Red Cross. An independent writer was given a brief to investigate if investment in CBDP programmes made communities more self reliant, and was commissioned after consultation with the editor of WDR.

Constraints The regional network proposed at the DP meeting in November 2000 did not operate as anticipated during the first six months in 2001. The process was reactivated during the first part of the third quarter. A shortage of DP counterparts in a few national societies also posed an impediment to the development of a common DP network.

Exchange visits planned for the Indian Red Cross and the Pakistan Red Crescent to the Nepal Red Cross were postponed to 2002 owing to the sudden change in the political situation in Nepal.

Objective 5 To improve the regional approach to communications during disasters by defining a common set of policies and practices on information flow and communications logistics as part of disaster preparedness programmes.

Achievements A half-day training session on advocacy concepts and how to incorporate these into the DPDR work of national societies was organized for the DP staff in the region. During the same training session, practical exercises were conducted on how to speak to the media after disasters. Information officers on secondment to the regional delegation were also shown new disaster management information tools (such as DMIS) and various Federation assessment and emergency appeal formats. Sri Lanka Red Cross and Nepal Red Cross information departments were provided with digital cameras. This was based on the lessons learned exercise feedback, where work done by the information department of the SLRCS was seen as a critical factor in improving the drought appeal response in Sri Lanka.

The regional delegation actively participated with the Federation's secretariat in developing the web based disaster management information system (DMIS). This was promoted throughout the region as a tool for monitoring disaster trends in all the south Asian countries.

Health and Care

Objective 1 To provide technical and financial support to strengthen health capacity

Detailed objectives and achievements are outlined below.

Objective 1.1 To develop standardized but at the same time flexible tools for community health assessment; health project proposal writing; report writing; monitoring of a health programme; evaluation of a health programme.

The issue of the development of health management tools formed the basis of discussions at the inaugural meeting of the regional health forum for national society health managers, held in Sri Lanka in mid-July. The intention was not to reinvent health management tools but rather to utilize Federation initiatives such as ARCHI, existing health management tools and the experience within the health forum group to create a central resource of standardized tools in support of the management aspects of health programming. The group agreed to look in the first instance at the health programme monitoring already available in each country.

1.2 To undertake a brief inventory of all national society health activities.

This was done at the health forum, when health managers were required to give brief presentations on their national society's health activities, and a more detailed analysis of health management capacity, in response to a set of ten key questions.

1.3 To undertake an in-depth assessment of the health capacities, activities and weaknesses of four national societies

An in-depth assessment of the health capacities, activities and weaknesses of the Pakistan Red Crescent was initiated. Similar assessments for Nepal and Sri Lanka were planned for the second half of the year but unfortunately these were not carried out, owing to the unforeseen humanitarian crisis in Afghanistan and Pakistan.

The health assessment in India was not undertaken earlier in the year as planned, but was integrated into the country health plan for 2002, following the establishment of a country delegation to support

the earthquake operation. This was necessary to gain an in-depth analysis of the health activities and capacities within the Indian Red Cross before any major health programmes could be developed with the national society. Funds were allocated and available within the regional health budget for this activity; since the funds were not used, expenditure was significantly lower than initially projected on the regional health programme during 2001. The regional health delegate met regularly with the health coordinator of the operations centre in India to discuss the development of the health programme there.

Constraints

While all activities were on target at the end of August, they were seriously disrupted after the global crisis, especially since the regional health delegate was based in Pakistan. Difficulties involving travel were another major constraint for the regional health delegate and the health programme officer.

Objective 2 To provide technical and financial support through the appeal for national society health programmes, particularly in the following areas -

- health prevention/ promotion/ education and basic curative care;
- reproductive and child health (including HIV/AIDS);
- appropriate First Aid;
- safe blood facilities.

2.1 To identify priority needs within each national society

This was achieved for Sri Lanka and Pakistan in particular. In Sri Lanka, the national society began the pilot phase of a community health programme, supported through the Federation by the Canadian Red Cross, which also provided some technical support. With support from the Swedish Red Cross, focus in Pakistan was on the health management and promotion component. Support included the recruitment of a health officer (a new post in the development and cooperation unit at the national society's headquarters). It also entailed support for the Baluchistan provincial branch's health and training officer so as to confirm the position within the national society, rather than link it to emergency project funding, as was previously the case. Support for CBFA was also a priority. Other key needs for Pakistan included support for the mobile health teams serving drought-affected communities in Baluchistan and an increase in polio activities close to national immunisation days, as part of the reproductive health services component of the health and care programme.

Plans to address the priority health support needs for the Indian Red Cross were developed by the national society and the Indian operations team. These form the basis for the 2002 - 2003 Appeal. Nepal Red Cross Society has well-established health programmes, but unfortunately plans for a visit by the regional health delegate in the second half of the year had to be postponed owing to the humanitarian crisis in Pakistan.

Afghanistan and Bangladesh have country delegations with health delegates, but they were nonetheless invited to join all regional health activities and the regional health team remained available to provide additional support when required.

2.2. To identify possible providers of technical support from within the region

This was an ongoing process and became more closely linked with the broader development of a SARD database of expertise and human resources within the region. The process aimed to develop intra-regional technical support for programmes rather than depend on the limited capacity of the regional health team or on external technical assistance.

2.3. To provide support for projects already identified and planned

This was ongoing, with the main focus once again on Pakistan. However, a working relationship was also developed with Sri Lanka for the implementation of their pilot community health programme.

India, Afghanistan and Bangladesh were supported by country health delegates.

2.4 To attract the maximum possible funding through the appeal for national society health programmes.

Not all funding received by national societies for health programming was the direct outcome of specific interventions by the regional health team. Funding support for health activities outlined in the Appeal 2001/2 was pledged and received for Nepal (around 100 per cent), Pakistan (around 60 per cent) and Sri Lanka (around 30 per cent). However in Sri Lanka it was decided not to seek the full amount for this year, but rather to establish the pilot phase first without expansion and to further develop the relationship with the Canadian Red Cross. The huge response to the Gujarat earthquake clearly assisted the wider development of health programmes in India.

Objective 3 To develop a learning environment and facilitate the better utilization of existing intra and inter-regional resources

3.1 To create a database of human health resources available within the region

As indicated above, this activity was subsumed into a wider regional objective to develop a multidisciplinary human resource database.

3.2 To establish the south Asia health forum

The first meeting of national society health managers was held in Sri Lanka in mid-July, with all six national societies in attendance. This was a forum for national headquarters-level health managers, coordinators or directors. The theme of the workshop was “Making more of a difference in health”, and the main focus was on health programme management issues and the additional tools or support required for national society health programmes to have more measurable impact. The group highlighted the availability of various existing materials and resolved to collect examples of health programme monitoring tools from their own countries in preparation for the next meeting in the second quarter of 2002. A full report of the meeting is available upon request.

3.3 To establish the south Asia safe blood working group

The first meeting of the regional safe blood working group was held in May in Pakistan and attended by all six national societies. A report from this meeting is available on request. The main focus was on recruiting and retaining voluntary non-remunerated blood donors and on Red Cross/Red Crescent roles and responsibilities in ensuring quality blood programmes.

The second meeting of this group was planned for October and the Sri Lanka Red Cross offered to host it. Unfortunately, the developments in Afghanistan and Pakistan and the subsequent additional workload on the Pakistan office (and later on the country delegation) meant this was not possible so the meeting was postponed to February 2002. However, following the recommendations of an internal year-end review of the programme, the meeting was postponed to June 2002.

3.4 To provide two training workshops per annum

As planned, these were discussed at the health forum. It was agreed to combine the two training workshops into one larger one, focusing on the training of trainers (CBFA) and the need to development branch health management capacity by looking at the effect of programme management issues on the branch. This was to be achieved before the end of the year but again, regrettably, the Afghanistan/Pakistan humanitarian crisis meant that this goal was impossible, as a great deal of forward planning would have been required ahead of the actual workshop. However, the regional health delegate did begin discussions with health colleagues from other regions in an effort to gather some information about what had been done elsewhere with specific emphasis on branch-level health management training and the need for such training below headquarters level.

Following the year-end review, this activity was modified to look instead at existing health-related training opportunities at country level which might be appropriate for national society needs.

3.5 To facilitate two specific, focused exchange visits per annum

One of these was identified at the health forum. The new director of health from Sri Lanka had hoped to visit Nepal to gain firsthand experience of NRCS programmes, but this was not possible owing to civil unrest in both countries at one time or another. The second exchange visit did not take place owing to the demands on the regional health team during the humanitarian crisis.

3.6 To undertake one piece of research or study on a relevant health issue per annum

The regional health delegate intended to research the impact of CBFA, in conjunction with the Afghan Red Crescent and colleagues at the Kabul delegation. This was not to be another evaluation but rather a look at what could actually be achieved by such programmes and, more importantly, what more could be achieved using this approach. Before the end of August, terms of references were drafted and the fieldwork was planned for some time between September and November. Subsequent events made this impossible.

3.7 To identify key partners and other organizations in each country for improved coordination

All national societies were encouraged to improve and increase their contacts with other relevant organizations and partners in their own countries.

Additional Regional Health Activities

Achievements Two additional regional projects were not included in the Appeal 2001/2. The first relates to the Federation's commitment to WHO and UNICEF to work with national societies to increase polio activities around national immunisation days. Afghanistan, Pakistan, India and Bangladesh were identified as the priorities for this region. The country delegations in Afghanistan and Bangladesh reported separately and made good progress. A consultant undertook the assessment and planning work in Pakistan and was about to do the same in India, but again because of demands on the Indian Red Cross after the earthquake, this activity was not possible. The Pakistan Red Crescent Society appointed a polio coordinator and the national society was very successful both in increasing its polio eradication activities and in developing a close working relationship with partners such as WHO and UNICEF.

The second issue relates to the establishment of a south Asia regional HIV/AIDS task force (SART). Some national societies in the region were still members of ART, but since south Asia became a separate region several years ago it was felt that a distinct group should be formed. This commitment was endorsed by all six national societies attending the regional health forum meeting in July, and as a result, a SART project coordination team was established in December to prepare for the first meeting, to be held in Nepal in April 2002. Despite the enormous additional challenges in the latter part of the year, it was a great achievement to be able to begin the SART project and to acknowledge the region's commitment to reduce HIV/AIDS.

Year-End review

The year-end review also recommended the further development of the regional health team through bi-annual meetings between the regional health delegate and the country health coordinators. The review also underlined that while the overall programme was appropriately focused and in line with Strategy 2010 and national society needs, it was nonetheless affected by global events in 2001.

Outstanding needs

The regional health capacity building programme was fully funded owing to a combination of non-earmarked DFID funding, a carry-over of funds for the training/workshop components of the programme from the Japanese Red Cross, non-earmarked funding from Swedish Red Cross, and the provision of a regional health delegate by the British Red Cross.

The increase in polio activities and the establishment of the SART project were additional to the appeal for 2001, and are included in the appeal for 2002-2003. The secretariat assisted with funds for polio activities in Pakistan.

Organizational Development

Objective 1 To develop and implement common standards regarding measurable progress towards the “Characteristics of a well-functioning national society”, beginning with a regional approach to reviewing all national society constitutions and legal bases.

Achievements In June the first ever regional constitution review workshop was attended by chairpersons, vice presidents, and secretary generals from all six societies in the region, who also brought with them the senior legal advisor to each board. The experience, with joint facilitation by the Federation and ICRC delegates and a legal expert from Geneva, assisted all national societies in the establishment of plans of action to improve their constitutions to meet the new minimum standards advocated by the Federation’s “Guidance for national society Statutes”. Each national society developed and shared a clear plan of action to move forward internal constitutional revision processes in order to realign existing constitutions with the Federation’s guidelines.

The methodology of the workshop included critical self-analysis by national society representatives of their existing Statutes and laws when set against the models advocated by the Movement, and the chance to learn from each other examples of successful change management processes conducted across the region.

The Sri Lanka Red Cross Society was the first to successfully complete the adoption of a new constitution incorporating all the minimum standards of the Federation guidelines and has become a regional model. The Nepal Red Cross and Bangladesh Red Crescent Societies instructed their constitution revision committees to follow the same process.

The regional organizational development delegate worked with the ICRC’s cooperation delegate to provide the technical and legal support to national societies in India, Bangladesh and Nepal to help with the revision process. This took place in tandem with workshops in each of these countries on International Humanitarian Law and the protection of the emblem as integrated components of a strong Red Cross/Red Crescent legal base in each country. Workshops on these related legal base issues were held in Nepal, Bangladesh and India for members of the governing boards of all national societies, as well as for external stakeholders from key government ministries and other institutions as appropriate.

Constraints Lack of time did not permit the regional OD delegate to work with the board of each national society to implement the plan of action agreed on at the regional workshop. However, the regional OD delegate agreed on a plan of action for 2002 with the ICRC cooperation delegate to assess the progress of each society against its own objectives, and to offer further tailored support in a coordinated way.

National societies did not budget for follow-up processes in 2001, but the majority did create specific budgets to support these processes in 2002, if the necessary partnership support was forthcoming.

Objective 2 To build strategic management capacity in all national societies by implementing a regional approach to management development programmes

Achievements The regional OD delegate made visits to all national societies to support the follow up to implementation of the strategic plans developed in 2000. Progress measured against the

“Characteristics of a well-functioning national society” was the framework for discussions and review workshops held in each national society.

Several national societies reported that progress was made in specific areas such as: increased investment in human resource development and training; the setting of more measurable and consistent indicators in programmes; more programmes to raise locally generated funds which had in some cases reduced the need for international appeals; increased planning capacity in programmes and across departments in national societies.

Improving management standards and development was identified as a key priority by all participants in the strategic planning workshops which were held in each national society in June and July 2000.

A regional change management workshop was planned for December 2001 for all secretary generals and three directors from each national society to learn about change management techniques for senior managers. However, at the request of the regional secretary generals, the workshop was postponed to February 2002 in Sri Lanka.

Narrative reporting

In the appeal, there were no specific objectives to address narrative reporting. During the year however, some initiatives were made to re-introduce Federation supported training in narrative reporting. On 1 May a one-day workshop on narrative reporting was held for senior staff of the Bangladesh Red Cross Society as well as for representatives from the branches. The country reporting delegate at the time (now the sub-regional delegate), based in Dhaka facilitated this workshop. As a result of the workshop some of the departments within the BRCS were able to draft their own final reports on the floods in 2000.

A regional reporting delegate was appointed from mid September 2001. This improved the coordination, management and timeliness of SARD and other reporting in the region. The delegate, in liaison with the subregional reporting delegate and programme managers primarily within the areas of organizational development, finance development and disaster response will, in 2002 increase focus on building long term reporting capacity within the national societies in the region.

This will include contributing further to training tools and modules for reporting. Other support such as funding towards training in English and the translation of reporting style sheets will also be considered.

A questionnaire to determine the perceived needs and requests for support to national societies will be distributed at the beginning of January 2002. The aim of the questionnaire is to advocate towards the national societies making a commitment to having a focal point person with regard to reporting.

Discussions on needs for more long-term capacity building within the area of narrative reporting were initiated with the secretary generals of the Bangladesh Red Crescent and Nepal Red Cross. Both confirmed the need for further support in this area.

Constraints The management development trainer from NRCS could not be released from ongoing priority work in 2001 by the time the staff on loan agreement had been reached.

Objective 3 To build a regional approach to human resource development and to maximise internal capacities in all national societies

Achievements The follow up to the regional HRD workshop held in December 2000 saw national societies prioritizing the need to develop and adopt volunteer policies on the Federation’s model; preliminary decisions to set up more focused HRD divisions in national societies to develop better staff and volunteer management; an interest in regional sharing and training in management

development and change management skills training course in December 2001 for senior directors and secretary generals in each national society.

A regional workshop on human resource development was held in December 2001 for representatives from five of the six national societies to follow up on the previous HR forum held in Nepal in December 2000. The objectives of the workshop, which was attended by a mix of senior governance and management from each national society with specific responsibilities in the management of HRD systems, were to use and evaluate the new regionally proposed HRD tools drafted since the last HR forum; to finalize a draft regional HRD manual for volunteers and staff; to recommend mechanisms for adopting and implementing the Federation's volunteering and gender policies; and to agree and plan further regional HRD activities for 2002/03.

The draft regional HRD manual was introduced and amended to include additional ideas and revisions on improving good practices in staff and volunteer management in all national societies in the region. Through participatory learning exercises drawn from their existing best practices, and new HR concepts such as competency based approaches and performance development systems from outside the Red Cross Movement, participants develop skills as trainers. Among the outcomes were clearly agreed plans within each national society to improve volunteer and staff management, and to adopt and implement the Federation's gender and volunteering policies.

This workshop served as an impetus to continue an annual meeting of HR managers from all national societies in the region. The aim was to keep on exchanging views, good practices, and training tools with each other, while at the same time receiving training in new HR techniques to help strengthen HRD programmes.

Another outcome was the agreement to set up a south Asia regional "Volunteer Expert Network". This was to help support those who have responsibilities for effective volunteer recruitment and management across all national societies. Planning was initiated for a regional volunteering conference in 2002 to strengthen learning across all national societies.

Plans to keep up the momentum on gender policy implementation after the regional HRD workshop were put into effect. A regional gender sensitization trainer from Nepal Red Cross was appointed on a specific regional three-month staff on loan position to help other national societies adopt gender sensitization training.

Constraints The designated regional gender policy implementation trainer and staff on loan could not be released from other priorities in late 2001. However, she attended the Federation's global gender policy discussion which enabled her to learn from other successful models across other regions. NRCS kindly agreed to release the resource person for the three-month assignment in 2002 to enable all other national societies in the region to undergo strategic gender sensitization programmes and training of internal trainers.

Finance Development

Since there was no regional head of delegation, the finance development delegate became the acting head of the delegation. The finance development programme therefore suffered from a shortage of human resources at delegate level. This situation prevailed until the FD delegate left her post in April 2001 and a new regional finance manager was appointed in July 2001.

Objective 1 To provide appropriate technical support to national societies to implement finance development programmes, ensuring shared learning and the development of broadly consistent approaches

Achievements At an institutional level within SARD, the Delhi finance unit continued to play a vital role in consolidating finance development work, and achievements during the first six months

included: the improved budget monitoring and management in several national societies owing to the collective support offered by the Delhi and country delegation teams; the preparation of the extra budgets from DFID for regional DP work which required consistent monitoring systems across the three national societies in Pakistan, India and Nepal; the support given to the Indian Red Cross to monitor and spend the enormous relief funds generated for the Gujarat earthquake relief and response programme; and support for the Nepal Red Cross with an extra large grant received for ID programme work from the Swiss government.

Although the technical finance development support work suffered owing to the reasons given above, the regional finance manager visited Pakistan to support the national societies in the implementation of their finance development programmes for the rest of 2001. The Indian Red Cross finance director visited the Nepal Red Cross Society with the regional finance manager for one week in May to help the IRCS develop their planning for effective finance development work.

An important dimension of the regional finance work was that the regional finance unit in Delhi continued to be staffed with personnel on loan and secondments from national societies in the region. A regional meeting of the finance directors of all national societies to further develop regional finance standards took place in Nepal between 10 to 11 November. This first meeting of its kind helped finance directors to unify their areas of progress, share resources for mutual training, as well as strategies on how finance development work could be more urgently introduced at branch levels across the region to help overall reporting on programmes and effective monitoring systems.

The specific objectives and discussions of the meeting included the sharing of current finance development plans for the next two years at both country and regional levels. It enabled all national societies to contribute to a common mapping of existing activities, issues of concern, and possible solutions. The meeting used an independent professional facilitator with extensive experience in south Asia, south-east Asia, and Europe.

The sessions enabled participants to emphasize the importance of finance development as an integral part of the organisational development of national societies. The group also identified the future objectives of regular regional meetings on finance development as understanding existing financial systems in each national society, sharing common problems and solutions, improving collective reporting systems, exploring similar approaches to computer-based accounting, and establishing effective internal audit departments and mechanisms.

Other recommendations and agreements included the more effective utilization of regional expertise in national societies to support the development of sound technical financial manuals and procedures, development and exchange of appropriate software across all national societies to improve management information systems, and achieving better uniformity in basic accounting standards and reporting frameworks to donors.

Constraints The regional finance development manager continued to balance competing priorities of financial management with supporting the finance development needs of each national society, as well as the development of a regional approach to identifying common minimum standards between all national societies. A lack of time did not allow the finance development manager to undertake regular follow-up visits to all national societies.

Objective 2 To ensure that finance development objectives are integrated into relief and development programme planning at branch and headquarters levels.

Achievements The regional finance development manager completed the task of orienting the national societies in India, Nepal and Pakistan towards Federation standards and requirements in budgeting and reporting as part of relief and development programmes at headquarters and branch levels.

Training workshops were organized for finance personnel at all levels in national societies to plan, share experiences, and identify mutual capacity building strategies.

A series of exchange visits between finance personnel from national societies in the region improved mutual capacity building.

Two national societies, Nepal and Sri Lanka, developed internal audit manuals aimed at building the capacity of branches and headquarters through phased internal training of governance and management at all levels.

Constraints Owing to the arrival of the regional disaster response delegate only in late 2001, there was not enough time to allow the regional finance development manager to develop integrated training materials to support branch level capacity development strategies in times of disasters.

Resource Development

Objective 1 To build a regional forum between national societies for common sharing of experiences and learning in resource diversification efforts

Achievements In further discussion with the regional secretary generals, and with the organizational development department's expert on local resource mobilization in Geneva, the regional delegate concluded that rather than convene a regional local resource mobilization workshop in 2001, it would be more strategic to document some clear case studies on existing good practices and successes from societies across the region, and then to develop a regional workshop to plan for more focused experience sharing in early 2002.

A regional training course was prepared on "Local Resource Mobilization" to help all national societies improve local fund raising techniques in branches and headquarters. The course is designed to help national societies make both their programmes and core structures more sustainable in the medium and long term.

The "Local Resource Mobilization" course which was conducted at the Nepal Red Cross Society using the regional standardized module was fully documented by the Federation's regional reporting delegate.

Humanitarian Values

Objective 1 To develop and strengthen the information and public relations capacities of national societies in the region through technical support and training

Achievements Through the information development program, SARD continued to fund the salaries of two information officer posts of the Sri Lanka Red Cross and the Pakistan Red Crescent. In addition, limited financial support was provided to the information department of the Sri Lanka Red Cross for the purchase of a computer and the production of a regular newsletter. Visits by the regional information delegate to Pakistan and Bangladesh enabled direct support to be given to information officers in both countries and facilitated contact with national society senior management to review the progress of their respective information programmes.

Marked improvements in the professionalism of the information departments of most national societies in the region was evident, particularly in the area of media relations and the quality of publications. Societies such as the Sri Lanka Red Cross attracted a consistently high level of media coverage for their activities since they adopted a well focused strategy with the media. Regrettably, little progress was achieved with the Indian Red Cross, owing to the resignation of the headquarters information officer shortly after the earthquake and the lack of a replacement.

A 10-day regional dissemination and information workshop organized jointly by the south Asia regional delegations of the ICRC and the Federation, was held in April. The workshop was attended by all national society information officers from the region (with the exception of Afghanistan). Five days of the workshop were devoted to information which was structured around a combination of presentations, group work and field trips all of which were aimed at developing the professional skills of each participant in various aspects of communications. External facilitators included the deputy bureau chief of AFP who gave a presentation on feature writing, the photo editor of AP who provided some practical instruction in photography, a Delhi based printer who came to explain some of the technical aspects of the trade, and editors from an online media organisation who highlighted the opportunities provided by the Internet. Other presentations included managing communications in emergency situations; considerable time was given over to strategic planning, enabling national society information officers to improve their respective communication strategies.

In May the regional information delegate organized a three-day information and reporting workshop for members of the Bangladesh Red Crescent. Participants were drawn from staff and volunteers from headquarters and district branches particularly prone to disasters. The workshop was intended to impart some basic skills that would enable participants to establish relations with the media whilst also recognising the importance of accurate and timely information, particularly following disasters.

The regional information officer assisted in building the capacity of the Indian Red Cross to improve relations with the media during disasters. A visit was made to Guwahati (Assam) in March to help in consolidating existing contact with the region's media, mostly among the younger reporters of the main English and local language newspapers. After two meetings, there was a mutual appreciation and understanding of the roles that both the Red Cross and the local media could play in future emergencies.

The information office gave input for the development of the updated version of the Red Cross communicators' guide.

With additional funding made available by the Swiss Red Cross to the OD programme for Nepal, an information officer was recruited to join the Nepal Red Cross information unit. Funding was also provided to support English language training for two members of the information unit.

In August the regional information delegate facilitated a two-day communications workshop hosted by the Nepal Red Cross. Twenty-five participants from the headquarters and branches attended the workshop. Participants were drawn from specific programme departments and the main aim of the workshop was to impart basic training in areas such as media relations and internal communications. External facilitators at the workshop included representatives from the regional office of PANOS who provided participants with an insight into issue based campaign planning and guidance on working with the Nepalese media.

In July the regional information delegate also participated in a two-day communications workshop hosted by the Indian Red Cross. Twenty participants from state branches attended, most of whom were branch secretaries. The workshop was jointly facilitated with the regional ICRC's cooperation delegate who participated in various sessions on dissemination and International Humanitarian Law (IHL).

In November, the regional information delegate facilitated a half-day module on communications to DP managers at a regional DP meeting held in Delhi. Specific topics covered included an introduction to advocacy, managing communications in crisis situations and mock interview exercises.

In September the Indian Red Cross recruited a new information officer after the post had been vacant for four months. The regional information delegate participated in the selection process and the

regional information unit provided a structured induction programme to give the information officer a better understanding of the Red Cross Movement.

In November information officers from the Sri Lanka Red Cross and the Indian Red Cross spent a two-week internship with the regional information unit at SARD. External facilitators were used to provide structured technical training in various areas including strategic planning, desk top publishing, web site design, photography and video techniques. The regional information officer arranged a five-day field trip to Orissa which allowed the interns to experience and document some of the field activities and programmes carried out by the Orissa state branch of the Indian Red Cross and the Federation.

During consecutive visits to Orissa over the course of the year, the regional information officer was instrumental in training a staff member of the Orissa branch to undertake communications activities which contributed to the society's higher profile in the state, particularly amongst the media.

In October the regional information delegate assisted the information officer of the Pakistan Red Crescent, which entailed helping to recruit an additional information officer to support communications activities linked to the PRCS response to the crisis in neighbouring Afghanistan. Since September 11, the information unit was extremely active in promoting the work of the PRCS, the results of which contributed to the high recognition and support of the society amongst peer organisations and government ministries.

Constraints The demands placed on the regional information team by the Gujarat earthquake meant that capacity building initiatives were disrupted for almost two months. Relatively little progress was achieved in India owing to the absence of an information officer for seven months of the year. Information departments in all national societies remained under-resourced both in terms of staff and funding. The lack of information officers at branch level has meant that development of information capacity was limited to headquarters.

Objective 2 To develop a closer degree of collaboration on strategic communications issues and specific communications activities with information counterparts in south east Asia and Geneva.

Achievements There has been a marked increase in the levels of interaction on a range of communications issues between the SARD information office and information counterparts in south-east Asia and Geneva. The good working relationship with counterparts in the Geneva media service in the immediate aftermath of the earthquake highlighted the importance of well refined communications procedures. The establishment of regular teleconferences between Geneva, Bangkok and Delhi proved to be a useful knowledge sharing initiative.

The final draft of the Asia Pacific communications strategy was completed in June. This strategy is part of an ongoing process to develop a common approach to marketing and communications for the Federation across the entire Asia Pacific region. In June, the regional information delegate travelled to Bangkok to meet with the south-east Asia regional information delegate in order to complete the final draft.

Through increased information and resource sharing between the regions, a more complimentary approach towards developing a common framework for training national society information staff was achieved. In April the regional information officer from Bangkok (on secondment from the Singapore Red Cross) was able to travel to Delhi to participate as a facilitator at the regional information and dissemination workshop.

Collaboration has increased on the production of Asia Pacific FOCUS magazine. In the two editions of FOCUS produced this year there was a marked increase in the quantity and quality of editorial

coverage of SARD and national society activities across south Asia, which contributed towards the magazine becoming a truly regional marketing tool.

The demise of the Asia Pacific web site led to a revaluation of how the AP site could be hosted on the Federation's main web site ifrc.org. The development of an on-line information / documentation centre was not initiated as this would duplicate the projected development of an Intranet service, as suggested by the strategic communications department in Geneva.

In the wake of the Gujarat earthquake the regional information unit provided a support function to the India operations centre. Both the regional information officer and the regional information delegate assisted the India information delegate with the development and implementation of a communication strategy for the first anniversary of the earthquake. Discussions began with the IOC OD delegate on future strategic support for the development of the Indian Red Cross information capacity, more specifically - support to the IRCS headquarters information unit.

After being approved at the Asia Pacific heads of delegations meeting in June, the Asia Pacific communications strategy was adopted throughout the region and was integrated into the SARD information development / humanitarian values objectives for 2002 - 2003.

The number of news stories and features from south Asia which featured on the Federation's web site rose significantly, in particular those contributions that came directly from national society information officers. A comparative analysis was made of the stories that appeared on the web in 2000 and 2001. Overall there was a 400 per cent increase with 47 stories featured in 2001 compared with 14 in 2000.

Contributions to FOCUS Magazine from the region also rose. In 2001, 37 stories from south Asia were featured as against 25 in 2000. Direct contributions from national society information officers also rose accordingly. Each issue of FOCUS featured stories from all the national societies.

The region was also well represented in the Red Cross Red Crescent magazine with feature stories in two of the quarterly editions this year.

Constraints Despite the rise in news stories derived from national societies for FOCUS magazine and the News section of ifrc.org there remained a lack of ownership by national societies of these two important marketing vehicles. Although the Asia Pacific communications strategy was accepted at the AP heads of delegation, there were no further steps to develop the marketing components of the strategy or to have the strategy formally integrated at a policy level within the secretariat. Misperceptions remained between technical counterparts in the secretariat as to the terms of reference of regional information delegates.

Objective 3 To develop and expand upon strategic links with local and international media to secure sustained and high profile media coverage for the activities of the Federation and national societies in the region, particularly in times of emergencies

Achievements The earthquake in Gujarat undoubtedly served as an excellent opportunity to highlight the role and activities of the Red Cross Movement. Interviews and media coverage of the Red Cross operation appeared in the international and local media on an almost daily basis in the first month following the disaster. The immediate deployment of the regional information delegate to the earthquake zone, and subsequent visits by the regional information officer who liaised primarily with the local media, ensured that visibility for the Federation, PNS and the Indian Red Cross was high from the outset.

The credibility that the Federation established in the region could be measured by the number of local and international media who directly contacted SARD for information during this period. During the relief operation the information office had contacts with the majority of the international correspondents based in south Asia and also made a number of valuable contacts among the Pan-Asian media.

The earthquake operation and subsequent media interest also served as a valuable advocacy opportunity, enabling the Federation to promote the importance of disaster preparedness in the region. Partly as a consequence of this, the Federation was invited to participate in a high-level committee established by the Indian government to draw up a national disaster management plan for the country.

The regional information office was also able to facilitate or organize the logistics for a number of successful press trips and VIP visits to the earthquake zone which had been organized by various participating national societies (PNS).

A media launch of the World Disasters Report was scheduled to take place in Orissa, however this was cancelled at short notice by the Indian Red Cross. A successful regional launch did however take place in Islamabad, hosted by the Pakistan Red Crescent, which attracted widespread local media coverage. Participating in the launch was the Minister for Culture, Sport and Tourism, together with the chairman and secretary general of the PRCS, the head of RD and the regional health delegate.

In June the regional information officer visited Kozhikode district in the state of Kerala in south India. The visit was undertaken following a major train accident in the district. Working together with colleagues from the state branch, a meeting was organized with local reporters to explain to them the various activities of the Red Cross. This contact with the local media in Kerala resulted in some good reports about the work of Red Cross volunteers after the train accident.

The SARD network of international and regional media continued to expand over the last half of the year. Since September 11, events in Pakistan and Afghanistan dominated the global media agenda; the international print and broadcast media based in south Asia devoted most of their resources to the crisis which meant that less attention was given to humanitarian issues in other parts of the region.

The crisis in Afghanistan served as an excellent opportunity to position the Federation and establish numerous contacts with international media from across Asia. The regional information delegate spent a brief period in Islamabad - generating media coverage of PRCS, ARCS and Federation activities in relation to the unfolding crisis in the region. This continued with Delhi based international correspondents who were regularly briefed and updated on Red Cross / Red Crescent activities.

In August and September, the regional information unit provided communications support in response to the extensive flooding that struck Orissa. Both the regional information delegate and the regional information officer spent approximately three weeks there generating media interest in the disaster and also produced video material which was used by the international wire agencies and news stories for the Federation's website.

In September, the regional information unit supported the Sri Lanka Red Cross with the launch of the emergency appeal for the drought in Hambantota district. The media strategy that accompanied the launch of the appeal targeted at the local and international press evolved into a highly successful advocacy campaign which led to a high degree of support and recognition for the SLRCS by the government and peer organizations.

In November and December the regional information unit supported the India earthquake information delegate to produce a media strategy aimed at marking the first anniversary of the Gujarat earthquake and highlighting the activities of the Red Cross Movement to date. Various publicity materials were

produced for distribution to key stakeholders (PNS, media and donors) in advance of the anniversary. These included an Insight publication that documented the rehabilitation operation and a four-minute Video News Release on the operation that was produced locally.

Constraints Political developments in Afghanistan and Pakistan dominated the international news agenda, thus reducing the opportunities to secure media coverage for humanitarian issues in the south Asia region. An important opportunity to market and publicize the World Disasters Report in India was lost owing to perceived political sensitivities by the host national society.

Objective 4 To continue to promote Red Cross principles and humanitarian values among key target audiences through the mass media

Achievements SARD considerably increased the number of regular contributions of editorial material for Federation publicity outlets such as Federation News and the news section of the Federation's web site.

A special supplement of FOCUS magazine was produced by the regional information office to mark the first month of the earthquake relief operation; it was distributed to media and key partners in the Indian government and NGOs. Video footage, feature stories and photographs were also distributed during this period to international and local news agencies. With varying degrees of success, SARD actively encouraged all national societies in the region to participate in the International Year of Volunteers campaign. Most national societies did use the theme to mark World Red Cross Day. Volunteer profiles were collected from national societies and included in the Federation's publicity materials. In addition, stories on the theme produced by SARD were posted on the Federation's web site. Owing to a lack of capacity, there was no emblem campaign although some national societies did make efforts in this respect.

The regional information delegate visited Afghanistan to initiate various communications activities in light of the worsening humanitarian situation there. During the visit a number of stories and photographs were produced which were used on the Federation's web site and in FOCUS magazine. The visit also enabled the regional information delegate to establish a base for an improved working relationship with the ICRC's communications delegate.

Owing to limited program funding, no journalistic assignments by regional correspondents to cover Red Cross activities in the region were supported. A photo archive was established in SARD. All archived photographs were scanned and saved electronically.

The planned update of the brochure on SARD activities and on national societies was postponed until 2002 owing to the workload during the last half of 2001.

Contributions to Federation publicity outlets by the SARD information unit increased considerably as mentioned under Objective 2. A comprehensive mailing list was established for the distribution of FOCUS Magazine and the Red Cross Red Crescent Magazine. This list was expanded to include representatives of all major international and regional media, key counterparts in the Indian government, donors within the diplomatic community and multinationals, and representatives of peer organizations.

Video material and photographs shot by the regional information unit of major emergencies (Orissa floods, Gujarat earthquake) in the region were shared with international broadcasters including APTN and Reuters for global distribution, and were distributed to the communications departments of PNSs.

A communications strategy was developed in cooperation with the ICRC and the Indian Red Cross to support an emblem awareness campaign throughout India in 2002. The campaign largely focused on

seminars designed to address misuse of the emblem. Activities surrounding International Year of Volunteers continued with a number of volunteer based articles submitted by national societies to local media and articles from the region appearing on the Federation's web site and in FOCUS Magazine.

Constraints Greater coverage could have been achieved for the International Year of Volunteers campaign if there had been clearer direction and support from the secretariat and greater ownership of the campaign amongst national societies in the region.

Regional Cooperation

Objective 1 To provide a regional forum for stakeholder participation and strengthen relationships between the stakeholders.

Achievements A regional partnership meeting was planned for April 2001 in southern India but following the earthquake in Gujarat on 26 January, the partnership meeting was delayed until early 2002. An India earthquake partnership meeting was held between 21 to 23 March. The meeting attracted 20 donors, 18 of whom had not supported the 2001 appeal for India up until the earthquake. Although the PNS representatives came primarily for the earthquake meeting, the regional delegation and regional programmes benefited from funds pledged towards supporting the strengthening of the delegation. The PNSs gave positive feedback on the role that the regional delegation played in the relief phase of the operation.

A second Gujarat earthquake partnership meeting was held in early December. Although both these partnership meetings were specific to India, regional staff used the forum to lobby for support for SARD and other country programmes in south Asia.

The results of networking and partnership building over the past years have resulted in new funding partners in Sri Lanka, Pakistan, India and Nepal during the past six months.

The regional constitutional review workshop brought together senior governance and management from all national societies in south Asia: presidents, chairpersons, secretary generals and legal advisers who identified many common aspects between them.

A draft Regional Cooperation Agreement Strategy (RCAS) was in preparation based on the various CAS and participatory meetings held to date.

Constraints Although the partnership profile improved in 2001, there was a need to increase strategic dialogue with present and possible future partners (within and from outside the RC/RC Movement). The lack of a strategic framework for partnership development was also hampered by an overall communication tool to illustrate the Movement's strategy to partners. The development of the draft RCAS document was an attempt to take a longer perspective on partnership building for the Movement as a whole. The recognition of key problems led to creative solutions to solve them.

Objective 2 To widen the pool of talented potential delegates in south Asia and to increase regional exchanges of qualified human resources between the national societies.

Achievements One regional delegation national staff member spent three weeks in June preparing for the basic training course (BTC) held in Dhaka, Bangladesh, between 1- 6 July. Two people from Bangladesh attended a BTC in Japan in January.

The earthquake in Gujarat was a chance for the Indian Red Cross to heighten the visibility of its headquarters, branch staff and volunteers, and to work alongside and learn from international FACT

teams and ERUs. A staff member of the Bangladesh Red Crescent Society assisted the Indian Red Cross Society in the transition phase of the operation.

The Nepal and Sri Lanka Red Cross societies hosted familiarization visits from senior officials from the Afghan Red Crescent Society.

The director of finance at the Indian Red Cross Society, appointed during the year, visited Nepal Red Cross for one week in spring, accompanied by the regional finance development management, to learn about the national society's financial management systems.

Since the regional delegation had a national staff member who worked part-time coordinating regional human resources, there was a marked improvement in this sector. The following are examples of achievements:

- A regional BTC for south Asia was held in Dhaka, Bangladesh in the first week of July. This was the first regional BTC since the launch of the Regional Delegate Recruitment & Training Programme (RDRTP). The course was attended by 16 participants from south Asia. In November one candidate from the Nepal Red Cross attended a BTC in Denmark.
- A FACT Training Workshop was conducted in Singapore in September with four participants from south Asia.
- Staff exchanges, staff on loan and the utilization of delegates from the region occurred more regularly during this reporting period. During the humanitarian crisis in Afghanistan two relief delegates were sent from the Bangladesh Red Crescent Society (BDRCS) (one of whom was a participant in the regional BTC in July). In addition the finance manager of the Bangladesh delegation went as staff on loan to Islamabad to assist in day-to-day operations. Two delegates from Bangladesh and one from Nepal worked on the humanitarian crisis operation in Pakistan. Information officers from SLRCS and IRCS attended a two-week exchange visit at SARD in November and an accounts officer from NRCS worked as staff on loan at the India operations center. Staff from Sri Lanka went to Bangladesh for a study visit on disaster preparedness at the end of the year.
- One of the goals for the past 18 months was to provide opportunities for the improvement of human resource management. In December 2000, the first regional human resource workshop was held. Another larger regional human resource workshop took place in December 2001. Five participants from five countries participated in the second workshop. They represented both governance and management with responsibilities for HR systems and policy development. The workshop's objectives were to use and evaluate new regionally proposed HRD tools and to finalize a draft regional HRD manual to introduce common minimum standards of human resource management into all national societies. The objectives also included the recommendation of mechanisms for adopting and implementing the Federation's Volunteering and Gender Policies; and agreeing on further regional HRD activities for 2002/2003 which would continue to build on knowledge sharing and good practice development.
- The regional delegation began the process of setting up a database (personnel roster) of all technically trained staff across the national societies as well as a comprehensive list of potential delegates in the region.

Constraints A lack of time due to the major earthquake operation was a major constraint.

Coordination and Management

The regional delegation, including the out-posted regional delegates and the country delegations in the region, are clearly seen as the knowledge centre of the region for programme support and development, advice, technical and training assistance and as an essential resource centre.

The broad regional health, disaster response, disaster preparedness and humanitarian values programmes are broken down into targeted projects aimed at building consistent and sustainable capacities.

Objective 1 To act as the focal point of national societies in the region and to help build sustainable processes of mutual capacity building and common programming

Achievements: Increasing feedback from national societies in the region clearly showed that through consistent communications, knowledge sharing, technical support, advice and encouragement, the regional delegation was acknowledged as the Federation's focal point in the region.

Follow up on strategic planning processes continued by all regional delegates in their work with individual national societies. The head of the regional delegation (HoRD) visited Pakistan in late June and was extremely pleased to see significant improvements in the capacity of the national society brought about by a tripartite agreement signed between the ICRC, the Federation and PRCS in early 2000. This agreement resulted in the creation of a development cooperation unit which implements and monitors major components of the appeal process and the CAS, *Strategy 2010* and other key strategic initiatives.

Building on the strong traditions of regional secretary generals' meetings, ICRC cooperation, and strategic planning between SARD and all the national societies in the region, SARD began the process of facilitating a draft regional coordination assistance strategy (RCAS). The RCAS aims to become the strategic work plan for all the Red Cross/Red Crescent Movement components from within and outside the region. In a participatory approach, beginning with a mapping of progress in regional programming between all national societies in following up the Hanoi subregional agenda for South Asia, planning for a meeting in late January 2002 took place. This meeting will involve all senior Red Cross/Red Crescent Movement stakeholders from within and outside the region.

The aim of the participatory approach is for all Movement stakeholders to develop a common vision and mission for the Movement in South Asia. The participatory approach also aims to clearly define what roles each will play in achieving clear and measurable outcomes. The RCAS document will thus encapsulate the common strategic directions, and the key change goals and programmes for the region in a clear long-term strategy. A transparent mechanism will also be agreed on by which stakeholders can measure progress against the change goals and objectives. .

Due to the postponement of the secretary generals' meeting in Kabul planned for October, brief talks were held in Geneva to discuss crucial issues. The proposed agenda for the Regional Partnership meeting in March 2002 was a topic on the agenda, as was the process for developing a RCAS in a participatory manner.

Constraints: Having the head of delegation of the Gujarat earthquake rehabilitation operation reporting to the head of SARD was highly advantageous in coordinating and ensuring the wise use of resources. However, the major drawback was the inordinate amount of time the head of the SARD spent in supporting both the Indian Red Cross and the Gujarat rehabilitation operation delegation over earthquake related matters.

Objective 2 To represent the Federation and build good relations with the national authorities, international and national organizations, donor governments, international and national media, and the ICRC.

Achievements: The earthquake in Gujarat, which also affected Pakistan, received huge international, national and regional publicity which did a lot to promote and reinforce the key emergency response role played by national societies and the Federation in times of major disasters.

The partnership with DFID, our major funding partner, was further strengthened with two visits by the head of the Conflict and Humanitarian Affairs Department in London, to the regional delegation in February and June, where discussions were held on regional disaster preparedness, regional capacity building, as well as the Gujarat earthquake.

Regular contacts were maintained with European Union ambassadors and with ECHO representatives responsible for Bangladesh, India, Nepal, Pakistan and Afghanistan.

The strong partnership with the ICRC continued throughout the region with numerous workshops and seminars, co-funded training courses and joint planning meetings.

Visits by the President of the Federation to Bangladesh, India and Sri Lanka during the first half of 2001 were used to raise the profile of each national society through meetings with key government officials, as was the organizing of functions attended by members of government, national and international organizations, diplomats and the media. The head of the ICRC's regional delegation, and its cooperation and tracing delegate also attended the SARD planning meeting.

During the visit of the Federation's Secretary General to India in February, meetings were held with the President and with the Minister of Health. A press conference was organized, together with the secretary general of the Indian Red Cross Society, for international and national media as well as a function to which members of the diplomatic community were invited. At meetings with the President and the Minister of Health, the Secretary General stressed the importance of the regional delegation's having its legal status agreement application approved quickly. Numerous meetings were held with government representatives to ensure eventual approval of the LSA. In Pakistan and Sri Lanka efforts continued to have legal status agreements approved.

In the past six months the regional delegation noticed an increase in the number of inquiries from diplomatic missions, NGOs, UN and the media as SARD became a reliable source of information.

During the second half of the year, meetings took place with the Minister of External Affairs, the new Vice President of the Federation, (Vice Chairman of the Indian RCS), the Secretary General and the director of the Asia and Pacific region to discuss the progress of the legal status agreement.

Efforts continued to strengthen our partnership with DFID through visits at country level and positive responses to the recommendations of various DFID evaluation and review teams.

Visits continued to key diplomatic missions in each country. Publications, situation reports, updates and appeals were sent on a regular basis.

The Federation's regional OD Delegate based in Sri Lanka and the ICRC's regional cooperation delegate based in New Delhi worked together on several joint strategies including: technical support to the Indian, Nepali and Bangladesh national societies on the revision of their constitutions, and on co-facilitating a regional constitution revision workshop attended by the chairpersons, secretary generals and senior legal advisors of national society boards. They also collaborated in support of stronger mobilization of the local resource capacities in the national societies, and jointly supported seminars on the need to introduce and revise legislation to protect the emblem.

Similarly, the information delegate worked closely with the regional and country based ICRC cooperation delegates to improve each national society's ability to undertake strong information, publicity and overall dissemination work in an integrated manner. A regional information and dissemination officers' workshop, jointly funded and facilitated by the information delegate and the ICRC's cooperation delegate was a key component of support to the national societies. Personnel exchanges between national societies (e.g. the Sri Lankan and Indian Red Cross information staff were given induction courses together for two weeks in New Delhi) strengthened the mutual capacity building role played by SARD.

Our relationships with the national, regional and international media went from strength to strength as the regional delegation and the operations centre in India capitalized on the enormous publicity generated by the Federation and the IRCS's fast response in the relief phase of the Gujarat earthquake.

After the events in Afghanistan and the humanitarian crisis which emerged in Pakistan and other neighbouring countries, the Pakistan Red Crescent Society (PRCS) increased its profile as it became a member of the government task force for the refugee operation, together with UN organizations. Through promotion on the part of the PRCS and Federation information officers, the PRCS was perceived as a leading player in the response to the anticipated refugee influx from Afghanistan.

The Sri Lanka Red Cross and the Federation gained significant publicity and considerable respect through playing a lead role in exposing a hidden drought in Sri Lanka in July and August, and for operations up till the end of December. The drought which was caused by scarce rainfall for almost three years in the Hambantota district, was first noticed by the local Red Cross branch, although the government and leading international organizations initially refuted claims of its seriousness. After persistent advocacy, the government and UN agencies reversed their original assessments and agreed with the SLRCS perspective. This advocacy action is being written up as a case study and a model for good practices to be shared with other national societies.

Objective 3 To ensure the implementation of Federation activities in the region, according to approved plans and budgets.

Achievements: The standardized approach within the region to the CAS process provided a common framework and understanding for all national societies to move at their own pace, according to their capacities, in line with *Strategy 2010*, towards acquiring the "Characteristics of a well functioning society".

Contact was maintained with the Red Crescent working group in the Maldives Islands and a follow-up strategy, in consultation with the ICRC, put in place to ensure that momentum was maintained.

The joint IFRC/ICRC visit planned for the second half of the year had to be postponed owing to the dramatic events that occurred in the region.

The Appeal for SARD received 96 per cent coverage, while the other countries received on average 72 per cent (India - 20 per cent, Nepal - 112 per cent, Pakistan 58 per cent and Sri Lanka 89 per cent. This was a good result since the SARD had received only 27 per cent in 2000.

In 2001, the second generation of CASs in Nepal, Bangladesh and Afghanistan were well under way, building on the standardized approach to the first generation CASs in 1999-2000. This common framework provided national societies with much stronger strategic directions to follow.

The posting of regional OD and health delegates to Sri Lanka and Pakistan were positive moves that ensured more accurate implementation, monitoring and reporting of Federation-supported programmes in those countries.

Constraints: since some 700-900 working days were spent by SARD on the Gujarat earthquake operation and the humanitarian crisis, some regional programmes fell behind schedule with considerable funds remaining unspent by year's end. Fortunately, most donors agreed that the balances could be carried over to the following year's programmes.

Conclusions

Over the last three years, the regional delegation and national societies have had their longer-term, capacity building work regularly affected by disasters. The delegates and national society staff built up a number of mechanisms to cope with disasters alongside day-to-day development work. However, major devastation, such as the Gujarat earthquake, led to additional lessons and solutions. On one hand, the delegation was able to recruit a full-time DR delegate to minimise the disruption to development work, while on the other, the team received greater support from colleagues in the Secretariat and found that this cooperation during the initial weeks of a relief operation and the quicker hand-over to the longer term relief teams provided much needed additional support.

Throughout this process, the delegation, as frequently one of the first on the scene of disaster, tried to influence the relief specialists coming in to use the operation to build the capacity of the national societies. As a result, the humanitarian crises impacted less on regional capacity building programmes in the latter half of 2001, than they would have done in previous years. Those programmes based in Pakistan (the regional health programme, DP training and finance training) did not take place during the last quarter; this and the related financial information was reported separately to the DFID.

The SARD attempted to use the extremely valuable DFID assistance for the key DP, OD and health programmes to build up the capacities of all national societies through mutual knowledge sharing and human resource exchanges. There was a clear and measurable impact when set against the DFID partnership objectives, and a strong regional platform was built up with the national societies, from which many of the concepts for further consolidation and change were derived. The draft RCAS, driven by the prioritization of the regional secretary generals to deliver the strategic objectives of the entire Red Cross/Red Crescent Movement in the region, was a powerful example of the increased cooperation and coordination environment that the DFID partnership funds have facilitated.

Other key donors to the regional SARD programmes (such as the Swedish, Swiss and the Canadian Red Cross Societies) were equally strategic partners in assisting SARD to support capacity building initiatives in a coordinated manner with the ICRC and all other Movement components. The regional delegation was extremely grateful for this very valuable and long term partnership vision which guaranteed the national societies in the region a level of consistent support that enabled them to also have long-term perspectives.

Working together to develop common regional norms in areas such as human resource development encouraged national societies to share their human resources more actively. The increased number of secondments and staff on loans / exchanges between national societies improved collective efforts to share knowledge and build mutual capacity.

The feedback received from national societies on the regional DP programme to date has been:

- concentrate on the development of longer-term, sustainable DP programmes and on developing a clear, strategic approach to regional and local fund raising;
- increase networking and cooperation within and from outside the Red Cross/Red Crescent on disaster management;
- standardize training materials and modules for basic disaster management and CBDP;
- improve the human resource capacity of national societies through further training, the introduction of new Federation concepts such as FACT and ERU, and provide support to improve advocacy skills among national society staff.

A year-end review of the health programme was undertaken with the assistance of a consultant. The main findings indicated that activities were in line with the overall Federation health strategy and with the needs of national societies, and that programme objectives would have been almost fully achieved had it not been for external events.

Looking back at 2001, the reality of multiple disasters occurring while disaster rehabilitation operations continued from previous years, validated the importance of our focus on capacity building with particular emphasis on disaster preparedness. In addition, the building up of an HIV/AIDS network was an important step for a more coordinated regional approach to the spread of the virus.

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

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

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.33/2001 South Asia regional programmes

Period: year 2001

Project(s): 52101, 52160, 52165, 52201, 52901, 52902, 52905, 52906, 240451

Currency: CHF

I - CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Reallocations	Goods/Services	Personnel	
Appeal budget	2,414,190				
less					
Cash brought forward	275,559				
TOTAL ASSISTANCE SOUGHT	2,138,631				
<u>Contributions from Donors</u>					
Programme support 2001	358,540				358,540
Australian Red Cross (DNAU)	480				480
DFID - British Government (DFID)	1,022,366				1,022,366
Donor - Unidentified (D000)	14,487				14,487
Netherlands Red Cross (DNNL)	35,000				35,000
Swedish Govt.via Swedish Red C	176,344				176,344
Swedish Red Cross (DNSE)	63,000				63,000
New Zealand				29,732	29,732
Great Britain				119,917	119,917
Sweden				17,413	17,413
TOTAL	1,670,217			167,062	1,837,279

II - Balance of funds

Opening balance	275,559
CASH INCOME Rcv'd	1,670,217
CASH EXPENDITURE	-1,499,381

CASH BALANCE (1)	446,395

(1) Regional delegation core costs, proj 240451, are covered by programme support

Appeal No & title: 01.33/2001 South Asia regional programmes

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III - Budget analysis / Breakdown of expenditures

Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction						
Clothing & Textiles						
Food/Seeds						
Water						
Medical & First Aid		123			123	-123
Teaching materials		20,000			20,000	-20,000
Utensils & Tools						
Other relief supplies						
Sub-Total		20,123			20,123	-20,123
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles	125,000					125,000
Computers & Telecom equip.	22,225	54,136			54,136	-31,911
Medical equipment						
Other capital expenditures	28,500	36,857			36,857	-8,357
Sub-Total	175,725	90,993			90,993	84,732
<u>TRANSPORT & STORAGE</u>	47,034	42,796			42,796	4,238
Sub-Total	47,034	42,796			42,796	4,238
<u>PERSONNEL</u>						
Personnel (delegates)	893,190	423,627		167,062	590,689	302,501
Personnel (local staff)	716,560	288,821			288,821	427,739
Training						
Sub-Total	1,609,750	712,448		167,062	879,510	730,240
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	22,065	20,709			20,709	1,355
Travel & related expenses	91,250	124,315			124,315	-33,065
Information expenses	47,861	11,234			11,234	36,627
Administrative expenses	242,415	221,377			221,377	21,038
External workshops & Seminars		78,733			78,733	-78,733
Sub-Total	403,591	456,369			456,369	-52,779
<u>PROGRAMME SUPPORT</u>						
Programme management	109,169	66,348			66,348	42,821
Technical services	32,680	19,865			19,865	12,815
Professional services	36,241	22,036			22,036	14,205
Sub-Total	178,090	108,249			108,249	69,841
Operational provisions		68,402			68,402	-68,402
Transfers to National Societies						
TOTAL BUDGET	2,414,190	1,499,381		167,062	1,666,443	747,747

Consumption rate: Expenditures versus income 113%
Expenditures versus budget 69%