

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

SOUTH ASIA REGION

Appeal no. 01.58/2003

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	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	567,380	596,000
2. Disaster Management	816,588	858,000
3. Humanitarian Values	101,765	107,000
4. Organizational Development	1,074,466	1,129,000
5. Federation Coordination	338,503	356,000
6. International Representation	53,476	56,000
Total	2,952,177¹	3,102,000

Introduction

The events of 11 September 2001 destabilized the South Asia region. Afghanistan is struggling to find semblance of peace while border tensions between Pakistan and India cause concerns for the region's future. The conflict and political situation in Nepal is alarming and adds another dimension of insecurity in a region having porous borders which allows growing terrorism, HIV/AIDS, human trafficking, and population movements. These borders pay no regard to natural disasters which can decimate hard gained economic improvements.

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

The SARD was established in New Delhi at the beginning of 1998. It covers six South Asian countries with established Red Cross and Red Crescent societies in Afghanistan, Bangladesh, India, Nepal, Pakistan and Sri Lanka. Two other countries, Bhutan and Maldives, do not have a national society at present.

¹ USD 2,018,799 or EUR 2,004,313.

² These are preliminary budget figures for 2004, and are subject to revision.

The overall goal of the Federation's 2003-2004 appeal³ is to help the region's national societies build the capacity to support the country's most vulnerable through better service delivery and advocacy in four core areas and the three strategic directions of the Federation's Strategy 2010:

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

Regional Context

South Asia is one of the poorest regions in the world and most of its nearly 1.4 billion people, representing a quarter of the world's population, do not share Asia's considerable human, economic and organizational resources.

In total, the region has over 40 per cent of the developing world's poor and close to half of the world's malnourished. The total of the population expected not to survive to age 40 years ranges from 26 per cent to over 40 per cent.

The economies in South Asia began participating in the globalization process, pursuing market-oriented policies and reducing barriers to trade and investment. But despite rising shares of trade and capital flows in the national income, South Asia remains among the least integrated regions in the world. Exports are seven times lower on a per capita basis than in East Asia, and barely account for one per cent of the world's total.

There is a world-wide movement of forming regional trading blocs, yet inter-regional trade within South Asia is low compared to other regional groups. This is despite the fact that cooperation mechanisms such as the South Asian Association for Regional Cooperation (SAARC) and South Asian Preferential Trade Agreement (SAPTA) are in place.

Economic growth and human development needs to consolidate in order to improve the lives of the vulnerable. Globalization is not accompanied by a reduction of poverty or improvement in human development. During the globalization phase about one-half billion people in South Asia experienced a decline in their incomes. The benefits of economic growth that took place were limited to a small urban population of educated minorities. In South Asia, income inequality has increased. It is argued that at the initial stage of opening up the economies to a competitive global market, income inequalities will rise, but eventually everyone will gain. With continuing reforms, productivity and efficiency will rise and the country's shares in global trade, finance and services will increase. So far, however, the record shows it is the poor who bear the burden, and they are the ones not having any means to support themselves through bad times.⁴

South Asian women are discriminated against more than women in most parts of the world. According to a gender disparities' profile for the region⁵ the level of female literacy rates, the overall school enrollment ratio and real GDP per capita is considerably lower compared to the levels for men. The weighted average female share of earned income is 33 per cent less than of males, and the weighted average amount of females represented in parliament is 7.3 per cent, both figures being below the

³ This document seeks to generate support for the Federation's 2003-2004 regional programming in South Asia. The aim of this appeal is to ensure the capacity of the Red Cross and Red Crescent Societies in South Asia in supporting the millions of vulnerable people in need of assistance, and this has increased within the last two years. The appeal draws on a detailed plan of action that will guide international support to programmes by increasing the capacity of the national society to improve the lives of vulnerable people. Further information is available from the contact person detailed at the end of this document.

⁴ Human Development in South Asia 2001, by Mahbub ul Haq Human Development Centre

⁵ UNDP

average for developing countries. Generally, women have lower access to health care (preventive and curative) and limited attention is given to reproductive health care. Except for Sri Lanka, female foeticide and infanticide is widely prevalent.

The UNDP's Human Development Report 2002 indicates the progress which each country has made towards the millennium developmental goals. The table below shows the South Asian countries' progress in relation to each of these goals: (1, 2, 3, 4 and 7):

Goal 1: Eradicate extreme poverty and hunger.	Goal 2: Achieve universal primary education.		Goal 3: Promote gender equality and empower women.		Goal 4: Reduce child mortality.	Goal 7: Ensure environmental sustainability.
Target: to halve the proportion of people suffering from hunger	Target: to ensure that all children can complete primary education		Target: to eliminate gender disparity in all levels of education		Target: to reduce under five and infant mortality rates by two-thirds.	Target: to halve the proportion of people without access to improved water sources.
Under-nourished people (as % of total population)	Net primary enrolment ratio %	Children reaching grade 5	Female gross primary enrolment ratio as % of male ratio	Female gross secondary enrolment ratio as % of male ratio	Under-five mortality rate (per 1,000 live births)	Population using improved water sources %
AFGHANISTAN						
Far behind	Far behind	On track	Far behind	Slipping back	Far behind	Far behind
BANGLADESH						
Far behind	On track	On track	On track	Far behind	On track	Achieved
INDIA						
Far behind	On track	Far behind	On track	Far behind	Lagging	On track
NEPAL						
Far behind	On track	On track	On track	On track	On track	On track
PAKISTAN						
On track	Slipping back	On track	On track	On track	Far behind	On track
SRI LANKA						
On track	On track	Achieved	On track	Achieved	On track	Achieved

The health sector is unable to meet the needs on its own and the role of the Red Cross/Red Crescent in this area is vital. Urbanization, re-emergence of tuberculosis and malaria, and the emergence of infections like hepatitis and HIV/AIDS, with the related issue of safe blood, represent serious challenges. There is an urgent need to respond to the HIV/AIDS epidemic in the region through collaborative efforts. The national societies in South Asia established a regional working mechanism - the South Asia Red Cross and Red Crescent Network on HIV/AIDS (SARHNA) - terms of reference and a plan of action to confront the disease.

In addition, there are several areas of unrest and natural or man made disasters causing a drain on the economy at all levels and often resulting in large population movements. A total of 25 per cent of the world's population affected by disasters are in fact to be found in this region. Between 1992-2001, the annual average of those killed or affected by disaster in South Asia was over 57 million.⁶ The region is prone to cyclones, tropical storms, tidal surges, earthquakes, monsoon floodings and landslides as well as droughts and population movements.

⁶ World Disasters Report 2002, issued by the International Federation

The task of the Red Cross and Red Crescent Societies in assisting the vulnerable populations remains a challenge every year. This is addressed by the national societies in different ways, and it is described by the Kabul Pledge (*see* below) and in the separate country appeals.

The main goal of the Secretariat is to act as a coordinating and facilitating body. The Federation has worked in the region for over 30 years and with different levels of representation, depending on national society needs and capacities.

The Federation provided technical and financial support to the national societies in their operations to assist the most vulnerable. This has included:

- Assistance during several major natural disasters such as drought, flooding and earthquake operations for which the Federation launched international appeals.
- The development of regional advocacy and communication strategies in support of global policies and initiatives.
- Support to strengthen and develop organizational capacities of the national societies.
- Programme support in the Federation's core areas of disaster preparedness and response, health and care in the community and the promotion of humanitarian values and the fundamental principles of the Movement.
- Coordination of the optimal use of regional human resources.
- Expansion of different forms of cooperation including the recent version of regional and country level cooperation agreement strategies.

In addition to coordination and capacity building of its member national societies in assisting vulnerable people, the Secretariat's role is to represent its global membership on the international stage. The Federation was successful in mobilizing international assistance, both from partner Red Cross and Red Crescent Societies and from international donors and developed significant representational capacity at the country level.

During 2003, the International Federation intends to establish a regional service centre in Kuala Lumpur, Malaysia, to provide day-to-day support for Asia Pacific national societies and delegations/offices in the critical functions of finance and reporting, extending to human resources, logistics and telecommunications as relevant factors, including resourcing, allow. Click below for more details on this important Red Cross Red Crescent initiative in the Asia Pacific region.

http://www.ifrc.org/cgi/pdf_appeals.pl?annual03/klrsc.pdf

Regional Priorities

The regional priorities were developed through regular and intensive consultative processes commencing with the Hanoi Declaration⁷ and followed by biannual Secretaries General meetings, regional partnership meetings and various regional technical meetings.

The cumulative result of this process was the Kabul Pledge, adopted during the meeting of the South Asia Secretary Generals in Islamabad in August 2002. The pledge states the following regional priorities:

⁷ At the last regional Asia and Pacific conference in Hanoi, in 1998, the Hanoi Declaration was adopted and signed by all 37 national societies. The declaration defined the common priorities within the Asia Pacific Region, and declared the national societies should build these approaches into their own strategic plans. The progress of this declaration will be reported to the Asia and Pacific Manila Conference in November 2002 where the priorities will be reviewed and updated for the next four years.

Kabul Pledge
(Adopted at the 26-28 August 2002 meeting of the
South Asia Secretary Generals in Islamabad)

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

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

For individual national society priorities please refer to the individual country appeals.

Red Cross and Red Crescent Priorities

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

Each five-year plan is the basis for the cooperation agreement strategy (CAS). The first round of the country agreement strategies in South Asia were produced in 2000. The second round focused on more inclusive and participatory CAS processes in Afghanistan, Bangladesh and Nepal. The purpose of these processes is to strengthen the country’s strategic planning and to provide coordinated assistance to the national society’s capacity building.

The first round of the CAS processes asked national societies to define regional priorities. These priorities were subsequently incorporated into the draft of the regional cooperation agreement strategy (RCAS).

In March 2002 and at the Secretaries General Meeting in August 2002, internal and external partners currently supporting the South Asian national societies and the SARD were consulted on the draft RCAS. A final strategy will be agreed by late 2002 along with the additions of input requested from participating national societies (PNSs) and the ICRC.

The Strategy for the International Red Cross and Red Crescent Movement was adopted by the national societies as the basis of the RCAS. At their meeting in January 2002, the Secretaries General further defined the existing good practice in the Movement's cooperation as well as required improvements.

The strategic relationship with the ICRC remains a constructive and vital area of capacity building coordination. In all countries, the delegations of the ICRC and the Federation were planning harmonized support for capacity building initiatives in many programme areas such as the humanitarian values programmes, emblem campaigns, conflict preparedness as part of disaster preparedness, and joint support to constitutional revision processes, where the Federation has a lead role and the ICRC provides technical assistance if requested.

Priority Programmes for Secretariat Assistance

Deciding on key programmes reflecting the priorities emanating from the Hanoi declaration and adherence to the four core areas of Strategy 2010, the Strategy for the International Red Cross and Red Crescent's Movement, the Secretariat's programme coordination change strategy (in particular the Asia Pacific implementation plan), the developed regional cooperation agreement strategy, and the Kabul Pledge is no easy task when the region's large population and humanitarian needs are taken into consideration. The priorities identified for 2002-2003 remain much the same as for the 2003-2004 Appeal:

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

The common regional concerns identified by all national societies in the strategic planning processes are incorporated into programme planning.

This strong base of knowledge obtained through national societies' self-assessment, reflection and planning processes helped the South Asia regional delegation to ensure a common capacity building approach and mandated the team of the SARD to work in an integrated and consistent way across all programmes.

- ***Health and care***

Regional health priorities for South Asia are: HIV/AIDS; community based first aid, community based promotive/preventive and basic curative care; and the strengthening of health management capacity in overcoming the health needs prevailing in the region.

Overall Programme Goal: The making of a positive difference to the health of vulnerable people by strengthening the national society's capacity in planning, implementing and managing the quality of health programmes and emergency health responses.

- ***Disaster Management***

At a meeting held in 1999, all six national societies reinforced their commitment to disaster management (DM) and identified “developing disaster response and preparedness skills” as a major priority for the region. Building on these discussions and decisions, the national societies’ cooperation agreement strategies and the current draft of the RCAS all emphasise the need for strengthening the DM programmes.

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

- ***Humanitarian Values***

In order to remain relevant to the needs of vulnerable communities, national societies in the region are recognizing the promotion of humanitarian values as a prerequisite to effective programme planning requiring a multi-dimensional approach including the three core areas of the Strategy 2010.

Efforts were made with the media in highlighting humanitarian concerns relating to “forgotten” vulnerable populations affected by disasters and in implementing global campaigns to reduce discrimination and to capitalize on opportunities promoting issues linked to the Federation’s advocacy positions. The national societies, through their communication activities, are an integral part of this approach.

Overall Programme Goal: Through existing programmes of the national societies, tensions, violence and discrimination within communities across South Asia will be reduced.

- ***Organizational Development***

All organizational development (OD) work is aimed at strengthening the national societies’ own planning and delivery of effective and relevant services to the vulnerable through a skilled and motivated human resource base and stronger organizational structures across the region.

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

- ***Federation Coordination***

With the increasing number of bilateral national societies working in the region, the SARD, at a central and at a country level offered to coordinate certain aspects of the work of bilateral partners such as sharing offices, coordinating security advice, facilitating sectoral meetings, including bilateral representatives in regional meetings, and provision of technical advice. This resulted in bilateral partners becoming key members of the regional team, and consequently national societies receiving much better support in the implementation of their programme priorities.

Overall Programme Goal: South Asian national societies receive optimal support for the implementation of their priority programmes through a coordinated response from internal and external partners of the Movement.

- ***International Representation***

Increased emphasis will be put on developing a representation and an advocacy impact of the Federation at a regional level. One priority is to attend international meetings promoting policies of the Federation and how these support the national societies and the vulnerable. All regional programmes

are designed to be inclusive of components contributing to the overall goal of international representation.

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

- ***Field Management programme***

The SARD expanded its role to include not only provision of support to the national societies in the region, but also higher level of management, support, and advice to country delegations, Federation representatives and out posted delegates. This role will be prevalent during 2003 in implementing the Federation's Asia and Pacific department change strategy placing emphasis on a stronger management capacity at the regional level.

Overall Programme Goal: The countries' delegations, Federation's representatives and regional delegates in South Asia will provide coordinated optimal support to national societies in their work to respond to the needs of the most vulnerable.

1. Health and Care W [<Click here to return to the title page>](#)

Regional health capacity building programme (2003-2004)

Background and achievements/lessons to date

Due to the high numbers of unassisted vulnerable people in South Asia, health programmes were and still are the back bone and priority for many national societies. With the support of the Federation, operational achievements are being made at the country level. The regional health programme provides the strategic development support to ensure the collective priorities identified by the national societies are implemented with common quality standards.

The programme for 2003-2004 was developed from the priority needs identified by each national society during the comprehensive country assistance strategy planning process in the second half of 2000, and feedback from each national society in the second half of 2002 and the guidelines for the appeal developed by the Secretariat.

Regional health priorities for South Asia are HIV/AIDS; community based first aid, community based promotive/preventive and basic curative care; and the strengthening of the health management capacity in resolving major health needs prevailing in the region.

The programme was well funded in 2001 with support from the Department for International Development (DFID), the Japanese and Swedish Red Cross Societies, and remained on target in meeting all its objectives until the events of 11 September. This event affected the capacity of the regional health team to complete the planned programme, since the team was based in Pakistan and became involved in Afghanistan's humanitarian crisis operation due to the shifting of emergency priorities. Despite the slowing of the progress of long-term health programmes, key achievements for 2001 included the first meeting of the South Asia safe blood working group, attended by all six national societies, and the first meeting of the health forum for health managers at the national society's headquarters level. Again, all six national societies were represented. One action point identified from the latter meeting was in creating a central resource of standardized tools supporting the management aspects of the health programmes. The health forum focused on monitoring and evaluation of health programmes.

Late in 2001, a project team was recruited to establish a regional HIV/AIDS network. This resulted in May 2002 in the first meeting of all six national societies to discuss HIV/AIDS issues and the establishment at the same time of the South Asia Red Cross and Red Crescent Regional Network for HIV/AIDS (SARNHA) in order to scale up HIV/AIDS related activities within the region. Examples of action points from the meeting included to develop AIDS-related programming capacities, advocacy and information-sharing. Other programme achievements to date include: the establishment of a database of health expertise in the region; ongoing technical support to country programmes; and the collection of simple inventories of national societies health activities.

The successful scaling-up of polio eradication activities is one of the key public health goals, following the Federation's formal commitment in 2000 to join in partnership with the WHO, UNICEF and others in the polio eradication campaign. Afghanistan, Pakistan, Bangladesh and India (selected states such as Bihar and Uttar Pradesh) remain priority countries for enhanced actions by the national society. The Afghan- and Bangladesh Red Crescent Societies enhanced their activities with support from their country health delegates. Pakistan developed an enhanced plan of action during 2001 and continued in 2002. The role of the regional health team will be in supporting and monitoring these activities, in coordination with the respective country delegations.

The regional health programme was reviewed at the end of 2001 and recommendations from the review were taken into account in planning for 2002 and the future. Targeted and specific technical and financial support remain key objectives and activities for the region, but the regional programme seeks to identify and undertake those additional activities relating to the collective needs of national societies having an optimal impact at a regional level. A comprehensive mapping exercise of current programmes of the national societies and future needs was undertaken late in 2002. In particular, responses to emergency health needs and HIV/AIDS will be the specific focus areas for 2003 and onwards. The regional health programme is therefore based on four priority areas :

- enhancing the HIV/AIDS programmes of the national societies; prevention and care education, reduction of the disease's stigmatization;
- health system management and planning of emerging health issues; and
- regional health resource mobilization.

During 2001, it was identified that the regional health team could play more of an advocacy role, focusing at first on HIV/AIDS, partnership-building, and regional health human and financial resource development.

Difficulties encountered:

- One ongoing tension is the different priorities from the countries in South Asia such as blood services (see Kabul pledge) which can be incompatible with the Federation's global priorities (Strategy 2010).
- Lack of continuity of full time regional health delegates.
- Limited coordination by the Federation of human resources engaged in regional and country health programmes.

Overall Goal

National society's health programmes and emergency health responses make a positive difference to the health of vulnerable people.

Programme Objective and Expected Results

Enhanced quality of the national society's health programmes and activities reaching more beneficiaries and responding to identified key health needs.

Expected Results

- National societies' HIV/AIDS prevention and advocacy activities are enhanced and improved.
- National societies' strategic health planning and health management capacities increased in priority health areas.
- Enhanced regional capacity to respond to health needs in emergencies and emerging health problems.
- Increased development and mobilization of health-related human and financial resources and knowledge from within the region.

2. Disaster Management W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Strategy development

The national societies of the Asia and Pacific region, recognized the need to maximize their disaster preparedness and response capacities, first highlighted in the Tokyo recommendation in 1996 and later reflected in the Hanoi Declaration of 1998. At a follow-up meeting of South Asia's national societies held in 1999, all six national societies reinforced their commitment to disaster management and identified "developing disaster response and preparedness skills" as a major priority for the region. Building on these discussions and decisions, the national societies cooperation agreement strategies and the current draft of the regional cooperation agreement strategy emphasize the need for strengthening the disaster management programmes.

The South Asia regional delegation has been assisting national societies in this endeavour since 1999 through its regional disaster preparedness (DP) programme. In November 2000, a regional disaster preparedness workshop, facilitated by national society trainers and attended by disaster preparedness volunteers and staff from all six South Asia countries, produced a first draft of a disaster preparedness policy and strategy for the region. A subsequent meeting of the South Asia Secretaries General referred the document back for further refinement and it continued to be developed during 2001. A follow-up regional disaster preparedness planning workshop was held in Delhi from the 22-25 October 2001 during which a final agreement was reached on the development of the document and clear recommendations made for future regional disaster preparedness directions and strategies. In making these decisions, the workshop took into account the Strategy 2010, the Federation's global disaster preparedness policy, as well as regional capacities and specific needs. It recommended similar workshops continue to be held on an annual basis.

The final version of the drafted document of policy priorities was endorsed at the regional disaster preparedness strategy workshop held in Sri Lanka in July 2002 and was subsequently adopted by the South Asia Secretaries General at their meeting in Islamabad on 28 August 2002. The document now forms the basis for all future RC/RC efforts in disaster management in South Asia and provides the foundation for this appeal. The key priorities of the national society expressed in the document are:

- recognize, and advocate for disaster preparedness as a primary activity of each national society;
- develop a sectorally integrated disaster management plan in each national society;
- develop adequate human resources to effectively implement disaster management programmes;
- strengthen the national societies' organizational structures at all levels enabling sustainable disaster management activities;
- identify and enhance the capacities of the most vulnerable communities;
- recognize disaster preparedness as an effective link between emergency response, rehabilitation and development;

- agree regional minimum standards in disaster management systems and activities, including training materials; and
- enhance information management capacities (including gathering and dissemination).

In addition to these priorities, the SARD recognized the following key issues as effective for the RC/RC disaster management in the region:

- maintain strong regional RC/RC Movement structures in close cooperation with the ICRC and enhance integration of conflict preparedness into national societies' disaster management programmes;
- integrate cross-sectoral initiatives into overall disaster management planning, and in particular humanitarian values, better programming initiative, SPHERE and Outreach; and
- develop preparedness measures and mapping tools to ensure effective regional and country levels in response to population movements (refugees, internally displaced, economic migrants, river erosion migrants).

Achievements:

- facilitation of the regional planning process as outlined above;
- recommendations made during the regional disaster preparedness workshop held in October 2001, to standardize the RC/RC training materials were followed up with a working group meeting. The group (one representative from each national society plus the SARD disaster management team) reached agreement that all the national societies in South Asia will work towards achieving a set of recommended minimum standards in their disaster management training. These standards are based on four core areas of training that each national societies should affirm with their staff and volunteers at various levels (including in the communities).
- as part of the component of the multi-regional disaster reduction programme of the SA, a nation-wide disaster management capacity assessment of the Pakistan Red Crescent Society (PRCS) was facilitated in Pakistan. The regional delegation assisted the Pakistan Red Crescent Society in developing the terms of reference (ToR) for consultants implementing this assessment, and in developing assessment tools, as well as monitoring the progress of this activity. The completed assessment will assist the PRCS in formulating its national disaster management policy and subsequent plans during 2003;
- In Sri Lanka, India and Nepal, the SARD is working with various interested stakeholders to harmonize capacity building efforts for productive results:
 - In Sri Lanka, the SARD disaster preparedness programme is funding a senior disaster management position within the national headquarters to complement the bilateral efforts of the Spanish Red Cross Society in developing the disaster preparedness capacity of eight flood prone branches. The Federation's technical support was made available to both the Sri Lanka and Spanish Red Cross Societies in implementing this bilateral project.
 - At the invitation of the German Red Cross, the SARD participated in a planning meeting to discuss the exit strategy for the bilateral Orissa disaster mitigation programme of the German RC.
 - The SARD held discussions with the Belgian Red Cross Society, which provides bilateral support to the Nepal Red Cross Society for its community-based disaster preparedness (CBDP) programme and the need for its sustained support.
- In July 2002, the regional DP strategy workshop was attended by governmental disaster management counterparts from four out of six of the invited countries. In recognition of the leading DM role played by governments, and their traditionally weak links with national societies in South Asia, participation was invited from one key disaster manager from each government. The aim was

to strengthen the ties between the individual national society and their governmental counterparts, and to enable governmental colleagues to gain a clearer picture of the RC/RC role in DP within the regional context. Another objective was to link the topic of effective human resource mobilization and management to better service delivery. These initiatives were well received by all participants.

- The first technical training workshop on disaster response for national society DP/DR practitioners, as previously prioritized by national societies, was conducted in 2002. The workshop, facilitated by the regional disaster response delegate with support from the Secretariat's technical staff, lasted nine days and targeted experienced disaster managers from national societies. One of the outcomes was to identify skilled individuals in playing a role in future regional disaster assessment missions.

The SARD facilitated several site visits for national society staff to other national societies in the region:

- In December 2001, five staff members of Sri Lanka Red Cross Society went to the Bangladesh Red Crescent Society to learn about their vulnerability assessment processes and tools, their community level disaster preparedness volunteer training curriculum, the coordination mechanism used with the government and other NGOs, and to find out the roles and responsibilities of the disaster preparedness and relief committees.
- In January 2002, four staff members of the Pakistan Red Crescent Society involved with disaster management at the provincial level, went to Nepal for ten days. The purpose of the visit was to gain an understanding of the community-based disaster preparedness programme of the Nepal Red Cross Society.
- In April 2002, one staff member, on loan from the Bangladesh Red Crescent, joined the Federation's regional delegation for one month to understand the role and service delivery of the Federation at a regional level and to assist the Federation in compiling national society DP/DR training materials. (A second such arrangement will take place late in 2002).
- In July 2002, two staff members of the PRCS went from the cyclone prone Province of Sindh to the Bangladesh Red Cross to learn about the cyclone preparedness programme and early warning dissemination of the BDRCS.
- A case study of lessons learned from small disaster response operations (2001) in South Asia, was published in January and distributed to primary stakeholders and partners who expressed satisfaction.
- Inclusion of a communications module into the regional DM training sessions resulted in enhanced cooperation between departments within national societies. This improved partnerships with the media and greater advocacy impact on disaster management issues.

Difficulties encountered:

- Plans for formation and deployment of regional disaster response teams were hampered by the difficult bureaucratic requirements for crossing borders between many countries. This situation was exacerbated by heightened tensions between some countries and deteriorating security situations in many parts of the region.
- Funding during 2001-2002 is from a small number of donors and it is short-term in nature. More long-term commitments from a diversified donor base are needed for the next four to five years and/or until national society's programmes can be made more locally sustainable. Lack of long-term programme sustainability is of concern to the national societies.

Lessons learned:

- Heightened international and internal tensions throughout the region focused on the concerns of national societies and the SARD on the possibilities of widespread population movements during 2003, requiring preparatory measures to be put into place.

- The disaster management programme planning by the SARD and national societies will be modified so as to be realistic and achievable. Although most programme objectives will be accomplished during 2002, the level of implementation required by both the SARD and national societies during 2001-2002 is unachievable with the current level of human resources.
- The presence of a regional DR delegate is essential in ensuring disaster response operations do not deflect attention and resources unduly from ongoing disaster management capacity building programmes.
- The representation of women in the disaster management programmes at all levels has to be increased to enhance gender sensitivity in planning, assessments, implementation, monitoring and to impact programme success.
- Short funding cycles limit consolidation of programmes at community levels.

Overall Goal

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

Programme Objective and Expected Results

An improved response by the South Asia RC/RC national societies to the needs of the most vulnerable disaster-prone populations, before, during and following disasters.

Expected Results

Project: Disaster Preparedness

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

Project: Disaster Response

- Strong regional disaster response capacity operational in South Asia, linking all of the Movement's resources in the region effectively and efficiently to alleviate the suffering of vulnerable people in a participatory manner.

Common specific results:

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

3. Humanitarian Values W [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Many areas of the South Asia region are currently experiencing considerable political and social upheavals, the results having serious consequences for the Red Cross and Red Crescent Movement's efforts to address the needs of the vulnerable populations. Events in Afghanistan and Pakistan, following the September 11th terrorist attacks in the US, led to massive population displacement and immense humanitarian needs for displaced and refugee populations in Afghanistan and Pakistan. The armed conflict in Nepal led to the widespread displacement and suffering of civilians and created an uncertain operating environment for the Nepal Red Cross. Ten staff members and volunteers were killed and many were arrested and detained. Communal violence has left a legacy of fear and mistrust between the Muslim and Hindu communities in the Indian state of Gujarat. This event provided recognition for the neutral and impartial role played by the Indian Red Cross in rendering humanitarian assistance to all sides affected by the violence. The fragile peace process in Sri Lanka calls for a redefinition in the roles and responsibilities of the different components of the Red Cross and Red Crescent Movement in an environment where the Red Cross must be seen as a catalyst for positive change.

In order to remain relevant to the needs of the vulnerable communities, national societies in the region are recognizing the promotion of humanitarian values is a prerequisite to effective programme planning requiring a multi-dimensional approach that connects the three other core areas of Strategy 2010.

Progress was made in integrating humanitarian values into the overall disaster management planning, particularly through national societies' training in the Better Programming Initiative, the Reach Out Project and SPHERE. The Better Programming Initiative is considered critical in order to effectively promote humanitarian values through programme planning and implementation. Activities under the regional organizational development programme made gains in addressing gender practices in some national societies while aligning youth and volunteer programming closely with the needs of the local communities.

Through programming and advocacy, the Federation together with national societies was contributing towards changing the attitudes and behaviour among communities across the region. The Movement's fundamental principles are routinely disseminated through the national society training programmes to staff members and volunteers as well as to external audiences. The Federation's programmes in the region included dissemination of the fundamental principles when the opportunities existed.

The implementation of the Asia and Pacific communications strategy contributed towards the development of a systematic approach towards communicating priority issues and attracting support from among external stakeholders, in particular the international media who regard SARD as a credible source of information on humanitarian issues. Efforts were made with the media to highlight humanitarian concerns relating to vulnerable populations affected by disasters and to implement global campaigns to reduce discrimination and to capitalize on opportunities to promote issues linked to the Federation's key advocacy positions. The national societies, through their communication activities, were an integral part of this approach.

Achievements:

- Extensive networking with regional media contacts across South Asia has led to high recognition and support for the Federation and national societies among key stakeholders.
- The Federation's global campaign to combat stigma and discrimination among people living with HIV/AIDS was successfully launched by each national society.
- The recognition and acceptance of the role of the Nepal Red Cross enabled it to be one of the organizations able to extend support to affected populations in most of the country's conflict-affected areas.

- The recognition, support and acceptance by donors and civil society for the impartial humanitarian role played by the Indian Red Cross during the communal riots in Gujarat enabled the society to work without constraints in the riot-affected areas.
- The support from key stakeholders was generated for vulnerable communities affected by the drought in southern Sri Lanka largely as a result of the sustained advocacy efforts carried out by the Sri Lanka Red Cross.
- The Better Programming Initiative and Reach Out training workshops were held for national societies' staff in Sri Lanka and India, respectively.
- Women's membership in the Nepal Red Cross increased by at least 30 per cent in 2002.
- All national societies took practical steps in improving gender practises at all levels.
- All national societies agreed to implement the Federation's volunteering policy.
- Volunteer managers, gender focal points and youth wing focal points will be established in each national society. This is to improve sensitivity to diversity in programmes and human resource mobilization.

Difficulties encountered:

- Linking humanitarian values and changing behaviour towards programme design was not fully achieved by national societies' staff and volunteers.
- National societies' programmes involving the promotion of humanitarian values and the fundamental principles need to be integrated with existing ICRC supported dissemination programmes.
- Some national societies perceive conflict between influencing and changing peoples' behaviour in the community with their roles as neutral auxiliaries to their governments.

Lessons learned:

- A clearer understanding and ownership of the concept of humanitarian values by national society staff and volunteers will complement existing dissemination efforts. Modules on the promotion of humanitarian values should be included in national society training programmes.
- The integration of humanitarian values into national society programmes will enable better documentation of case studies in 'best practice' in various initiatives and will facilitate improved knowledge sharing.
- Practical application and understanding of humanitarian values requires a more extensive cross-sectoral approach towards national society training programmes, particularly regarding the Better Programming Initiative.

Overall Goal

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

Programme Objective and Expected Results

Changes in behaviour among target groups as a result of promotion of humanitarian values and the fundamental principles through effective communication with internal stakeholders, the media, public authorities and civil society.

Expected Result: Humanitarian values are an integrated part of national society's programme planning, in training and specific communication activities to support vulnerable groups.

Specific expected results:

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

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

4. Organizational Development w [<Click here to return to the title page>](#)

In last year's appeal, resource development was a separate project and it is now integrated in the OD programme. This programme is based on four integrated key projects:

- ***Strategy and Management Development***: increasing competencies in volunteer and diversity management, self-assessment, planning, branch development, and leadership development at all levels.
- ***Information Development***: improving communications and advocacy capacities to deliver enhanced services to vulnerable communities.
- ***Finance Development***: enhancing well-timed and efficient services through improved financial planning and management capacities at all levels of the national societies.
- ***Planning and Reporting Development (new)***: ensuring timely and increased resources reach vulnerable communities as a result of improved reporting capacities.

4.1 Strategy and Management Development

Background and achievements/lessons to date

Achievements:

During the individual country level strategic planning processes held in 2000, all national societies prioritized a fresh analysis of capacity and vulnerability in their country. They made commitments to improve programme development capacities to ensure services reached an increased number of vulnerable communities. With this goal in mind, each national society was asked to identify any priorities of organizational development they wished to work on regionally in order to build each others' capacities. In response to these collective priorities, the regional organizational development programme established the following strategies:

- Facilitating a regional commitment to constitution revision processes, stronger legal bases and improvements in integrity issues (coordinating joint Federation/ICRC support).
- The supporting of leadership's development and increased skills in governance and management to enable leaders to better manage strategic change processes.
- Establishing learning networks to facilitate exchange of research, best practice and knowledge to enable national society's staff to build on each others' capacities in the areas of human resource development (HRD), finance development, information development, and reporting development.
- Enabling strengthened information, finance and reporting systems and skills at all levels to improve the delivery of effective and publicly visible and appreciated programmes.
- Developing regional HRD practices to enhance the recruitment and supportive management of diverse volunteers and staff, with an emphasis on youth and gender.

- Supporting of the development of strategic planning skills at all levels in order to enable stronger branch networks to contribute to overall organizational change processes that remain focused on and structures.

The emphasis of the regional OD programme is to strengthen the national society's service delivery by reinforcing the use of programmes investing in people, by strengthening existing systems and structures, and by contributing to a wider organizational scale. This is accomplished by supporting a coordinated change strategy across all programmes. Managing the changes implied by strategic planning in a region with complex external environments and vulnerability requires complex change management skills at both policy development and operational levels.

The leadership of the national societies demonstrated considerable commitment to change through achieving the following examples of successful planned work:

- The adoption and implementation of existing Federation policies and guidelines (such as the "Guidance for national society's statutes", "Volunteering policy", "Gender policy", and "Youth policy") in a phased manner across all national societies.
- The development of regionally consistent and culturally sensitive tools such as the common "Regional HRD Manual" and the "Local Resource Mobilization" training module. These were drafted and developed collectively in mutual capacity building prior to being adopted and implemented regionally.
- Support the meetings on "communities of practice" for focal points in gender, volunteering, youth, fund-raising, finance development, and information development, respectively, to identify common solutions to the OD challenges.
- The successful constitutional revision processes in two societies (with three others in progress), and the subsequent strengthening of governance and management separation, democratization of membership and elective systems, contributed to improved integrity. The developments enable the societies to undertake their work in a neutral, independent and well-functioning manner.
- The increased number and diversity of national society members, staff and volunteers in overall programmes and in increasing the level of awareness of these members, staff and volunteers of their roles beyond their own area of operation.
- A regional "Change Management" workshop was held in June 2002 for senior governance and management to continue strengthening their internal capacities in managing strategic change. A new "South Asia RC/RC Societies' Change Management Manual" was requested in sharing the existing examples of change management from each society and incorporate these in a wider "good practice" guidelines. A series of capacity building "Fact Sheets" was requested, and these will provide knowledge on a wide range of programme development and OD experiences existing at all national societies.

In order to increase the impact of country-level organizational development work in improving services to the vulnerable, the regional OD programme will continue to support coaching, mentoring and mutual capacity building programmes. Two pilot three-month programmes were initiated in 2002 to enable two trainers from one national society to train trainers in all five other societies in the areas of gender sensitization and management development, respectively. As these were widely welcomed by all societies, provision was made for ten more mutual capacity building secondments of two weeks each in 2003 and 2004 to further increase the use and strategic development of human resource capacity in the region. This will decrease the reliance on external international assistance.

Some other identifiable impacts of the regional OD programme in the past three years have included:

- Increased capacity building activities in programmes, where improvements in the HRD and systems and structures have become cross-linked activities (e.g. integrated capacity building and OD

sessions in regional and country training events on disaster management, health and care, information development, and humanitarian values programmes).

- The increased number of OD and strategic change initiatives driven by the national societies themselves through adoption of the finalized “South Asia Regional HRD Manual” as a common tool used to improve the diversity and standards of volunteers and staff recruitment, developments, appraisals, grievances, recognition and reward systems.
- The establishment of units at the national headquarters’ (NHQ) level with national “volunteer managers” as a focal point to improve volunteer management standards across all levels of the four national societies.
- The appointment of a new director of fund-raising who will strengthen the societies’ local resource mobilization capacities at the NHQ and local branch levels, and to develop appropriate policies and training in how to achieve more sustainable programmes at the community level.
- The decentralization of planning and decision making.

The new emphasis of the regional programme is to provide targeted in-country support for the effective implementation of regionally agreed norms and practices. This work recognizes each of the regionally agreed tools (whether the HRD Manual, Finance Manual or reporting module) and these will need to be adapted to the local legal and regulatory systems in each country. This approach was agreed by all national societies in the region as a priority programme for further consolidation in 2003 and 2004. The specific inputs, based on priorities identified by each national society, are aimed at improving the country based services through OD initiatives.

The regional OD programme aims to build a group of fund-raising managers from all six national societies into a strategic regional resource mobilization team. The concept will enable improved knowledge management and skill exchange between all societies in the area of local resource mobilization, as well as to define an integrated regional resource mobilization strategy to mobilize coordinated resources for the work of the national societies and the Federation. The group will develop strategic partnerships with institutions in both the donor and corporate sector and be supported by staff members.

Difficulties encountered:

- There is a need to achieve a more strategic balance between funding to the regional OD programme and funding at the country level to implement common minimum standards agreed by all national societies. The lack of adequate and sustained OD funding for the majority of the national societies makes follow-up processes difficult to implement. However, further regional OD resources will continue to be used to support the strategic country level implementation.
- More systematic integration of common capacity building frameworks should be maintained in all programme development discussions. This is to link improved service delivery at the community level to the acquisition of skills at all levels to lead and support change in a planned and systematic manner.
- Strategic management training is required for all senior management staff in national societies across the region (the first step will be the introduction of the regional management development training of trainers’ programme facilitated by Nepal Red Cross for all other societies in 2002).

Lessons learned:

- The need for consistent support in implementing the in-country follow-up processes after regional workshops, including the use of regional OD budgets to support this where resources allow.
- The need to support national societies in developing a clear policy mechanism at governance level so management is empowered to direct required change.
- The need for the regional OD position to be full-time.

4.2 Information Development

Information development is a highly integrated aspect of overall change management processes within national societies. This project was focused primarily on providing advocacy and communications training and technical support to national society's information departments as well as to staff and volunteers at the NHQ and branch levels. The aim was to assist national societies to better communicate the impact of their services to vulnerable communities and thereby for being an advocate for appropriate policy changes in other institutions, as well as mobilizing local national and international support for their work.

The sharing of knowledge between national societies was an integral component of encouraging the programme. Materials were developed and aimed at enabling the societies to take greater ownership of communications training among their staff by incorporating modules into the national societies' wider training curriculum. Each society has the framework for a communications strategy to complement the development of the CAS process in each country. It complements the overall branch development work and the need to shift the focus of capacity building work from national level to the branch and local levels. A network of branch information officers (volunteers) across the region was established. This strategy was enhanced by the development of the Asia Pacific communications strategy which contributed towards harmonizing the communications activities of the Federation and the national society throughout the region.

In some cases, the increase in levels of professionalism among the national society's information staff was reflected in the effective repositioning of their societies and this was achieved through well targeted and sustained media relations activities. The SARD supported the development of web-sites and training in the technical skills required to manage them. Each national society now has a web site and this contributed to promoting their role among a wider set of stakeholders.

Each national society has confirmed that its information and communications work has the following objectives:

- To act as a channel for the needs of the vulnerable communities.
- To increase support from diverse stakeholders to vulnerable communities.
- To increase awareness of the RC/RC programmes in response to humanitarian contexts.
- To build a strong organizational network focused on flow of information and knowledge.
- To build an image and understanding of the RC/ RC Movement and its ideals.

4.3 Finance Development

The finance developmental work led to marked improvements in the national societies' financial management procedures, improved cash flows to provide timely services, and to overall accountability systems. The regional finance development manager continues to provide tailored financial management advice and guidance to the national society and country delegations in the region. At the same time, the manager is working with the finance directors of all national societies collectively on developing common norms for financial planning and management across the region.

Some good examples of the country level impact include the Internal Audit manual of the Nepal Red Cross, finalized and shared with the Sri Lanka Red Cross. Similarly, the Nepal Red Cross is revising its financial procedure manual and the draft was shared with other national societies. Once this is finalized it will be used as a model to develop other practices in locally appropriate ways across the region.

The Sri Lanka Red Cross and the Pakistan Red Crescent have finalized their financial software and it will be installed by the end of 2002. The Indian Red Cross is in the process of finalizing its software for computerized accounting as part of a regional process of improving accounting and financial management standards.

Three regional and country meetings of the finance developmental staff members of all national societies have identified the following priorities for collective work 2003 and 2004:

- Training in HQ and de-centralizing to a branch level in a systematic and planned manner in order to improve accounting and reporting skills.
- Development of standard financial manuals and computerized accounting systems in all national societies using commonly agreed regional norms but adapted to local regulatory environments.
- Development of internal audit manuals and appointment and training of audit staff to continuously improve internal systems for control mechanisms and maximization of resources at all levels of each national society.

4.4 Planning and Reporting Development

National societies recognize that timely, regular and accurate reporting is part of the good management support which increases accountability and builds partner confidence, contributing to more responsive and focused support to vulnerable people. In view of this, the regional reporting team has started a regional narrative reporting training initiative to strengthen national societies' reporting systems and structures across the region.

Recognizing that reporting is an integral part of all programme planning and development, the reporting team works in close cooperation with the Federation's delegates and national societies' programme managers in all programme support areas (e.g. disaster management and the areas of organizational development). Following are the achievements to date:

- The number of reports meeting or exceeding the Federation's standard reporting requirements have increased.
- Specific tools and case studies were developed to make reporting training and capacity building an active learning experience at all levels of the national societies, but initially aimed at NHQ departmental levels.
- A total of 35 managers from all six national societies gained awareness of the importance of reporting as part of a nine-day regional disaster response team workshop.
- The SLRCS chairman and directors and 20 departmental executives of the national headquarters, chair member and treasurer in Colombo were trained in reporting during a half-day workshop. Similarly, as a part of a three-day branch development workshop in Sri Lanka around 50 people, including all 11 branch development officers of the national societies raised their awareness about reporting.
- Intensive on-the-job training with the Nepal Red Cross Society was conducted in June and in September 2002.

Priorities identified across all programme areas are:

- National societies attain sustainability within the area of narrative reporting.

Overall Goal (*All projects under the OD Programme*)

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

Programme Objective and Expected Results

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

Expected result per project:

- 4.1 Strategy and Management Development:** National societies will have programmes that increase assistance to vulnerable communities using strengthened and self-sustaining volunteer management, planning, branch development, and leadership development systems at all levels.
- 4.2 Information Development:** Effective communications and advocacy deliver enhanced services to the vulnerable communities by national societies improving internal and external information management techniques.
- 4.3 Finance Development:** Vulnerable communities receive well-timed and efficient services through improved financial planning and management capacities at all levels of the national societies.
- 4.4 Reporting Development:** Timely and increased resources reach vulnerable communities as a result of improved reporting capacities at all levels of the national societies.

Specific results for the above mentioned projects:

<p>Project 4.1: Strategy and Management Development</p> <ul style="list-style-type: none"> • Strong legal bases in all national societies through completion of constitutional revisions, strengthened roles of governance and management, and enactment of relevant protective laws. • Branches are recognized as the key strategic unit and are benefiting from consistency in vision, capacity, and support structures to deliver better services to the vulnerable. • National societies with strengthened core programmes at branch and headquarters levels are benefited by personnel and trainers on loan (between NS) transferring learning and appropriate innovative ideas. • Regional fora involving managers/focal points in HRD, youth, gender, volunteering, and fund-raising from all six national societies to facilitate mutual knowledge sharing, documented manuals of good practice and minimum standards, and mutual capacity building plans. 	<p>Project 4.2: Information Development</p> <ul style="list-style-type: none"> • Regional training initiatives to enhance technical skills, knowledge sharing and mutual support. • A strong organizational network focused on flow of information and knowledge. • Professional staff and resources in place in each national society.
<p>Project 4.3: Finance Development</p> <ul style="list-style-type: none"> • National societies are able to produce timely, accurate and transparent financial reporting for external donors and Management Information Systems (an internal tool) purposes. • Increased self-reliance in financial management by national societies. 	<p>Project 4.4: Planning and Reporting Development</p> <ul style="list-style-type: none"> • Increased quality and timely input from the national societies to standard appeals and reports currently coordinated by the Federation's regional or country delegations. • A designated, adequately skilled person responsible for planning and reporting in place in each national societies.

<ul style="list-style-type: none"> • National societies have skilled numbers of finance management staff. • A regional resource pool of technically trained finance staff support each other to build mutual capacities. • Capacity building of the finance staff and computerization of accounts has reached branch level. 	<ul style="list-style-type: none"> • The designated persons receive practical on-the-job-training as part of Federation's internships by the end of 2003. • Basic hardware and software is available for use of the designated person in each national society. • Two designated persons will have attended the project planning process (PPP) training of trainers workshop and shared learned knowledge with colleagues in the region at a combined finance and reporting workshop. • The Federation's standard appeals and reports from South Asia meets new requirements.
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5. Federation Coordination w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

With the increased capacity of national societies to assume responsibilities to implement programmes bilaterally, there is a growing need for the Federation to coordinate this support with the view to increase the potential positive impact on vulnerable groups. This need is magnified by the complex political environment and large disaster relief programmes.

The SARD initiated a first round of country agreement strategies in all countries in 2000 and assisted with the development of the second generation of CASs in Afghanistan, Bangladesh, and Nepal. In addition, the second draft of the regional CAS went through rigorous consultation processes during the SGs meeting in January 2002 and at the regional partnership meeting in Dhaka in March. The ICRC was involved throughout the process. Further consultation with national societies and the ICRC is currently underway through questionnaires. This process will be finalized by the end of 2002.

Production of the first generation of the CAS followed the Hanoi Regional Conference, key elements of which were incorporated both in the CAS and in the RCAS. Similarly, the SARD will coordinate the follow-up from the Manila Conference (held in November 2002) to ensure the major strategic recommendations emanating are enshrined in the final version of the RCAS and in future CAS.

Following this, the Secretaries General will be asked to review the next draft, taking into account the Kabul Pledge and the PC Change Strategy.

One of the major achievements in 2002 was the Secretaries' General in the region taking full ownership of their two regional meetings.. The last meeting in late August resulted in the "Kabul Pledge" in which all SGs signed a pledge outlining their priorities for the region and an endorsement of the Asia and Pacific implementation plan of the PC change strategy.

Regional emphasis was given to the following activities:

- Building consensus and common approaches to capacity building (integrated with the ICRC).
- Providing tailored and well-coordinated support responding to national societies' priorities (e.g. ensuring CAS is aligned to national societies' plans).
- Integrating programming and capacity building (investing in the skills of volunteers and staff members, improving structures and systems through programming).
- Developing local capacities in the region (sharing expertise between national societies and decreasing international dependency).

With the increasing number of bilateral national societies working in the region, the SARD, at central and at country level, has offered to coordinate certain aspects of the work of bilateral partners such as sharing offices, coordinating security advice, facilitating sectoral meetings, including bilateral representatives in regional meetings, and provision of technical advice. This has resulted in bilateral partners becoming key members of the regional team, and consequently national societies receiving much better support in implementation of their programme priorities.

The SARD made progress in the field of regional human resources in terms of regional recruitment, databases of personnel, regional training for human resources managers, career enhancement of the national societies through staff on loan opportunities, and placement of the SARD HR coordinator as staff-on-loan for six months in the Secretariat to expand experience.

Regional recruitment was a priority for the SARD as well as for the South Asia national societies and this will be raised up with the return of the regional HR manager from secondment in Geneva.

The Secretaries' General meetings will continue using the successful format initiated in Islamabad in late August where the Kabul Pledge set in concrete, collective strategic directions owned by all SGs on behalf of their national societies.

The SARD worked with the ICRC to coordinate joint support for RC/RC partnership meetings and the regional secretaries generals' meetings, recognizing them as a strategic forum for discussing and agreeing on the programming and capacity building issues of the RC/RC Movement.

The coordination of relationships with partners is being led by the senior desk officer as a key SARD team member.

Lessons learned

From the last partnership meeting held in Dhaka, the key lesson learned was that the meeting was too technical and did not devote enough time for grass roots discussion. The next partnership meeting will be more innovative and will focus more on the needs of vulnerable people assisted by the national societies in partnership, with the Federation and ICRC playing a facilitation role. More involvement of non-RC/RC partners, such as the World Bank, Asia Development Bank, OPEC, UN Agencies, European Union and commercial sector representatives, will be pursued to raise a broader awareness of the RC/RC programmes.

During 2001-2002 much was learned about the advantages of coordinated bilateralism, e.g. the German Red Cross' regional liaison delegate operating from within the SARD and development of mechanisms for mutual support of national societies' programme priorities.

Overall Goal

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

Programme Objective and Expected Result

Programme Objective

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

Expected Result

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

Specific expected results:

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

6. International Representation w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The SARD has worked with national societies and the ICRC to coordinate advocacy and international representation in the following ways:

- Represented the International Federation with close proximity to the national societies, to mobilize rapid and flexible response and support;
- Established structured dialogue with governments on the basis of the plan of action adopted at the 27th International Conference in 1999 (primarily the second and the third part of the plan of action which focuses on:
 - humanitarian action in times of armed conflict and other disasters; and
 - strategic partnership to improve the lives of vulnerable people.
- The Federation's regional and country's delegations maintain this dialogue with the governments in order to further define the role of the Red Cross and Red Crescent on a national and regional level and continuously explore the support the government is prepared to enable the national societies to play this role;
- Developed common advocacy messages and skills training in communication;
- Prioritized opportunities to participate in international fora;
- Developed effective partnerships with NGOs, INGOs and UN agencies; and
- Created opportunities to position the national societies and their advocacy for the vulnerable on the international stage.

Since the creation of the regional delegation in 1998, recognition of the Federation's role rose steadily among key stakeholders in the region. Proactive advocacy and communications strategies implemented around the Federation's response to regional emergencies helped to gain a media profile which in turn helped to build its image among governmental counterparts, donors and peer organizations. Regular networking with the international media served to establish important relationships with key correspondents and news organizations, ensuring that the Federation's message reaches the international audience.

The profile generated following crises such as the Orissa Cyclone of 1999, the Gujarat earthquake of 2001 and the 2001 drought in Sri Lanka positioned the Federation as a leading organization in disaster

preparedness and response within the region and helped to build strategic relationships and partnerships with a broad cross section of stakeholders. The role played by the Federation following the Gujarat earthquake precipitated an invitation from the Indian Government to participate in planning sessions convened by the newly formed high-level committee on disaster preparedness. Equally, the advocacy efforts of the Federation during the drought in Sri Lanka were instrumental in bringing about a fundamental change in the government's policy in favour of the drought affected population and placed the Federation in a leading coordinator role among NGOs and international humanitarian organizations.

All regional programmes are designed to be inclusive of components contributing towards the overall goal of the international representation. Programme managers already participate in a variety of interagency coordination mechanisms, information sharing meetings and forums including conferences and seminars relevant to their programme areas. In 2003, greater emphasis will be placed on developing strategic links with partner organizations, particularly in the field of HIV/AIDS stigmatization and discrimination in order to support the aims of the global campaign to fight HIV/AIDS.

Meeting the needs of the international donor community was a priority. Emphasis was placed on adopting an approach towards marketing the annual appeal and specific emergency appeals among the diplomatic community through regular meetings and the targeted distribution of operational information together with the Federation's publicity materials. More recently some bold initiatives started with leading figures in the business/industrial sectors in India through the office of the Federation's vice-president.

In order to consolidate the role of the Federation across South Asia, efforts are well underway at the political level to secure legal status agreements with the national governments of India and Sri Lanka. Securing these status agreements will lead to enhanced relationships with the diplomatic community as well as greater financial advantages that will strengthen the Federation's operational effectiveness.

Limited human resource capacity in the regional delegation meant delegates were often constrained by the limited time they were able to devote to international representation.

Overall Goal

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

Programme Objective and expected results

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

Expected Result

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

Specific expected results:

- Status agreement between the Federation and the Government of India is secured.
- Regular meetings held with relevant counterparts in targeted diplomatic missions to market the annual appeal, emergency appeals and provide operational /policy updates.
- Regional partnerships established with UNAIDS and people living with HIV/AIDS network and other diverse networks.

- Regional programme managers participate in relevant regional fora and NGO/INGO coordination mechanisms.
- Key stakeholders receive regular and appropriate information/publicity materials of the Federation.
- International media coverage is increased and the network of the South Asia based key international media correspondents is expanded. Partnerships between the Indian Red Cross and the Indian corporate sector are in place and used for regional learning.

7. Field Management programme w

Background and achievements/lessons to date

Due to its central and strategic position, the SARD team has repeatedly and successfully taken the lead role in support of the national societies in times of major emergencies/disasters. Donor interest and support was not always reflected in these situations. In order to meet the massive humanitarian challenges in this region and to support the national societies in the long term, the delegation needs to maintain a dynamic structure.

Between 2001-2002, the SARD expanded its role to include not only provision of support to the national society in the region, but also a much higher level of management, support, and advice to country delegations, Federation representatives and an out posted delegate. This role will be even more prevalent during 2003 in implementing the Federation's Asia and Pacific department change strategy, placing more emphasis on a stronger regional level management capacity to enable country delegations and Federation representatives to report to the SARD. Following discussions in September 2002 at a meeting of the Asia and Pacific heads of regional delegation, it seems these new reporting mechanisms will be effective from 1 January 2003.

Regional strategy and coordination meetings of the SARD team and heads of country delegations were held regularly in order to ensure a consistency of approach and to embody a sense of a common purpose. In addition, the SARD role in promoting coordinated bilateralism is becoming effective and successful.

A regional reporting delegate was appointed in the latter half of 2001. This improved the coordination, management and timeliness of the regional and country reporting. In addition to supporting the Federation's colleagues, the delegate initiated report training support to the national societies in the region (see point four under OD Programme section).

Lessons learned

Management of the SARD during 2001-2002 was challenged by a lack of adequate human resources. The complexity and level of activities throughout the region has increased without an equivalent increase in staffing levels. The result was that the workload of the regional team increased to an unmanageable level which necessitated prioritization of urgent tasks with a reduced focus on other areas. This was offset by the high level of teamwork in the delegation but with the increasing responsibilities being handed to the regional delegation. It was decided to engage a programme coordinator and support staff to work with and assist the head of the regional delegation in programme and delegation management. These positions are included in this Appeal.

Due to a need for wider geographical representation, but taking into account limited funding, the out posting concept (practised by the regional health delegate outposted to Pakistan and the OD delegate to Sri Lanka) was in operation in SA since 1999. An evaluation of the concept took place at the end of 2002.

Overall Goal

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

Programme Objective and Expected Result**Programme Objective**

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

Expected Result

The SARD operates effectively as the Federation's central service, support and knowledge core in support of country delegations and Federation representatives.

Specific expected results:

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

Contact person for detailed programme descriptions: Nina Paulsen, Regional Reporting Delegate, South Asia Regional Delegation (SARD). Phone: +91-11-685 86 71. E-mail: ifrcin11@ifrc.org. and the Federation Secretariat in Geneva.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.58/2003

Name: South Asia Regional Programmes

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	22,600	0	0	0	22,600
Clothing & textiles	0	0	2,040	0	0	0	2,040
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	1,000	0	0	0	1,000
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	2,500	0	0	0	2,500
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	0	0	28,140	0	0	0	28,140
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	24,000	9,000	20,000	0	3,500	0	56,500
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	4,000	6,170	0	0	0	10,170
CAPITAL EXPENSES	24,000	13,000	26,170	0	3,500	0	66,670
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	6,000	0	0	0	0	6,000
TRANSPORT & STORAGE	0	6,000	0	0	0	0	6,000
Programme Support	69,840	36,880	53,078	6,615	22,003	3,476	191,891
PROGRAMME SUPPORT	69,840	36,880	53,078	6,615	22,003	3,476	191,891
Personnel-delegates	310,100	150,000	294,000	0	165,000	15,000	934,100
Personnel-national staff	261,325	70,650	128,200	3,100	13,000	0	476,275
Consultants	0	8,250	24,000	15,250	0	0	47,500
PERSONNEL	571,425	228,900	446,200	18,350	178,000	15,000	1,457,875
W/shops & Training	238,801	125,000	149,000	0	135,000	0	647,801
WORKSHOPS & TRAINING	238,801	125,000	149,000	0	135,000	0	647,801
Travel & related expenses	52,000	30,000	62,200	7,500	0	35,000	186,700
Information	77,000	84,700	25,000	68,100	0	0	254,800
Other General costs	41,400	42,900	26,800	1,200	0	0	112,300
GENERAL EXPENSES	170,400	157,600	114,000	76,800	0	35,000	553,800
TOTAL BUDGET:	1,074,466	567,380	816,588	101,765	338,503	53,476	2,952,177



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International Federation
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ASIA PACIFIC REGIONAL SERVICE CENTRE: KUALA LUMPUR

Introduction

Central to the International Federation's change strategy - intended to bring the Secretariat's activities and added value closer to the membership - is the establishment of pan-regional units which will provide a range of skills and services to Asia Pacific's regional and country delegations and the national societies they seek to support.

Asia Pacific has lead the way in the regionalisation process from its inception in 2001, with a well-proven sub-regional structure already in place - driven from centres in Bangkok, Beijing, Delhi and Suva - facilitating smooth and productive linkages with all Red Cross Red Crescent partners, including the ICRC. The network will be further strengthened during 2003 with the development of a service centre in Kuala Lumpur, covering regional finance and reporting together with telecommunications, logistics and human resources (with emphasis on regional recruitment), depending on the pace of the change strategy implementation.

The Malaysian capital is an ideal location for the envisaged initiative, with an expanding catchment of qualified, affordable labour, good transport links, a stable environment and reasonable living costs; in addition a legal status agreement, drawn up and signed between the government and the Federation in the mid 1990s, remains in force. Kuala Lumpur is already host to the Asia Pacific regional finance unit (RFU), set up in 1999 and staffed by a head and five qualified accountants, who provide professional support to delegations and national societies in the region and the regional team in Geneva, in all areas of financial management.

Key achievements/developments of the RFU since 1999 include:

- a fully operational and professional service is now accessible to Asia Pacific delegations, national societies and Geneva colleagues in all aspects of Federation finance;
- there is improved financial control across the Asia Pacific region;
- the technical skills of Asia Pacific finance staff have been significantly strengthened;
- financial reporting on donor pledges has markedly improved;
- qualified human resources are now immediately available to ensure the finance imperative in the early stages of emergency operations or to support delegations with staff shortages.

In January 2003, the RFU will be joined by the Asia Pacific regional reporting unit (RRU), collaborating tightly to deliver consistently sound and timely financial and operational reporting products, which are pivotal to maintaining and building solid relationships with the donor base. By the end of 2003, it is envisaged that the RRU will be staffed by a head and three regional reporting officers, liaising closely with a group of locally recruited reporting officers across the region.

Overall Goal

The effectiveness and efficiency of the Secretariat and national societies in Asia Pacific is maximised in keeping with and pursuit of the International Federation's change strategy.

Programme Objective

A centre of excellence for the key skills and services to underpin unrivalled programme delivery is established in Asia Pacific, readily accessible to the Red Cross Red Crescent network across the region.

Expected Results

The programme is based on two key projects which will have the following overall results:

1. The Secretariat and national societies in Asia Pacific benefit from professional financial leadership and a resulting improvement in the management of Federation field finances.
2. The Federation delivers exceptional standards of quality and timeliness on all the region's operational reporting requirements (appeal and pledge/grant-based) from donors and the field/Secretariat.

The projects will seek to have the following specific results:

Project One: Regional Finance Unit

- ✓ Monthly accounts, financial reports and cash requests from the delegations will be processed to deadline, including exacting checks for compliance with Federation procedures.
- ✓ All budgets submitted by the delegations will be subject to rigorous review, with revisions as necessary and a range of standard analysis reports provided to programme managers in the region to assist in the financial management of their programmes.
- ✓ The unit will support delegations in the application of Federation financial systems and oversee the technical quality and accuracy of financial reports for donors.
- ✓ Delegations will be assisted in the recruitment of financial staff and the unit will monitor performance as required.

Project Two: Regional Reporting Unit

- ✓ The RRU and its network of locally recruited reporting officers is fully established and operational by the end of 2003.
- ✓ Systems are put in place for ensuring compliance with all donor reporting requirements to the agreed deadline, format and content standards.
- ✓ In conjunction with the RFU, sound working practices are established between the RRU and the Federation's regional/country delegations to ensure delivery of quality reports at source.
- ✓ A resource development regime is instigated, targeted at providing a reliable and sustainable fount of operational reporting skills across the region - in both delegations and national societies - through training, workshops and complementary capacity building initiatives.