

Revised Plan 2011



South Asia

Executive summary

The South Asia region is home to half of the world's population and is a region of great socio-economic contrasts as well as cultural and political diversity. The region includes Afghanistan, Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka, and remains one of the most disadvantaged regions of the world. Situated on the most seismic-active crusts on earth, the frequency and magnitude of natural disasters in South Asia is high and continues to increase as a result of rapid and uncontrolled urbanization, deforestation and the effects of climate change. In 2010, such emergencies include major floods in Pakistan and India, as well as small but devastating floods in Afghanistan, Bangladesh and Nepal as well as epidemics like dengue, acute water diarrhoea and A (H1N1). The effect of such phenomena often result in large scale human suffering, loss of lives and assets and disruption of progress by nations of the region to longer-term development, contributing to an increase in poverty levels for households affected. In this scenario, people already at risk may become even more vulnerable as the financial burden of disasters and poverty on the region is enormous. The region is also currently experiencing a number of internal conflicts, political instability and militancy.

Trends in economic growth continue to show South Asia as the second fastest growing developing region after East Asia¹. Although economic development is positive in many instances, the cost of living has also increased across the region, further adding to the risks of daily life for millions of vulnerable people.

Modern services—especially telecommunications, information technology (IT), tourism and transport—gained momentum in the past few years. Mobile telephony achieved rapid penetration and attracted large investments. Information technology and outsourcing grew rapidly in India and is spreading to Bangladesh, Pakistan, and Sri Lanka. Modern tourism grew in Bhutan, Maldives, Nepal, and Sri Lanka. There is a growing ability and expectation for quality communications both within each nation and around the region.

The national societies in these seven countries work as auxiliaries to their respective governments and provide targeted needs-based services to the most vulnerable communities, in close collaboration with Red Cross Red Crescent Movement partners and external partners including United Nations (UN) agencies and international non-governmental organizations (INGOs). The national societies in the region have shown tremendous growth in their capacity and commitment to serve/help risk populations. However, there continue to be challenges in reaching out to the affected communities of the region. In moving from Strategy 2010 to Strategy 2020, national societies in the region have resolved to do more, to do better and to reach further.



A Red Cross volunteer registers patients to be treated by the Norwegian/Canadian basic health care emergency response unit in a girls' school in Kharipur district, Pakistan. The school houses hundreds of displaced flood victims. The devastating floods affected 20 million people in Pakistan. Photo: Valerie Batselaere/ IFRC

¹ <http://siteresources.worldbank.org/SOUTHASIAEXT/Resources/223546-1269620455636/6907265-1275784425763/SAREconomicUpdate7June2010.pdf>

The South Asia regional office's plan for 2011 is in line with the International Federation of Red Cross and Red Crescent Societies' (IFRC) wider Asia Pacific strategy, and is guided by IFRC's newly adopted Strategy 2020 which provides the basis for the strategic direction of all national societies. Moving from Strategy 2010 to Strategy 2020 with the aim of 'doing more, doing better, reaching further', national societies:

- Will be able to do more and better in working with vulnerable people in ways that are adaptable and relevant to local needs. National societies will also have greater capacity and more sustainable resourcing.
- Will work collectively and be supported by their secretariat will be more cohesive while respecting internal diversity.
- The Movement will benefit from stronger national society partners and a more effective secretariat which promotes and practises the Fundamental Principles and Values.

The regional office will support the achievement of the above aims by working together in the following core programmes - disaster management, health and care, organizational development and principles and values – in order to i) save lives, protect livelihoods, and strengthen recovery from disasters and crises, (ii) enable healthy and safe living, (iii) promote social inclusion and a culture of non-violence and peace, all of which contribute to the strategic aims of Strategy 2020.

The regional plan 2011 is a continuation of the 2010-2011 plan and therefore, to deliver on the above commitments, priorities remain:

- Build safer and more resilient communities through services to member national societies that increase the reach and impact of their programmes;
- Strengthen Red Cross Red Crescent mechanisms and networks that build mutual capacity, improve knowledge sharing, and increase leverage of collective voice;
- Influence changes in humanitarian policies and practices through improved access to and cooperation with governments and key institutions;
- Diversify financial and human resources for the benefit of programmes at the national level through a collective Red Cross Red Crescent approach;
- Lead and coordinate zonal, regional and country planning, performance and accountability mechanisms to increase Red Cross Red Crescent effectiveness.

The total budget for 2011 is CHF 2.05 million.

[Click here to go directly to the attached budget summary of the plan.](#)

Regional context

South Asia – home to approximately half of the world's population – recorded progress in economic growth as well as information technology, telecommunications, transportation and other developments over the past decade.

The national societies of Afghanistan, Bangladesh, India, Maldives, Nepal, Pakistan and Sri Lanka have also shown tremendous growth in their capacity and commitment to serve and help at-risk populations. While there continue to be challenges in meeting the Red Cross Red Crescent's humanitarian imperative and reaching out to the affected communities of the region, the national societies, in moving from Strategy 2010 to Strategy 2020, are resolved to do more, do better and to reach further with support from IFRC's South Asia regional office.

South Asia, despite all its progress, remains one of the most challenging and vulnerable regions in the world to the affects of reoccurring natural disasters like cyclones, droughts, earthquakes, floods, landslides and storm surges. In 2010, the region saw a number of natural disasters which call for response from the Red Cross Red Crescent including major floods in Pakistan (up to 20 million people affected) and India (approximately three million people affected), as well as smaller but no less devastating floods in Nepal, Afghanistan and Bangladesh. Development-induced disasters are also on the rise in the region due to population displacement and shifts to urban areas. The South Asia region also suffers from some of the highest levels of poverty in the world; of the estimated 1.5 billion people in the region, approximately 400 million live below the average poverty line². About 15 per cent of the region's population does not survive beyond the age of 40. In general, the region is plagued with a number of environmental and human hazards which continue to impact on the aspirations for development, with most of the South Asian countries ranked medium/ low on the United Nations human development index to date³.

² World Bank: http://siteresources.worldbank.org/SOUTHASIAEXT/Resources/South_Asia_growth_June_2006.pdf

³ <http://hdr.undp.org/en/statistics/>

The frequency and magnitude of natural disasters in the region is increasing as a result of rapid and uncontrolled urbanization, deforestation and the effects of climate change. The effect of such phenomena often results in a large loss of life, assets and disruption of progress by states to longer-term development and an increase in poverty levels for households affected. People already at risk become even more vulnerable and the financial burden of disasters and poverty on the region is enormous.

Initiatives were taken and progress has been made according to interim national progress reports by governments to the global reporting mechanism of the International Strategy for Disaster Reduction (ISDR)⁴. However, there is still a role civil society to advocate for further government actions that translate into practical implementation. Governments in the Asia Pacific region recognized their responsibilities in the 2008 Kuala Lumpur Declaration, and also underlines the need for assistance and support from organizations such as the Red Cross Red Crescent and other civil society organizations. In addition, the Declaration calls for international organizations to provide technical, operational and programmatic support to country-level implementation of the Hyogo Framework for Action.

The climate of the world is changing and it is likely to change further over coming decades due to increasing concentrations of 'greenhouse gases' in the earth's atmosphere caused largely by human activities. This will result in greater variations in weather patterns, a greater frequency of extreme weather events such as the floods which hit Pakistan in July 2010, droughts and tropical storms, gradual rises in average temperatures and sea-levels which are predicted to affect countries like the Maldives which is only eight feet above sea level. The Intergovernmental Panel on Climate Change (IPCC) estimates that average global sea levels will rise between 0.09m and 0.37m (3.5 to 14.6 inches).⁵ Along with rising sea levels, increased beach erosion, more powerful storms, higher storm surges, and threats to biodiversity are among the major threatens to the Maldives due to climate change over the coming decades. Climate change therefore threatens both previous achievements and future efforts to reduce poverty, particularly by reducing water and food security and damage to essential infrastructure during more frequent disaster events.

The Red Cross Red Crescent national societies in South Asia, as auxiliaries to the governments in their respective countries, provide needs-based services to the most vulnerable communities, in close collaboration with Red Cross Red Crescent Movement partners and external partners such as UN agencies, INGOs and civil society. In order to address the issues mentioned, the IFRC South Asia regional office promotes a shift from a response-centric disaster management approach towards an inclusive risk reduction approach. In order to reduce disaster risk, the 'building safer communities' approach was undertaken in South Asia. In 2010, under the Disaster Preparedness - European Commission Humanitarian Aid and Civil Protection's (DIPECHO) 5th action plan, as a part of its 'building safer communities' initiative, a number of disaster risk reduction activities have contributed towards enhancing capacities of Red Cross Red Crescent national societies and other stakeholders. Disaster risk reduction (DRR) will remain a key focus in 2011, integrating climate change and working with other programmes in a more holistic approach.

South Asia also lags behind other regions in its progress towards health-related development goals. Despite decades of public health promotion, disease prevention and control measures, tuberculosis (TB), malaria, dengue and other vector-borne diseases, cholera and other communicable diseases continue to be of high concern.

The people in the region are also increasingly threatened by newer and emerging infectious diseases, such as HIV and avian and human influenza (AHI). The HIV epidemic in South Asia region is severe and second only to Africa. According to 2008⁶ UNAIDS statistics, an estimated 4.7 million people live with HIV in Asia. At least 60 per cent of all people living with HIV in Asia reside in India. In addition, Nepal, Bangladesh and Pakistan face an alarming rise in infection rates while HIV prevalence remains low in Sri Lanka, Afghanistan and Maldives, even among vulnerable groups. National Red Cross and Red Crescent societies around the world have come together to do much more and much better in their collective endeavour against this epidemic. With the increase spread of the epidemic across South Asia, national societies initiated the HIV prevention programme in response to the needs in their own countries, with a variety of programmes implemented across the region. National society priorities in the region include planning and implementation of the HIV programme, scaling up community-based health and first aid (CBHFA) activities, promoting blood safety and resource mobilization. The regional health strategy programme gives high priority to work in partnership with international and national organizations and civil societies. Partnerships formed at the global level with UN agencies and the global network of positive people

⁴ According presentation made at the DIPECHO seminar in Kathmandu, Feb 2009 and to ISDA web-site, UNISDA.org, link to <http://www.preventionweb.net/english/policies/?rid=4>.

⁵ Intergovernmental Panel on Climate Change, third assessment report: Climate Change 2001. (http://www.grida.no/climate/ipcc_tar/wg1/429.htm#1151)

⁶ http://data.unaids.org/pub/FactSheet/2009/20091124_FS_asia_en.pdf

have led to informal partnerships at the regional and country levels and these partnerships will be further strengthened. A number of Movement partners are operational in the countries of the region. They are working bilaterally with the national societies in respective countries or are multilateral (e.g. operational alliance initiative in Nepal; HIV consortium in India).

The regional health and care programme will also focus on building capacity of the national societies in the region in order to manage community based health activities effectively and efficiently to respond in public health in emergencies (PHiE). The programme will focus on supporting national societies to have increased capacity to respond to PHiE through regional and national disaster response mechanisms, by building capacity at regional, national and community levels. In 2010, the region saw epidemics in dengue, acute watery diarrhoea (AWD), malaria and A (H1N1) and with a number of ongoing emergencies in the region, acute respiratory infection and measles are also a threat. The health and care programme will develop a pool of health and care resources in South Asia in the field of PHiE and CBHFA that can be accessed by all societies in the region.

The regional organizational development priorities will focus on core organizational development areas as articulated in Strategy 2020, to meet the contemporary needs of a changing world by advocating an understanding of the spirit of the Strategy and the practicality of including it in the IFRC and its members' strategic and daily actions in South Asia. Focus will be on volunteer management, including volunteers in preparedness for and reacting to emergencies, as well as human resource management and resource mobilization. The regional organizational development team will continue to develop the means of implementing a people-centric approach to support the organizational development of national societies. The regional fundraising development programme will continue to focus to build on the findings from the 2010 forum and its strategic direction for strengthening the funding base of the national societies in the region in the coming years.

The South Asia regional framework, which sets out the regional priorities of the national societies and the IFRC in South Asia, establishes an overarching focus to 'build safer communities in South Asia' through the adoption and implementation of an integrated programming approach (IPA). Programmes will employ a comprehensive and holistic approach to programme management for more inclusive and sustainable interventions with a renewed community focus. The aim will be to integrate the various programmes- disaster management, health and care, organisational development and principles and values to meet the needs of the vulnerable in a more holistic way. A concerted effort has been made to discuss how to strengthen and structure integrated programming at the regional level to provide positive examples and advocate to national societies concrete benefits for pursuing integrated programming to build safer communities. The people-centric organizational development approach is central to the development of the IPA with its focus on changing mindsets.

Cross-cutting issues such as non-discrimination, promoting respect for diversity and human dignity, social inclusion and non-violence and the integration of the Fundamental Principles and Humanitarian Values will be covered in all programmes. The national societies working in the spirit of Strategy 2020 and Fundamental Principles are envisaged to provide messages, advocate for and provide practical examples in order to mainstream these concepts into programmes, projects building towards a better understanding of gender and diversity issues within the communities they serve; engendering a more inclusive organizational culture, and in turn, a more inclusive civil society.

The support from the South Asia regional office for 2011 will be more strategic and in line with the Federation's Strategy where the regional office will work together with IFRC country and zone offices to assist national societies' capacity to carry out effective programming and its implementation in the endeavour to meet the humanitarian imperative underpinned on the Movement's Fundamental Principles.

Secretariat supported programmes in 2011

Disaster management

a) The purpose and components of the programme

Programme purpose
Save lives, protect livelihoods, and strengthen recovery from disasters and crises.

The total budget for the disaster management programme in 2011 is CHF 718,502.

The disaster management programme aims to reach 10,556 (direct) and 238, 572 (indirect) people.

South Asia regional office has been promoting an approach which includes risk reduction methodologies alongside the disaster response management. Community-based disaster preparedness programmes are not new to national societies but the scope of such initiatives has been broadened to address holistic and sustainable community development. With the shift towards the 'building safer communities' approach to reduce disaster risk, the regional office has embarked upon the task of standardizing tools and process for disaster risk reduction (DRR) to assist national societies in this important endeavour. It is expected that this strategy will support the national societies and IFRC country offices in the region to enhance their capabilities to meet the needs of vulnerable people as articulated under Strategy 2020. In 2011, the regional office will focus on developing the capacities of national societies (and other stakeholders) in the region on integrating climate change adaptation in the existing tools, training courses, plans and strategies in order to tackle the challenges that climate change poses to both preparing for and responding to disasters. The IFRC's regional office also recognizes its key role in knowledge sharing, advocacy and coordination in order to support national societies in the region to effectively deliver the key aims as articulated in S2020. It will further build on this role by increased communication with national societies and partner national societies in coordination with governments, non-governmental organizations and INGOs. A regional knowledge sharing plan has been developed in consultation with a large number of organizations in DRR. This plan will be further rolled out at country level.

The increasing frequency and magnitude of disasters also underlines the need for establishing national disaster preparedness response mechanisms, including national disaster response team (NDPRM/NDRT) system with national societies and for conducting further regional disaster response team (RDRT) induction training. As South Asia is exceptionally prone to large-scale and devastating hazards, the ability for national societies to plan for and manage recovery programming has become of greater importance and therefore national societies will be engaged to plan how they can best respond to this challenge.

Programme component 1: Community based preparedness/ disaster risk reduction

Component outcome: Disaster risk is reduced in communities through enhanced capacity in disaster risk reduction programming at a regional and country level among Red Cross Red Crescent national societies, disaster management/ disaster risk reduction organizations and government representatives working with disaster management/ disaster risk reduction.
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Key activities:

- Support three national societies to organize training of trainers (ToT) for the community-based disaster risk reduction (CBDRR) curriculum.
- Support six national societies to organize CBDRR national training programmes.
- Support three national societies to develop national CBDRR curriculum and manuals.
- Print CBDRR materials in three national societies.
- Support Bhutan government to implement CBDRR programmes.
- Support mainstream climate change adaptation projects with CBDRR programmes in three national societies.
- Enhance public awareness on climate change adaptation measures.
- Integrate climate change adaptation into existing tools, trainings, plans and strategies and contextualize vulnerability capacity assessments (VCA) assessment tools.
- Organize CBHFA training for DRR practitioners in two countries in the region together with health and care team through IPA.
- Promote the use of first aid guidelines and kits in all countries in the region.
- Support six national societies to have access to country DRR framework/guidelines in line with the government DRR policy and Federation regional and global DRR frameworks.
- Print and disseminate regional DRR framework.
- Roll out the knowledge sharing plan for four national societies including external DRR agencies.
- Maintain and promote data-base of DRR to Red Cross Red Crescent national societies in the region and other DRR stakeholders.
- Disseminate annual world disaster report.

Programme component 2: Disaster response and preparedness for response

Component outcome: Regional capacity and systems are improved to respond effectively and efficiently

Key activities:

Regional level:

- Further strengthen and disseminate the regional disaster response team (RDRT) system (i.e. pre-deployment agreements, conduct RDRT induction training and refresher course as well as water and sanitation specialized training, simulation exercise, ToT, update web-based database, exchange programmes, establish

strong linkage with national disaster response team (NDRT), field assessment and coordination team (FACT) and emergency response unit (ERU) training programmes.

- Establish NDPRM/NDRT system at national societies and conduct refresher courses and training of trainers.
- Provide technical support to Afghanistan Red Crescent Society (ARCS), Bangladesh Red Crescent Society (BDRCS), Indian Red Cross Society (IRCS), Nepal Red Cross Society (NRCS) and Pakistan Red Crescent Society (PRCS) to update and test contingency plans and develop a regional contingency plan.
- Strengthen volunteers in emergency by sharing new tools emerging from other organizational development and volunteering in emergencies work being conducted in South East Asian national societies and conducting voluntary investment and value audit in emergency in consultation with the organizational development team.

Country level:

- Explore the possibility of selecting two national societies for longer term logistics capacity building.

Programme Component 3: Coordination and cross cutting issues

Component outcome: Convergence of lessons learnt, cross cutting issues/concerns, best practices through knowledge sharing and learning for establishing a regional information centre and promotion of social inclusion.

Key activities

- Support national Red Cross Red Crescent national societies' coordination meetings.
- Support one disaster management working group (DMWG) meeting.
- Support three national societies to develop gender and disability inclusive disaster management plans being planned and implemented through IPA. Host and participate in coordination meetings with other non-governmental and international non-governmental organizations.
- Possibility to select two national societies for longer term logistics capacity building.

Programme Component 4: Recovery

Component outcome: National societies are engaged in exploring how to plan for and implement effective recovery programmes.

Key activities:

- Sharing of recovery related good practices/publications with national societies.
- Utilization of working with DMWG to assess the options for national societies in regard to equipping themselves for recovery programming.

b) Potential risks and challenges

One of the potential risks is the occurrence of a mega natural disaster or a series of medium-sized natural disasters that will demand much support from the regional disaster management team and thus hamper the implementation of regional disaster management programmes. To address this, clearer division of labour is being established between the various levels (country, regional, zone and global) and surge capacity for additional support is being set up. The security situation in the region related to political and social issues frequently causes serious disruptions for the national societies in terms of access to the population and affects ability to work closely at the local level, causing difficulties in monitoring programmes as well. However, this is often overcome with the good standing of the volunteers within the local community as an advent for promoting humanitarian values. In addition, disasters are becoming more complex, with natural catastrophes interrelated with man-made conflicts and wars which require different skill sets and continual updates on capacity to respond. To complicate things further, climate change has to be considered as well. All these factors demand that new ways and visions need to be found when facing such challenges.

Health and care

a) The purpose and components of the programme

Programme purpose

Enable healthy and safe living

The health and care programme budget for 2011 is CHF 454,846.

The regional health and care programme is guided by the global health and care strategies and policies. It contributes towards Strategy 2020 with a special focus on aim 2: enable healthy and safe living - to strengthen the resilience of communities to cope with recurrent disasters, crises, and socio-economic changes.

Under the comprehensive health programme, the key two projects of HIV and CBHFA remain, with emergency health and water and sanitation under CBHFA. An innovation for 2011 will see TB become integrated into the HIV project, to be known as TB, HIV and AIDS

The direct beneficiaries of the regional health programme will be seven national societies and country offices. In terms of numbers it is estimated that regional health programme through its interventions will reach directly to approximately 3,000 staff, members, and volunteers and indirectly⁷ to more than 1.28 million people.

The health and care regional support to national societies' programmes will focus on TB, HIV, CBHFA, emergency health and water and sanitation. The aim is to have an increased capacity to respond to emergency health through the regional and national disaster response mechanisms, by building capacity at regional, national and community levels. The programme will also develop a pool of health and care resources in South Asia in the field of TB, HIV, emergency health and community-based health that can be accessed by all societies in the region. It is envisaged that this strategy will lead to expanded and extended national societies programmes into their target communities.

National societies' health representatives and country offices in the region highlighted the importance of IPA during recent regional health meetings held in Bangladesh and Sri Lanka. It has also been realized at the regional level that CBHFA and DRR have many commonalities to work upon that brings them together under an IPA approach to meet aims one and two of Strategy 2020 under the uniting theme of 'building safer communities'. Health and care and disaster management programmes will work closely on emergency health, which will include water and sanitation and psychosocial (PSP) support. Organizational development, under 'organizational development in emergencies' will also play a role in developing the capacity of national societies in South Asia to respond to emergencies. Humanitarian values, anti-stigma and anti-discrimination activities will be incorporated into TB and HIV programmes in the region.

In order to support the sustainability of health projects, the capacities of national societies will be further developed to increase the financial, human and technical resources mobilized at various levels which is envisaged to strengthen the planning and management tools.

Programme component 1: TB, HIV and AIDS
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Component outcome: Vulnerability to TB/HIV and its impact reduced through preventing further infection, expanding care, treatment, and support, and reducing stigma and discrimination

Key activities:

- Development, implementation and management of effective & quality HIV programme including Global Alliance on HIV.
- Follow up of the HIV and TB programme activities through regular country visits for monitoring and provision of programme support.
- Organize capacity building activities such as exchange visits and study visits.
- Implementation of a uniform framework for monitoring and evaluation based upon Global Alliance on HIV.
- Expand national societies' HIV interventions among most at risk and vulnerable groups.
- Disseminate and promote Federation health policies, programme frameworks and best practices at secretary generals' forums, similar meetings and technical forums.
- Develop and revise national societies' HIV strategy.
- At least four national societies' HIV and TB managers to attend relevant public health trainings and conferences.
- Conduct one regional workshop to address common national society capacity building needs.
- Maldives country office to develop the HIV strategy in preparation of national society formation.
- Undertake joint monitoring and evaluation and development of follow up plans accordingly for the programmes with movement partners.
- Establish strategic partnerships and undertake joint activities with key regional and international public health partners, including academic/research institutions.
- Information sharing, best practices, cross-border initiatives and resource mobilization through annual regional meeting.
- Conduct joint planning and training activities with disaster management, organisational development, and humanitarian values.
- Roll out HIV workplace programme in the all country offices and at least two national societies.

⁷ This is as estimation calculated based on the number of activities and participation within those activities.

- Organize key global events i.e. World AIDS Day, World TB day and World Blood Donors Day.
- Address gender equity as an integral part of health programme planning and implementation.
- Develop, adapt and disseminate tools and guidelines on social inclusion of people living with HIV (PLHIV).

Programme component 2: Community health - CBHFA, Emergency health and water and sanitation

Component outcome: Increased healthy communities which are able to cope with health and disaster challenges achieved through community based integrated health and first aid activities
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Key activities:

- Development and implementation of PHiE and community health programmes and plans, health strategy using the global tools and country priorities.
- Conduct technical visits to assist national societies and country delegations in the development, implementation and evaluation of PHiE, CBHFA and relevant community health programmes.
- Organize national PHiE and PSP trainings/workshops for policy, strategy or programme development
- Continue to develop, adapt and disseminate standardized PHiE and related tools and guidelines (such as water and sanitation, PSP and health in emergencies).
- Conduct refresher/ specialized trainings based on PHiE, CBHFA and PSP.
- Build national societies' capacities water sanitation and hygiene promotion for provision of assistance to vulnerable communities to access safe water and sanitation during disasters and normal times.
- Disseminate and promote Federation health policies, programme frameworks and best practices at secretary generals' forums, similar meetings and technical forums/e-forums.
- At least four national societies' health managers to participate in relevant public health trainings and conferences.
- Conduct two regional workshops that address common national societies' capacity building needs.
- Support Maldives country delegation to develop the health strategy in preparation of national societies' formation.
- Facilitate, develop and formalise joint collaborations between national societies' and partners such as UN agencies.
- Undertake joint monitoring and evaluation and development of follow up plans accordingly for the programmes with Movement partners.
- Establish strategic partnerships and undertake joint activities with key regional and international public health partners, including academic/research institutions.
- Information sharing, best practices, cross-border initiatives and resource mobilization through annual regional meeting.
- Conduct joint planning and training activities with disaster management, organizational development, and humanitarian values.
- Organize one regional health training/workshop during the year.
- Organize key global events, such as World Health Day, World Red Cross Day, World First Aid Day.
- Address gender equity as an integral part of health programme planning and implementation.
- Incorporate Red Cross Red Crescent principles and values in all trainings/workshop.

b) Potential risks and challenges

Stability of human resources at all levels is a major risk of long-term health programming. The occurrence of a large disaster and unstable security situation in many countries in the region (related to political and social issues) frequently causes serious problems for the national societies in the implementation and monitoring of programmes. This also may lead to diversion of technical, financial and human resources from long term development health programme to the emergency needs and response. Some of the solutions to reduce the resources gaps, especially in the emergency health project, include programme integration and resource sharing.

Organizational development/Capacity building

a) The purpose and components of the programme

Programme purpose

Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability
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The strategic organizational development and capacity building support budget for 2011 is CHF 483,078.

The development strategy for 2011 will continue its focus on the three component outcomes to meet the zonal wide agreed priorities:

- Provision of tailor-made organizational development and capacity building support.
- Integration of organizational development and capacity building aspects with health, disaster management and principles and values programmes.
- Cross-regional information sharing and knowledge management.

To further strengthen the understanding of IPA and its implementation at the national society level, the regional organizational development team will continue the development of an IPA within the regional office and share lessons learnt with country offices and respective national societies. To this effect, organizational development will continue its support to the health and care and disaster management team members in areas such as voluntary investment and value audit, real time organizational development, assessments and 'organizational development in emergencies.'

Within the regional office steps have been taken towards a shared commitment to organisational developments between organizational development, planning, monitoring, evaluation and reporting (PMER) and communication teams. The IPA model will also ensure that the technical skills of communications in developing consistent and appropriate messaging and PMER for project management will further incorporate the needs of longer-term development into core areas in any programme planning.

The regional office will continue its initial work on strengthening the understanding of a people-focused organizational development approach. This is based on the recognition that all organizations are complex social units with a unique understanding of its organizational culture and behavior. To this end, the organizational development team will continue to advocate on inclusion of the need to address behavioural change and organizational cultural norms in the organizational development of the Secretariat and its members.

Programme component 1: Strategic organizational development and capacity building support
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Component outcome: National societies have developed structures, policies and procedures that enable better programme implementation

Following consultations with country offices and national societies in the South Asia region, the plan of this component has been reviewed and updated. The plan has also been revised to be in-line with the framework of the Asia Pacific zone's organizational development programme and IFRC's Strategy 2020 to better address national societies' organizational development challenges. To achieve this, the regional office has aligned its plan with national societies' strategic plans. Through this process, key organizational development issues were identified across the region. These issues, as expressed by national societies towards meeting the criteria of a well-functioning national society, are (i) auxiliary status issues, (ii) human resource development, (iii) strengthening membership and volunteer base, (iv) organizational development in emergencies, (v) branch development, and (vi) fundraising and gender equity.

To support national societies and country offices to meet their organizational development goals, technical and networking support will continue throughout 2011. This includes keeping up-to-date records of organizational development initiatives on SharePoint, a web based sharing platform for the Movement.

Component outcome 1.1

Provision of tailor-made organisational development and capacity building support.
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Key activities:

- Consultations with all national societies on organizational development issues and needs.
- Support legal base development in national societies across the region.
- Support in formulation of national society strategic plans and aligning them with S2020.
- Tailor-made support on volunteering development in all national societies.
- Support for fundraising and resource mobilisation for all national societies.
- Assisting in branch development in the national societies.
- Support to NRCS and BDRCS on organizational development/ capacity building initiatives as and when required.
- One regional training for capacity building of national societies on policy and strategy understanding and development.
- Monitoring and support on:
 - National society consolidation in Maldives
 - Human resource development in ARCS and BDRCS

- Corporation agreement strategy process in Pakistan
- Branch development in ARCS, BDRCS, IRCS, MRC, PRCS

Component outcome 1.2

Integration of organizational development and capacity building aspects with health, disaster management and principles and values programmes.
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Key activities:

- Hold organizational development forum jointly with health and disaster management.
- Advocating and supporting IPA and VIVA.
- Support further development and implementation of IPA in regional as well as country plans.
- Advocate and support organizational development in emergencies to national societies in the South Asia region.

Component outcome 1.3

Cross-regional information sharing and knowledge management.
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Key activities:

- Facilitating peer-to-peer exchanges and learning visit for national societies in the region.
- Facilitating compilation and dissemination of lessons learnt tools and best practices.
- Produce two best practice fact sheets and disseminate them in the region.
- Utilize the organizational development and capacity building skills of partner national societies and International Committee of Red Cross (ICRC) partners, Asia Pacific zone organisational development and volunteering functions where appropriate.
- Facilitate the South Asia web-based group through SharePoint.

In 2011, the organizational development plan targets approximately 2,100 direct beneficiaries including national society staff, members, volunteers and the Movement partners who will receive skills development, peer support, mentoring and guidance on organizational development aspects of their work while the minimum indirect beneficiaries are estimated to be more than 32,000 who will be benefited by the policies and strategies developed by national societies. In addition to continuing 2010 plans, an initiative to strengthen 'organizational development in emergencies', which includes organizational development in action to support the response mechanisms in place by real time evaluations, was added.

b) Potential risks and challenges

Strategic impact of critical and longer term organizational development interventions remains dependent on the continued recognition of the importance of sustained support of all stakeholders to achieve expected outcomes towards a coherent understanding of a well functioning national society. A potential challenge to the implementation of strategic organizational development and capacity building support might come from exceptional disasters that require national societies to divert all their resources to managing the emergency operations. Through 'organizational development in emergencies' activities, the regional office will advocate for a revision of contingency plans to ensure the development and capacity of national societies is taken into consideration. Changing political situations at country level or internally in national societies can also hamper or delay the implementation of programme interventions. This will be addressed by providing flexible and tailor-made support to national societies and country offices, based on close consultations with them using a people-centric organizational development approach.

Programme component 2: Communications development
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Component outcome: National societies have developed structures, policies and procedures that enable better programme implementation

The priorities for 2011 are in continuation of the stated aims of 2010 and include positioning the regional office, its country offices and national societies as primary credible sources of information on disasters and humanitarian issues in all the countries that the Movement operates in. To achieve this, the regional office will assist national societies and country offices to establish a culture of communication in line with the global strategy to make the Red Cross Red Crescent a 'global reference and global preference.'

Component outcome 2.1

Integration of effective communication into programme planning
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Key activities:

- Encourage the inclusion of purpose orientated communications and marketing components in the annual work plans of each regional team.
- Actively support communications needs of each programme.
- Increase quality, content, design, Federation alignment and distributions of communications tools/ materials that effectively target beneficiaries and donors.
- Ensure all content and messages reflect IFRC principles and values.

Component outcome 2.2

Increased communications capacity and team building at all levels

Key activities:

- Effectively build collaboration, share best practices, and widely promote a consistent message across the South Asia region.
- Design and implement a “media training” programme for all core programme delegates to be used across the zone.
- Organize an annual South Asia communicators meeting; include needed capacity building workshop.

Component outcome 2.3

Effective emergency communications response and capability

Key activities:

- Design and distribution of a set of key tactics and key messages for effective media relations, to be used by those responding to emergencies.
- Develop basic inventory of “every time” elements of national society disaster response.
- Develop and utilize comprehensive communicator/spokesperson roster in more than one language.
- Implement “leaning forward” posture for media outreach during emergencies.
- Support national societies who attend the Asia Pacific zone resource mobilization and communications forum and training in early 2010 to implement their plans with appropriate technical support from peer support and external consultants on their return.

Component outcome 2.4

Increased knowledge sharing and capture of institutional success

Key activities:

- Successful support to the editorial process of developing the Asia Pacific ‘Voices’ newsletter as a zonal platform to share stories and experiences.
- Skype conference.
- Explore possibility of setting webex as a regional communications resource.
- Set an online photo gallery for South Asia on the domain sard.asia.

Potential risks and challenges

The most significant challenge for communication is lack of a culture of communication across IFRC. This lack of understanding impacts an integration of communications into programming and resource mobilization. To address this, communication will be an integral part of the IPA at the regional office.

Programme component 3: Finance development

Component outcome: National societies’ capacity in financial accountability, reporting and management is strengthened.

Finance development is an integral part of the overall organizational development strategy for the region. Throughout 2010, good progress continued to be achieved and the further implementation of the 2010-2011 strategy will be undertaken in 2011. In 2011, further discussions will be held surrounding the topic of a transition from a federation led financial management system to a more national society owned financial management and accountability.

Component outcome 3.1

National societies have increased self-reliance in financial management.

Key activities:

- Give technical support to the IRCS, MRCS and PRCS in developing Navision finance software.
- Give technical support to ARCS to develop their finance management and audit system.
- Give technical support to NRCS to develop their further finance management and audit system.

Component outcome 3.2

National societies have skilled members of finance management staff.

Key activities:

- Support country level finance management workshops in ARCS, BDRCS, NRCS, SLRCS.
- Training for finance management in emergencies for national society staff.
- Provide salary support to one finance development consultant at the NRCS.

Component outcome 3.3

A regional resource pool of technically trained finance staff supports each other to build mutual capacities.

Key activities:

- Organize regional finance directors meeting.
- Support exchange programme visits between national societies.

Component outcome 3.4

Capacity building of the finance staff of branch level

Key activities:

- Give technical support to the NRCS and SLRCS to develop their finance management and system at districts level.
- Give technical support to the NRCS and SLRCS to develop local software for their district branches.

The principal direct target audience is finance staff in the national societies.

b) Potential risks and challenges

A key challenge is the high staff turnover in the finance departments in national societies in the region, which hampers the steady and sustainable progress in finance development work. An attempt to address this will be made through staff exchange programmes between national societies. Another challenge is that proposals for finance development work take time to get approved from the national societies, thereby delaying the implementation of planned activities. To facilitate a quicker process, close follow-up will be done with senior management of national societies and specific finance development trainings will be organized for them. The risk of low funding for this component, as well as late confirmation of funding by donors, might also pose a challenge in carrying out planned activities.

Programme component 4: Planning, monitoring, evaluation and reporting development

Component outcome: National societies' capacity in financial accountability, reporting and management is strengthened.

PMER will continue to support and build on the existing capacity of PMER within the region and across the zone through lessons learnt and experience through training. PMER will continue to work closely with programme staff to strengthen the understanding of monitoring, reporting and evaluation through implementation of the IPA. The IPA model will also ensure that the technical skills of PMER for project management will further incorporate the needs of longer term development into our core areas in any programme planning.

Component outcome 4.1

National societies and country offices are supported in filling identified PMER gaps through training and coaching with special emphasis on monitoring and evaluation.

Key activities

- Monitoring and evaluation of PMER needs and capacities.
- Provide continuous quality support through training, coaching and feedback.
- Provide input to the zonal PMER training package and roll it out at branch level.

Component outcome 4.2

Stronger links and integration will be established with core programmes.

Key activities

- Develop a common strategy with other organizational development components and carry out joint trainings.
- Include PMER in health and disaster management trainings.
- Promote that the regional health and disaster management programmes have logical frameworks,
- Specific, measurable, achievable, realistic, time-bound (SMART) indicators and monitoring and evaluation plans in place.
- Support programme teams with evaluations, reviewing terms of references and commenting on reports.
- Put PMER on the agenda of senior management.

Component outcome 4.3

Ensure cross regional information sharing, knowledge management and networking.

Key activities

- Hold regular PMER network meetings.
- Collect lessons learnt from region and share with zone and keep all evaluations on record.

b) Potential risks and challenges

The key challenge is to further advocate the mindset of the programme staff and management from PMER being a necessary burden to an understanding of the importance of accountability and improved quality of programme delivery. There is a need for senior management to continue to acknowledge the importance of PMER and push for it within the regional and country teams. IFRC continues to face challenges in the field of monitoring and evaluation. A particularly large disaster or an unusually large number of normal disasters could challenge the normal continuation of longer-term development aspects under this component.

Principles and Values

a) The purpose and components of the programme

Programme purpose

Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion in South Asia.

The principles and values programme contributes to strategic aim three of Strategy 2020, to 'promote social inclusion and a culture of non-violence and peace.' The programme for 2011 will focus on continued capacity building towards increasing skills of the national societies in the region and advocate for an inclusive approach to programming. Principles and values are an integral part of all the programme trainings, advocacy and communications. The plan aims to target 27 direct and more than 760 indirect targets assuming, involving national societies' staff, members and volunteers and community members.

One of the initiatives for 2011 would be to promote 'youth as agents of behavioural change' (YABC). Based on the output of the Asia Pacific youth summit in October 2010, the YABC skills will be imparted into the national societies of South Asia in order to empower the youth to be active in their national societies.

A concept paper on the mapping of activities by national societies, promoting social inclusion and a culture of non-violence and peace in the South Asia region was developed with the support of NRCS. The result of this mapping will be shared with the national societies to further their knowledge of interventions taken across the region. The regional office will continue to promote, advocate and provide support to country offices and national societies and their branches in building the image of Red Cross Red Crescent.

Programme component: Promotion & Integration of principles and values
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Component outcome: National societies and Federation country offices show an increased understanding and integration of Fundamental Principles and humanitarian values.
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Key activities:

- Promotion of principles and values under the regional communications programme.
- Promote cooperation between programmes through the integrated programming approach
- Continue on incorporation of principles and values in most of the training by the regional programmes.
- Address stigma and discrimination in the HIV programme.
- Support national societies in development of HIV workplace policy through HIV programmes

- Address child protection and gender issues across the programmes.
- All programmes work towards more gender balance in staff and volunteers.
- Disaster management will promote the code of conduct, SPHERE project, humanitarian charter and minimum standards in disaster response as well as International Disaster Response Law (IDRL).
- Disaster management programme addresses the needs of the marginalized in the communities and the gender issues which have been identified in the VCA.
- Support for the dissemination on Red Cross Red Crescent Movement in Maldives.
- Support to national societies on development of humanitarian values policy on request.
- Support to national society to national society knowledge sharing on anti discrimination and violence prevention/reduction programmes.

b) Potential risks and challenges

Funding remains a challenge for humanitarian values activities; however, in 2011, the development of a YABC project proposal will support the undertaking these particular activities.

Role of the secretariat

The total budget for coordination in 2011 is CHF 397,575.

a) Technical programme support

The regional office, with a mix of international delegates and national/regional staff, will continue to support the seven national societies and country offices in the region in the implementation of their programmes. The country offices are primarily responsible for the provision of Federation support to the ongoing programmes of the national societies they work with, as well as coordination with in-country partners. Regional office support to the countries is four-fold: 1) strategic guidance, management and monitoring of programme performance at country level; 2) provision of technical support to programmes as required, in particular those with no in-country technical delegates; 3) ensure regional coordination, networking, mutual learning, optimising the utilization of regional resources and knowledge sharing; 4) ensure that global initiatives are disseminated, understood and prioritized within the region, and that the required support is given to roll out such initiatives. South Asia regional office also plays an important role in the mobilization of international assistance for IFRC programmes in the region and in the promotion of the human diplomacy agenda. All regional programmes will be implemented by the respective technical units at the regional office, in close collaboration with counterparts in the zone and country offices and national societies. The health and disaster management teams will maintain a basic structure with two to three senior level staff each, including a coordinator. The programme coordinator and finance delegate will also oversee organizational development and principles and values issues.

In the field of organizational development, support from the zone will be required for volunteer management, especially volunteers in emergency and branch development as well as rolling out the new organizational development approach in the region. Support from the zone resource mobilization unit will also be needed as well as from the zone monitoring and evaluation roster. In times of disaster surge, capacity from the zone disaster management team will be required. Support will also be required from the zone water and sanitation department.

b) Partnership development and coordination

Besides strengthening existing partnerships, the programmes will continue to forge, nurture and develop new partnerships. The disaster management team will develop partnerships with a wide range of organizations including the United Nations (UN) and International Strategy for Disaster Reduction (ISDR), regional and national non-governmental organizations, academic institutions such as Asia Disaster Preparedness Centre (ADPC) and government bodies at national and regional levels. In particular, there will be an increased dialogue and engagement with South Asian Association of Regional Cooperation (SAARC) to promote implementation of the international disaster response laws, rules and principles (IDRL) guidelines and undertaking advocacy on a number of other key issues such as community participation, non-discrimination and disaster risk reduction. Wide-ranging partnerships with key institutional donors such as European Commission - Humanitarian Aid & Civil Protection (ECHO), Department For International Development (DFID), AUSAID, USAID, Swedish International development Cooperation Agency (SIDA), Asian Development Bank (ADB) and the World Bank (through the ProVention consortium, the global facility on disaster risk reduction, South to South initiative (a new disaster risk reduction initiative)) and the Red Cross Red Crescent Climate Change Centre will also be enhanced. Collaboration with national societies will continue through the regional disaster management working group (DMWG).

Partnerships formed at the global level with UN agencies and global network of positive people have led to informal partnerships at the regional and country level and these partnerships will be further strengthened. The

memorandum of understanding (MoU) with World Health Organization's (WHO) South East Asia regional office will be renewed; joint actions agreed with WHO are part of the regional health programme and will be implemented. A number of Movement partners are operational in the countries in the region. They are working bilaterally with the national societies in respective countries or are multilateral (e.g. operational alliance initiative in Nepal; HIV consortium in India).

Increased collaboration with leading academic institutions, research organizations and respective ministries of health form one of the key pillars of South Asia regional programmes. At country level, interventions will be preceded by baseline studies in some cases commissioned by local research partners. The programme will also closely work with private research and management consulting firms in the respective country to help the national societies to conduct base line/knowledge, attitude and practice (KAP) surveys, designing action researches, developing monitoring and evaluation system.

The communications component of organizational development will partner with the International Committee of Red Cross (ICRC) for specialized trainings and events, as well as maintain close cooperation during disaster situations. The communications component will also maintain close cooperation with reputed media agencies like Reuters, British Broadcasting Network (BBC) and Cable News Network (CNN), as well as with other major humanitarian actors and donors in the region like ECHO, for efficient information flow especially during disasters. Organizational development, communication and PMER will hold annual regional network meetings. The cooperation agreement strategy (CAS) and operational alliance processes in Nepal, supported by the regional office, continue to generate learning for other national societies and to provide examples of enhanced Movement coordination.

c) Representation and advocacy

The regional office will continue to represent the South Asian national societies and country offices in international and regional forums and events and will also facilitate the participation of national societies from the region at various international conferences, training programmes and events. The regional office will also represent IFRC to embassies and UN agencies. In addition, the regional programmes will ensure coordination and visibility in events related to technical areas of work of the national society, in order to advocate for their cause. In line with the priority of Strategy 2020 to strengthen the auxiliary role of the national society and humanitarian advocacy, a regional mapping will be done of the national society's auxiliary role. The outcome of the mapping will be discussed at the secretary general's forum where the role of advocacy will also be raised. The regional disaster management programme has already developed a practical guide to advocacy for disaster risk reduction, which will be implemented in the region and beyond.

d) Other areas

In addition to programme support, based on a need for assistance requested by the countries, the regional office, in collaboration with the zone office, will also support them and develop their capacity in the areas of human resource management and administration (sharing up-to-date human resource procedures, organizing a regional training for administration/human resource managers and supporting travel arrangements of internal/external visitors), information technology (upgrading computer hardware and software and providing IT training) and procurements (including supporting the procurement of disaster preparedness stocks).

Promoting gender equity and diversity

The regional office will continue to promote the integration of gender equity and diversity issues in all programmes across the region within its IPA. All national societies are encouraged to strive towards a balance in gender representation while recruiting staff for their programmes and in ensuring gender equity in accessing services. The focus is on building the capacity of the national societies/country offices to design and implement trainings, assessments and activities that are sensitive to cultural diversity, age and gender. Disaster management will continue to build on the RDRT training for women and the disaster management and gender workshop held in 2009 to further enhance gender issues in the disaster management programme.

Under health, the HIV component gives special attention to women whose low social status makes them more vulnerable to HIV. The strategic organizational development/capacity building component has direct focus on gender equity.

The organizational development programme supports gender sensitivity and equity among staff and volunteers, especially youth, as well as advocating for development and implementation of national society gender policies, providing technical support for gender focal points and sharing good practices across the Asia Pacific zone. The communication component will continue to promote gender issues through publications and the PMER component will facilitate access to guidance on gender and diversity sensitive planning and monitoring. Continued

emphasis will be on supporting national societies' disaster management and health programmes to understand and integrate methods and approaches that address issues of diversity and discrimination.

Quality, accountability and learning

As all the regional programmes are focused on capacity building, they make a significant contribution to improving national societies' understanding and use of IFRC's international quality standards in their programme areas. National societies will be supported to carefully align their work with relevant aspects of IFRC's Strategy, other global strategies, as well as international standards and best practices. Organizational development/capacity building, financial management, PMER and communications are directly related to improving quality, accountability and learning in national societies and will provide continued support across the region. All programmes will also be monitored through regular communication with programme counterparts in national societies and country offices, and during country visits.

Under the disaster management/DRR framework, standard disaster risk reduction indicators will be developed for monitoring and evaluation of activities, which will enhance measuring the impact and quality of the DRR programmes in the region. Additionally, under the organizational development programme, an evaluation of the IPA will be carried out. Voluntary investment and value audit studies will continue in health and disaster management programme.

Knowledge sharing is also a key function of the regional office, with significant aspects of each programme dedicated to increasing peer learning, learning from other good practices and lessons learned from the relevant areas. A wide range of techniques will be used to achieve this, including development of case studies and lessons learned, communications materials, along with regional workshops, exchange visits and technical meetings, like the regional disaster management working group and regional health meetings.

How we work	
<p>The IFRC's vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non-violence and peace.
Contact information	
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[<Budget summary and map below; click here to return to the title page>](#)

MAA52001 - South Asia region

Budget 2011

Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies	12,000	2,000				14,000
Land, vehicles & equipment	2,500	2,000	39,500			44,000
Transport & Storage	10,800	10,800			10,800	32,400
Personnel	291,350	226,300	198,540		213,120	929,310
Workshops & Training	156,000	95,000	134,000		19,000	404,000
General Expenditure	202,000	90,985	81,554		130,390	504,929
Depreciation						
Contributions & Transfers						
Programme Support Services	43,852	27,761	29,484		24,265	125,362
Contingency						
Total Budget 2011	718,502	454,846	483,078		397,575	2,054,001



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

South Asia



The maps used do not imply the expression of any opinion on the part of the International Federation of Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.

Map data sources: ESRI, Federation