

# PROGRAMME UPDATE



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

## AFGHANISTAN

Appeal No. MAAAF0001  
15 August 2006

*The Federation's vision is to strive, through voluntary action, for a world of empowered communities, better able to address human suffering and crises with hope, respect for dignity and a concern for equity. Its mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 185 countries.*

### In Brief

Programme Update no. 2, Period covered: 1 April to 30 June 2006;  
Appeal target for 2006-2007: CHF 10.9 million (USD 7 million or EUR 4 million);  
Appeal coverage: 32%; Outstanding needs: CHF 7.48 million (USD 6.07 million or EUR 4.76 million).

*(Click here for the interim financial report reflecting latest income and expenditure)*

Related Emergency or Annual Appeals: [South Asia Regional Appeal 2006-2007 \(MAA52001\)](#)

**Programme summary:** The deteriorating security situation continues to hamper programme implementation, especially the emergency mobile units and youth volunteer activities in the volatile southern provinces. Although considerable funding was received in the later part of the second quarter, expenditure by the Afghan Red Crescent Society (ARCS) was lower than originally anticipated and planned activities remain scaled down to match funding availability. The humanitarian values programme remains severely underfunded.

The unique operating environment in Afghanistan, marked by political instability and security tensions, inevitably leads to high core spending by the Federation delegation. Despite serious measures to further cut these costs over recent years, much of the core costs incurred are necessary: generators needed because of regular power cuts; vehicles, guards and other security measures taken to reduce risks to local staff and delegates; and financial support to ARCS branch staff members to ensure programmes are effectively carried out among Afghan communities. Considering the special circumstance of running an effective delegation and therefore service delivery within the country, donors are encouraged to better support the appeal with unearmarked funds or pledges that take core costs of programmes into account.

In the meantime, the ARCS HIV/AIDS programme that was implemented at the end of the first quarter started positively. Despite the short implementation period, the programme has already had a positive impact on attitudes and perceptions of members of the ARCS executive board and staff about the stigma surrounding HIV/AIDS. The programme also allowed the ARCS to be a member of the national HIV/AIDS task force and contributed to the national HIV/AIDS control strategy development process.

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## Operational developments

Compared to the beginning of the year, the security situation in Afghanistan in the last quarter has been tense, with an increased number of explosions, suicide bombings and armed attacks taking place around the country. The height of the security tension during the reporting period took place in Kabul on 29 May, when a Coalition Force vehicle crashed into cars during peak hour traffic, killing one local civilian. This incident sparked a riot between locals and the coalition forces, resulting in many locals being killed and injured, several governmental and non-governmental organizations – including UN offices – being burnt and many private shops frequented by foreigners being looted and destroyed. Other security deterioration incidents over the last three months include three national staff members from international non-governmental organization being killed by an improvised explosive device (IED) in Wardak province, four staff members from Action Aid International being shot inside their car while travelling to villages in Jawsjan province and the ongoing threat of individuals from the expatriate community being kidnapped or harmed.

With the North Atlantic Treaty Organization (NATO) forces assuming the lead role in Afghanistan starting from 1 July, it is believed by many that the anti-government element incidents will increase as this is an opportune time for the Taliban and anti-government forces to strike. One such fighting incident between the NATO and Coalition Forces against the anti-government elements took place in the volatile southern province of Kandahar in June, where the Coalition Forces-led Operation Mountain Thrust killed about 500 Taliban and anti-government elements. It is expected that the southern provinces of Afghanistan will remain volatile as long as foreigners are patrolling the area, as the most numbers of NATO and Coalition Forces soldiers are stationed there. This especially applies to Kandahar, said to be the birthplace of the Taliban.

The deteriorating security situation has resulted in heavy security restrictions being placed on the Afghan Red Crescent Society (ARCS) and Federation staff members. This in turn has not allowed either party to go out into the field to carry out monitoring or evaluation of their respective programmes in rural areas, thereby limiting the ARCS and Federation from fully implementing their activities as originally planned. Visits to branches were limited, with the Federation delegation making only one field trip to Mazar-i-Sharif during the reporting period. It is hoped that field visits will take place in the future, security permitting.

## Health and Care

[\*<Click here for the revised health and care logframe reflecting changes to expected result 4>\*](#)

### Overview

During the second quarter of the year, the ARCS health department, in coordination with the Federation, revised their operational plan for July to December, according to the current Federation funding situation. The Federation's logframe was also revised accordingly and is attached.

The plan to close eight of the basic health care clinics was modified based on communities' wish for the clinics to remain open, and the International Committee of the Red Cross' (ICRC) willingness to take over these clinics. To improve the sustainability and effectiveness of the clinics, a broader and more integrated role for the clinics has been developed by ARCS, with the support of the Federation delegation, as part of a reform initiative (more details below).

Good progress has been made in the community-based first aid (CBFA) programme in some parts of the country, with trainers and volunteers providing services to a total of 49,752 beneficiaries. To ensure a better focus of existing Federation resources, on 1 June, the ICRC officially took over support to the CBFA programme in conflict-affected areas of Jalalabad, Kandahar and parts of heart, as well as parts of the central region (see expected result 3 for more exact locations and further details). This decision came after discussions since 2005, as funding available to the Federation was not sufficient to continue support to the CBFA programme across the entire country.

An external evaluation of the emergency mobile units (EMU) by the Norwegian Red Cross Society, South Asia regional delegation and the Federation country delegation was planned to take place in mid-June, but due to the security situation the evaluation was postponed and hopefully will take place in August, security permitting .

During the reporting period, the Federation regional delegation health team visited Afghanistan twice, in which they provided some technical support to the national society's health programme, especially the HIV/AIDS project which the ARCS started at the end of the first quarter.

The HIV/AIDS programme was recently introduced to the ARCS health programme and is funded by the Federation regional delegation. This reporting period was mainly concerned with planning of the project, with the operational plan finalized, a questionnaire of the baseline survey drafted, contents of the youth peer education (YPE) drafted, and monitoring and reporting formats created. Additionally, the newly-recruited ARCS HIV/AIDS coordinator was able to collect awareness materials from various agencies. The logical framework for the HIV/AIDS programme has been revised and the implementation of the activities started in June. A baseline survey in some of the schools in Kabul is planned for the third quarter.

As most funds covering the health and care programme were received only on May and June, this caused some delay in implementation of the projects as described below.

**Overall Goal: The health status of the population in Afghanistan, especially women and children, has improved, as well as their capacity to avoid and/or cope with diseases and health emergencies.**

**Programme Objective: The ARCS capacity to provide more effective, sustainable, integrated health services in rural areas is increased, including health interventions in disaster, first aid, health education, HIV/AIDS awareness and participation in immunization campaigns.**

The following expected results are related to the four projects of the health programme: basic health centres (BHC) project; emergency mobile units (EMU) project; CBFA project; and HIV/AIDS project.

## **Progress/Achievements**

**Expected result 1:** ARCS has increased its capacity to provide more effective, sustainable, integrated health services in rural areas.

The national society continued to deliver health services through its 42 clinics throughout the country. As described in 2006-2007 appeal, due to low expectations of receiving enough funding for all 42 basic health clinics it was planned to close eight clinics in 2006, retaining 34 clinics focused on needy rural areas. This would also avoid duplication with government clinics in Kabul.

However, the proposed closure of eight clinics was not well received among the communities, who made it clear that the clinics were still providing a valuable service. Therefore, the ARCS, in coordination with the Federation, agreed with the International Committee of the Red Cross that ICRC would take over the financial responsibilities of the eight clinics which were to be closed by the end of the reporting period. Five of these clinics were located in the eastern region (Jalalabad) and three in south west region (Kandahar). Additionally, the ICRC had been planning to establish one new clinic in Khost province.

To establish a more comprehensive health programme, a "health programme reform initiative" has been developed by ARCS, with the support of the Federation. This initiative would introduce a more integrated health service package, maintaining the basic health care clinics, modified into "provincial health and care centres".

These centres would include services for HIV/AIDS, tuberculosis (TB), malaria, community-based first aid, avian influenza. The centres would also be used to supervise the health programme in the respective provinces, and would have a focus on capacity building of volunteers to provide preventive health services at the community level.

The German Red Cross donated 300 medical kits to be distributed to the clinics (and EMUs). The kits were due to arrive in March, but procurement challenges outside Afghanistan meant that the kits arrived (in Herat) from Iran in the first week of July<sup>1</sup>. Within one week all 300 kits were distributed to the sub-delegations and stored in

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<sup>1</sup> Although this report covers April-June, as the information for July is available, it has been included here.

the warehouses. The kits were partially distributed to the clinics and EMU in July, with the remaining kits to be distributed to the clinics and EMU by the end of September. 62 kits at Kabul warehouse and 30 in ARCS offices in Kabul in case of additional needs in the sub-delegations.

Due to the delay in receiving the shipment of the medical kits, the clinics were not able to cover a variety of diseases, especially in May and June. The clinics therefore focused on reproductive health, especially mother-child health issues such as pregnancy-related complications, birth spacing and mortality and morbidity rates for mother and child.

The newly relocated health clinics in Kabul (Musai and Shakar Dar districts) and Jalalabad (Hisarak) regions have been functioning normally as the local communities are provided with routine outpatient department (OPD) services, mother and child health (MCH), health education and immunization to pregnant women as well as to children less than five years of age. The clinics were relocated after having discussions and needs assessment in the new location during the first quarter of the current year.

During the reporting period, a total of 53,336 patients with common diseases such as coughs and colds were treated by ARCS clinics, 18,881 patients received individual health education, 22,650 people attended group health education sessions, 9,101 women received antenatal services, 1,749 women received postnatal services, 619 children were looked at for growth monitoring purposes and 4,437 couples received family planning advice and supplies.

The table shows the total figures of attendants and number of services provided by the ARCS health centres to vulnerable people during the second quarter of the year.

There have been monthly coordination meetings with the ministry of public health and other stakeholders at regional levels.

### Impact

As the purpose of the ARCS health clinics is to provide health service to the vulnerable people free of charge, more people are attending the ARCS health centres. These people are provided with free consultations, medicines and check-ups. In addition, the attendees are getting health education which has raised health awareness within the communities, particularly mothers and pregnant women, who are taught how to prevent their children and themselves from contracting infectious diseases. Through these health centres the expectant mothers have been getting education about the importance of breast feeding and its role in the immunization of new born babies. The antenatal and postnatal consultations have greatly decreased the number of pregnancy-related complications. Family planning services have had a positive impact on the health of the mothers and children as they are better able to space the birth of their children.

Immunization is another part of the programme that has had a positive impact as the incidence of common diseases including polio, measles and diphtheria, which have been progressively decreasing according to reports from the clinics.

### Constraints

The delay in the shipment of the medical kits caused the medical supply in the clinics to be inadequate. The late arrival of funds (as mentioned above) for the health and care programme also caused some delay in implementation of this project. As with many projects, the security problems prevent proper monitoring and

| Category                              | April         | May           | June          | Total          |
|---------------------------------------|---------------|---------------|---------------|----------------|
| OPD visit under five years male       | 2,505         | 2,634         | 2,935         | 8,074          |
| OPD visit under five years Female     | 2,632         | 3,090         | 2,845         | 8,567          |
| OPD visit over five male              | 4,174         | 3,828         | 5,174         | 13,176         |
| OPD visit over five female            | 5,638         | 7,339         | 10,542        | 23,519         |
| <b>Total Patient/Client</b>           | <b>14,949</b> | <b>16,891</b> | <b>21,496</b> | <b>53,336</b>  |
| Group health education                | 8,081         | 6,323         | 8,246         | 22,650         |
| Individual health education           | 6,957         | 5,505         | 6,419         | 18,881         |
| Antenatal care                        | 2,649         | 2,929         | 3,523         | 9,101          |
| Postnatal care                        | 553           | 576           | 620           | 1,749          |
| Child growth monitoring               | 198           | 188           | 233           | 619            |
| BCG                                   | 2,026         | 1,460         | 2,165         | 5,651          |
| DPT / Polio                           | 2,937         | 2,640         | 3,646         | 9,223          |
| DPT <sub>2</sub> / Polio <sub>2</sub> | 2,604         | 2,417         | 3,403         | 8,424          |
| DPT <sub>3</sub> / Polio <sub>3</sub> | 3,446         | 1,777         | 3,102         | 8,325          |
| Measles                               | 17,354        | 14,983        | 15,426        | 47,763         |
| TT women                              | 12,301        | 10,621        | 11,901        | 34,823         |
| Family planning                       | 1,145         | 888           | 2,404         | 4,437          |
| <b>Grand Total</b>                    | <b>60,251</b> | <b>50,307</b> | <b>61,088</b> | <b>171,646</b> |

evaluation of the project.

**Expected Result 2:** In its auxiliary role, ARCS has increased capacity to respond to emergency health needs and natural disasters and provide basic health care in underserved areas through its EMUs.

The EMUs of the national society continued to provide health services to the vulnerable and underprivileged communities in the remote areas in their respective regions. The table below shows monthly data of the EMU teams' services to the needy people during the second quarter of the year.

| Months        | April | May   | June  | Total  |
|---------------|-------|-------|-------|--------|
| Patients seen | 6,216 | 5,969 | 6,099 | 18,284 |

During the reporting period, the EMUs continued to provide health services to the people in remote areas. One EMU team in Mazar delivered their services to needy people in Now Abad village Khulam district and Sakhy internally displaced persons (IDP) refugee camp in Mazar city, while a second EMU team provided curative and preventive medical care to vulnerable people in Dosd Khwaja Alwan, Shamaraq, Wazirabad and Doshi districts plus the refugee camp of Baghlan province.

One Herat EMU team was busy in the provision of medical care to Shahidahi village of Herat city and Deshekh Parwana village of Enjel district of Herat province, while the second team was not functional due to the lack of a doctor as ARCS could not offer a high enough salary.

The Jalalabad EMU teams were functioning as normal with one team providing health services to Mohmand Dara, Chaprehar and Besood districts while the second team provided services to people in Surkhrode, Baticcoat, Chapihan and Khewa districts of Ningarhar province.

An external evaluation of the EMU teams was planned to take place in mid-June. To provide assistance to the evaluators, the Federation health team developed a terms of reference for the evaluation. In addition, the ARCS EMU focal point and the Federation health programme officer had pre-evaluation visits to the regions in which the supervision of the programme was conducted, support to the EMU team members was provided and the ARCS regional health officer was briefed about the upcoming external evaluation. However, due to the security situation, the evaluation was postponed until later in the year.

### **Impact**

The ARCS, through its EMU teams, was able to provide health services to the vulnerable and underprivileged communities in remote areas. Simultaneously, the EMU teams were able to promote hygiene and sanitation through its health education programme.

During the reporting period, the EMU teams provided 18,284 people with support in areas of health education, basic medical check-ups and other health related consultations.

### **Constraints**

Security was a major constraint faced by the EMU programme in all regions, particularly in Kandahar, where no one was willing to work in the province due to the rise in insurgencies and security instability. Low salaries and incentives paid to the staff members restricted the EMU programme from functioning as well as it should have. The lack of a qualified doctor for the second EMU team in Herat for more than ten months was another factor that put a strain on the programme. This prevented the second EMU team in Herat from fully functioning.

**Expected Result 3:** ARCS has increased its capacity to deliver first aid and health education, to take part in immunization campaigns and response to health emergencies, particularly in rural communities, through community-based volunteers linked to branches and health centres.

The community-based first aid project provides basic first aid to the community through volunteers. CBFA volunteers also refer patients to clinics and referral centres during emergencies and at other times. Throughout the reporting period, the programme faced some constraints (outlined below) but ran largely as planned.

During the second quarter, the CBFA trainers and volunteers provided health education and first aid to the local communities in different parts of the country, providing health education to more than 42,700 people. A total of

4,507 patients were seen by the volunteers, 1,948 individuals were supplied with first aid treatment and another 597 persons were referred to the health centres.

The follow-up and supervision of the programme started during the reporting period, as the CBFA trainers in their respective provinces provided monthly monitoring visits with the team leaders and volunteers. During this period, the regional CBFA supervisors conducted their first supervising visits to their trainers in their respective regions.

Since 2005, due to the security restrictions, the Federation delegation had difficulty to provide support and carry on monitoring and supervision in some areas where the CBFA programme is running. The ICRC expressed the interest in taking over support to the CBFA programme in these most seriously conflict-affected areas. For this reason the Federation delegation, ICRC and ARCS have been negotiating since for ICRC to take over support to 13 of the 26 provinces. The ICRC officially took over the CBFA programme on 1 June in the following areas:

- South-Western region (Herat, Farah, Nimroz)
- Central region (Logar, Wardak, Paktia, Paktika, Khost and Ghanzni)
- Eastern region (Nangahar, Kunar, Laghman)
- Southern region (Helmand, Kandahar, Uruzgan and Zabul).

The Federation will provide technical support and guidance to ICRC in their support of the CBF programme in these provinces. Through this sharing of support of the CBFA programme, the Federation's overall plans for support to the programme will continue, with more effective support to the targeted districts, for which the current funding will be sufficient.

### **Impact**

CBFA volunteers' reports indicate that local communities are satisfied with the services provided by the programme. The reports also indicate that outward signs of infectious diseases (such as diarrhoea and acute respiratory infections), have been reduced and the community knows how to cope with small injuries as they are guided by the CBFA volunteers in their respective regions. The reports also indicate that the community understands the importance of hygiene and sanitation and how it can prevent illness from spreading.

For the next quarter, an internal assessment of the health programmes (including CBFA) will be carried out to help identify the current situation of the programme, and where changes need to be made.

Security constraints continue to make thorough programme assessments and evaluation difficult across the whole country.

### **Constraints**

Earlier in the year, the lack of a health delegate, programme coordinator and permanent head of delegation, combined with the ongoing security problems, caused some difficulties in the smooth running of the programme. This resulted in the CBFA volunteers to run out of first aid materials in a few provinces, which in turn caused volunteers in those provinces to limit their activities. This situation has now been resolved, the financial situation is clear, and the programme is running more smoothly, with training and other follow-up activities have been carried out since May as described above.

**Expected result 4 (revised):** ARCS has the capacity to design and implement HIV/AIDS prevention (including life-skills based youth peer education) and anti-stigma/discrimination activities and in targeted schools and communities.

The expected result for this project has been modified as specific funding has been received from SIDA, through Swedish Red Cross, which made it possible for ARCS to hire a HIV/AIDS programme coordinator, and broaden the focus from awareness to prevention and anti-stigma activities. The project also now has its own independent activities as well as being integrated with CBFA, EMUs and clinics.

Throughout the second quarter, the HIV/AIDS programme coordinator held meetings with the ministry of public health (MoPH), ministry of education (MoE) and other stakeholders including ORA and Action Aid, and

discussed the possible target groups and target areas to avoid duplication of work and to provide support to the most vulnerable population.

Three internal coordination meetings were held with the participation of the ARCS staff members of the disaster preparedness, youth, organizational development, dissemination and health departments to orientate them on the global and country situation of HIV/AIDS and the major routes of the virus transmission. Efforts were made to create a supportive environment and demystify sensitive issues around HIV/AIDS.

Taking into consideration the discussions held between the ARCS health department and MoPH, students over the age of 15 from two districts in Kabul were selected as the target population for the project. Similarly, inputs on a baseline questionnaire (on knowledge, attitude, behaviour and practice of the age group) were also received from the MoE and concerned professionals of ARCS. The ARCS will hire an external consultant to carry out the baseline survey in the targeted districts. This is scheduled to take place within the third quarter of the year. The programme will then be implemented taking into account the findings.

The ARCS HIV/AIDS programme coordinator participated in the task force meetings organized by the national HIV/AIDS control programme/MoPH on 1 and 15 May. The HIV/AIDS task force meetings mainly focused on the finalization of the national HIV/AIDS strategic plan. It was a great opportunity for the ARCS to be a part of this team and contribute to the planning process and maintain compatibility, while at the same time developing the ARCS HIV/AIDS plan with the national strategic plan.

A sensitization meeting was organized with the district educational authority, aimed at creating a supportive environment through sharing information about the ARCS HIV/AIDS programme, target population, role and responsibility of ARCS and the implementation modality. The educational authority had strongly committed to provide support for the effective implementation of the programme in schools throughout the district. Additionally, different information, education and communication materials were collected from various organizations, compiled and distributed to the different departments of ARCS.

### **Impact**

Although the ARCS HIV/AIDS programme started at the end of the first quarter and is still in the planning process, the programme had significantly contributed to create positive attitude regarding HIV/AIDS issues among members of the executive board and staff members of the national society. Additionally, it had helped build strong links with the MoPH, especially with the national HIV/AIDS control programme which resulted in the ARCS being a member of national HIV/AIDS task force and contributing to the national HIV/AIDS control strategy development process.

### **Constraints**

There were no constraints for the programme during this period, as the project was in the planning stages.

## **Disaster Management**

### **Overview**

During the reporting period, the ARCS disaster management (DM) department was involved in various DM activities in the different regions of Afghanistan. One of the most prevalent hazards during the second quarter of the year was the spring floods that took place in the northern province of Faryab throughout the month of May and the early part of June. The floods affected 1,312 families (9,184 people), wounded 172 individuals and killed 18 people. The ARCS, with technical support from the Federation delegation, coordinated this activity with the government's department for disaster preparedness (DDP), ICRC and other stakeholders through meetings organized at headquarter and provincial levels.

Due to the rise in insurgencies between the Coalition Forces and the anti-government groups in the province of Kandahar, 421 families were made homeless and were classified as IDPs. These IDPs were assisted with food and non-food items provided by the ARCS, Federation and ICRC. The ARCS and ICRC distributed food packages from their stocks while the Federation dispensed non-food items from their disaster preparedness stocks.

Regular information and coordination meetings were held within the Movement component and with other organizations.



**Villagers look at a collapsed building caused by the spring floods in Faryab district, Mazar. (Photo by ICRC)**

The Federation delegation, in collaboration with the Danish Red Cross is currently negotiating with ECHO regional representatives an application for funding of the disaster management programme. This funding will be used for procurement and pre-positioning of non-food items for 3,000 families, and for covering some of the costs of the programme coordinator. Much of the funds will channelled Danish Red Cross. The application for was revised if approved, the funding is expected by the start of the third quarter.

Throughout the second quarter, the required funds for the DM programme were not received and this had a negative impact on the implementation of the planned activities. However, the carry over of earmarked funds provided by the Finnish Red Cross last year contributed positively to the commencement of the community-based disaster preparedness (CBDP) and training activities as well as conducting vulnerability and capacity assessments (VCA) in two of the high risk provinces in the country, Badakshan and Kunur.

**Overall Goal: Vulnerable communities are able to mitigate the impact of and cope with disasters using local resources and knowledge.**

**Programme Objective: ARCS disaster preparedness and response capacities at national and branch levels are strengthened and community preparedness improved.**

## **Progress/Achievements**

**Expected Result 1:** ARCS has developed and put in place a comprehensive DP capacity building plan, including systems and standard operating procedures.

In an effort for the local communities and the national society to prepare for, and respond to, disasters, the ARCS DM department completed a VCA, with the cooperation of CBFA-trained volunteers in Kunar province in the south-east and in Badakshan province in the northern region of the country. The districts of Norgul, Chawkai, Sarkanee, Khas Kunur, Shegal, Marawarah, Wata Proor, Narang and Manowgai of Kunar province in the south-west and the districts of Wardoj, Yaftal Payan and Shahr-e-Bazorg of Badakshan province in the northern region of the country were highlighted for the VCA.

**Expected Result 2:** ARCS staff and volunteers on the national and branch levels have the capacity to provide effective response to disasters and to implement community-level DP training and mitigation activities.

As part of the ARCS/Federation strategy to improve the rapid response capacity, three regional DM and two CBDP training workshops, each lasting for three days, were organized in Kabul, Herat and Nangarhar regions. A total of 149 ARCS branch staff members and volunteers, including 29 women volunteers and one woman from the DDP, participated. Each workshop was scheduled for a day with the objective of strengthening the regional disaster response capacity further by developing a base of trained volunteers to assist in future emergencies.

To build up the technical skills of the ARCS DM staff members in emergency response operations from the assessment to the service delivery stage using field exercises (real scenario-based simulation exercises), the ARCS deputy secretary general in relief and operational affairs department participated in the regional disaster response team (RDRT) lessons learned workshop in Sri Lanka, which was jointly hosted by the South Asia regional delegation and the Sri Lanka Red Cross Society from 26-28 April. The participants of the workshop were involved in the 2005 Pakistan earthquake operation. Based on their experience in that operation, the participants developed new criteria for future RDRT members during the workshop. The view of the participants indicated that only qualified national society individuals should be invited and participate in future RDRT trainings.

The Finnish Red Cross invited two ARCS staff members from the DM department to participate in the field assessment and coordination team, emergency response unit and RDRT team leaders training workshop from 12-17 May. Unfortunately, due to visa problems, they were not able to participate in this useful and important workshop.

Following correspondences with the Danish Red Cross and ECHO regional representatives as well with the Federation Geneva secretariat, the country delegation made some changes to the ECHO application related to funding for the Federation DM activities were made at level, particularly in the procurement of non-food items (blankets, jerry cans, kitchen sets, tarpaulins and tents) which was reduced from the original estimate of 5,000 families to 3,000 families as per Danish Red Cross and ECHO demand due to high cost. The revised application was submitted at the end of June along with the memorandum of understanding for expected approval for this funding in the next quarter.

According to the reports from the ARCS Laghman and Ghor branches, food and non-food items were distributed by trained volunteers to 143 families affected by the floods and fire. These trained volunteers also completed an assessment of the damages caused by the floods and fire.

**Expected Result 3:** The new ARCS national headquarters logistics department is strengthened and disaster-prone branches have maintained adequate and appropriate storage facilities and relief stocks to meet the basic needs for small scale disasters.

In May – June, an independent assessment and distribution of relief items was jointly carried out by the Movement Partners (ARCS, Federation and ICRC, assisting 1,312 flood-affected families (9,184 beneficiaries) in Sar-i-Poul, Samangan, Faryab, Baghlan, Takhar and Ghor provinces, where 18 people were killed, 172 wounded and 4,389 livestock perished. All activities were co-coordinated with the DDP, ministry of rural rehabilitation and development (MRRD), WFP, and other involved actors through meetings organized by the ARCS at headquarter and provincial levels, where the national society participated as a key actor in the national disaster response operation.

The table below indicates the joint distribution of non-food items by the respective ARCS, ICRC and Federation sub-delegations as well as by United Nations Children’s Fund (UNICEF) and the MRRD provincial department to the flood-affected families. The Movement distributions of the non-food items were taken from ARCS, ICRC and Federation warehouses. Distributions were organized between May and June 2006.

| No           | Affected Provinces | Tent       | Blanket      | Tarpaulins | Kitchen Sets | Jerry cans | Items distributed by            |
|--------------|--------------------|------------|--------------|------------|--------------|------------|---------------------------------|
| 1            | Sar-Pul            | 11         | 48           | 0          | 0            | 0          | ARCS, Federation                |
| 2            | Samangan           | 41         | 472          | 106        | 30           | 106        | ARCS, ICRC, Federation and MRRD |
| 3            | Faryab             | 0          | 1,294        | 384        | 483          | 674        | ARCS, ICRC, Federation and MRRD |
| 4            | Baghlan            | 31         | 0            | 0          | 0            | 0          | ARCS and Federation             |
| 5            | Takhar             | 11         | 77           | 11         | 11           | 11         | ARCS                            |
| 6            | Ghor               | 97         | 580          | 100        | 0            | 200        | ARCS, Federation and ICRC       |
| <b>Total</b> |                    | <b>191</b> | <b>2,471</b> | <b>601</b> | <b>524</b>   | <b>991</b> |                                 |

Because of the on-going fighting and insurgencies between the Coalition Forces and anti-government elements in some districts of Kandahar province, 421 families became IDPs in Kandahar City. Based on joint Movement coordination meetings at headquarter and sub-delegation levels, it was agreed that the ARCS, ICRC and Federation provide immediate essential relief food and non-food items for the affected population from available stocks. A total of 421 families were registered as being IDPs, but only 328 families received the food and non-food items. The remaining 93 families that were registered have been classified as missing and did not receive the food and non-food items.

| Affected province | Affected families (IDPs) | Tents | Blankets | Tarpaulins | Kitchen Sets | Cooking set | Jerry-Cans | Released from IFRC DP stock |
|-------------------|--------------------------|-------|----------|------------|--------------|-------------|------------|-----------------------------|
| Kandahar          | 421                      | 328   | 91       | 32         | 318          | 116         | 13         | Distributed by ICRC         |

**Expected Result 4:** Selected communities in most disaster-prone areas are less vulnerable to the effects of disasters.

To strengthen capacity of local community in most disaster-prone areas, a disaster preparedness session was presented by the ARCS DM officers and trained volunteers in the different disaster-prone areas of Herat and Kandahar provinces. The sessions included the ARCS DM structure, disaster preparedness components and mobilizing local resources to better prepare for and respond to disasters. The participants showed a great interest in receiving further training on disaster preparedness techniques and necessary precautions and preparations for disasters.

With the expanded network of trained volunteers, the ARCS is able to establish stronger links with the communities in two most disaster-prone provinces of Badakhshan and Laghamn. As a result, two donation boxes, along with two new local committees, were established in Alli-Shing district of Laghamn province and Yabab district of Badakhshan province. A total of AFS 140,000 (USD 2,800, CHF 3,462 or EUR 2,215) was voluntarily contributed to the donation boxes. Follow-up of trained volunteers, local committees and donation boxes are successfully on-going at district and provincial levels.

**Expected Result 5:** The ARCS co-operation, co-ordination and networking with key stakeholders and within the Movement are improved.

To strengthen the national society's capacity at all levels and ensure all planned activities were implemented at regional and headquarter levels, the first quarterly DM regional officers' coordination meeting was held between 24-26 April in Kabul. Regional DM officers and national DM headquarters staff members participated in the meeting. The meeting reviewed all ARCS DM activities for the first quarter and outlined the remaining activities for 2006, including the proposal which was submitted to ECHO. A comprehensive presentation was presented by the Federation reporting delegate to the participants and a new reporting format was discussed among the group members and finalized. Additionally, guiding policies and directions for the development of the DM programme for 2006 were provided to the participants.

The ARCS DM officer, along with the Federation programme coordinator and DM manager, attended a regional DM coordination meeting chaired by the DDP and United Nations Assistance Mission in Afghanistan (UNAMA) on 11 June in Mazar-i-Sharif. The main agenda of the meeting was the emerging drought in the northern region and the conduct of assessments and distribution of relief items that were being carried out by the government departments, UN agencies, NGOs and other agencies, including the Movement. Current reports/estimations indicate that all nine provinces of the north are affected, and that some districts are experiencing up to 70 per cent crop failure. However, actual assessments are still needed to confirm the real situation. The government cabinet had a special meeting and deployed a DM team to conduct a quick initial survey regarding the drought. The team had been requested to submit their report with recommendations back to the cabinet for the immediate action.

To strengthen the ARCS DM capacity at all levels, the ARCS DM disaster response director, along with five ARCS DM regional officers, accepted an invitation from the Iranian Red Crescent Society (IRCS) to continue the process of introductory exchange visit for a week (from 29 April - 4 May). The ARCS members reported that

they learnt a great deal about how to manage a DM programme from a developed national society such as the IRCS. The visit was also a good starting point for a strong relationship with IRCS which has a strong background in disaster management.

In the recent spring floods operation in the country, particularly in northern region, the national society DM team participated in regular co-ordination meetings with the national task force (NTF), which consisted of key ministries, DDP and UN/UNAMA agencies. All assessment and relief distribution activities were coordinated with ICRC delegation at headquarter and sub-delegation levels (see the spring floods interim final report for more detail).

With the close cooperation of the Federation and ICRC delegations in the country, all training activities at headquarter and regional levels were coordinated as planned and ICRC “safer access framework” was presented to the ARCS staff members and volunteers with the objective of preparing the national societies to work in conflict environments and the role of the ICRC. These activities will be part of the DM training programme in future.

### **Impact**

Recruited and trained staff, volunteers and communities will enable the national society to approach communities and implement successful risk reduction measures involving the direct participation of people most likely to be exposed to hazards. Communities are involved in planning, decision-making and operational activities at all levels. For example, local disaster management committees have been established in most disaster-prone communities, as mentioned above. The committees, with the help of trained volunteers, are collecting local emergency resources in cash and in kind from the community. This is an ongoing process and the real impact will be measurable in the longer-term. Mid-term evaluations will be carried out later in the year.

The response activities mitigated disaster impact on affected communities and assisted vulnerable families with essential relief supplies. These activities enable ARCS to increase its response capabilities at a various levels.

Joining of new volunteers – particularly women – and the establishing of local communities at district and provincial levels in DM will further contribute towards building sustainable and strong preparedness and response capacities in the national society, while better assisting vulnerable communities with the mobilization of human resources and local capacities. Furthermore, with an expanded network of new trained volunteers – particularly women – the ARCS is establishing stronger links with the communities it works with, which allows it to implement successful risk reduction measures.

The relationship between the ARCS and the government (DDP) in the area of disaster preparedness and response activities has been strengthened.

The CBDP programme will strengthen communities’ capacities to identify and cope with hazards, and broadly improve residents’ livelihoods. The full impact of this programme will be felt once the VCA is completed and findings are acted upon.

### **Constraints**

Unstable political and security conditions in the country, particularly in southern region, as well as in the provinces were the major constraint during the reporting period.

The uncertainty of funding level and the arrival of some funding only in June has put a strain on the planned implementation of the activities. Additionally, the ARCS is still not clear about its DM structure and this has caused some delays in the adjustment of some job descriptions at headquarters and branch level.

The lack of adequate qualified human resources in the ARCS DM department is still an outstanding issue. It is hoped the situation will be improved by the implementation of the new structure. For meaningful DM and other programming, a clear recruitment policy needs to be into place.

## **Organizational Development**

## Overview

During this period the concept of working groups for five technical departments of ARCS was established. The establishment of all five working groups will be completed by the end of July. Working groups were also established on strategic planning development, financial management development and human resource development.

Following the development of the new ARCS organizational structure and appointment of five under secretary general positions, an external consultant was hired to carry out a study of the human resources sector of the ARCS. The society's governance and management leadership made it clear that they are keen on developing and changing the HR structure.

As part of the change process, the society was keen to bring changes and improvements to its financial system. Establishment of the financial development working group and the preliminary report on current financial procedures of the national society by the ARCS finance department can be seen as positive steps towards the change process.

Ongoing membership development programme in ten branches of the ARCS paved the way for the establishment of branch based governance body. This would lead the society towards a real and practical separation between governance and management in the branches and eventually at the headquarters.

The ARCS senior management's decision to extend the membership programme to all 34 branches of the society demonstrates their support and commitment to the programme. However, based on the current capacity at both the branch and headquarter levels, it would be a major challenge to manage the programme implementation in all branches of the society. Therefore, (based on the annual appeal plan), it is recommended that by the end of the current year only 15 branches should have the membership development programme. The remaining 19 branches would be covered by 2007.

Celebration of the World Red Cross and Red Crescent Day with the participation of youth volunteers along with conduction of anti-discrimination campaign at school levels and conduction of sport tournament on that occasion differentiates the celebration of the day in this year from the past. The 8 May celebration was an opportunity to disseminate the Fundamental Principles at schools levels where the youth volunteers are functional.

After being reviewed for more than two years, the ARCS constitution was finally approved by the Islamic Republic of Afghanistan. Approval of the ARCS constitution, which was granted by the government in the last week of June, establishes the national society as a legal entity, and protects its independency.

**Overall Goal: ARCS has the capacity to provide effective services to reduce vulnerability by achieving the characteristics of a well-functioning national society.**

**Programme Objective: The ARCS has strengthened its organizational and managerial structures and systems, with focus on financial management, fundraising and Red Crescent youth management.**

## Progress/Achievements

**Expected Result 1:** The national society has a streamlined and well-defined structure at the headquarters level.

Following the definition of the new organizational structure of ARCS headquarters, the practical implementation of this new structure remains the main challenge. To better adopt the new structure at headquarter level, the ARCS requested the consultant hired to carry out the human resource development process to review the existing human resource system and recommend new procedures to improve the human resource system. This was carried out in the last week of March and the first week of April. The main purpose of the first phase of the

consultancy was to identify priority areas for immediate development the two main areas were identified as follows:

- Development of a well-defined human resources policy.
- Implementation of a human resource cycle on a certain level of staff in the headquarters.

The consultancy process report has been translated into Dari and submitted to ARCS leadership for their feedback and comments. The practical work on implementing the recommendations of the consultancy report would start once the ARCS leadership gives their approval.

During the reporting period, the Federation delegation received from ARCS five job descriptions for the Under Secretary General positions. Technical comments will be provided after the job descriptions have been reviewed and studied. The next step would be to identify objectives for the five Under Secretary General positions to ensure they are well evaluated at the end of their probationary service period. This step is expected to take place within the third quarter.

During the next reporting period, the recommendations of the report of the human resource consultant will be implemented. The strategic planning working group of the ARCS will also begin developing and drafting the strategic plan.

The Federation OD department will also be providing one hard-top land cruiser (in July) to the ARCS headquarters to be used for organizational development activities.

**Expected Result 2:** Finance management systems and procedures are in place at headquarter level and pilot branches.

After the appointment of the five under secretary-general positions, the working group for financial management development was identified. The first outcome of the working group was a detailed study of the current finance system in the national society for submission to the Federation OD and finance departments. This information will be used for inform the finance development process to be carried out by a consultant later in the year.

A new development in this area is the recruitment of the new under secretary-general in Finance and Administration Affairs who joined the ARCS in early June. The under secretary-general in finance affairs formerly worked in the ministry of finance within the government of Afghanistan.

**Expected Result 3:** Selected ARCS branches have ongoing membership organization and related branch development activities to better assist the most vulnerable.

In the second quarter of the year, 249 members were recruited in all ten branches of the national society. Forty-seven of these newly recruited members were female. By end of the second quarter, the total number of members recruited was 2,424, with 308 or 12.7 per cent of the total being female.

During the reporting period, the ARCS was encouraged to start working on the development of the membership development policy to ensure better implementation coordination and cooperation of the programme at branch levels. By last week of June, with technical support from the Federation, the first draft of the membership development policy was developed, and is now being discussed by the ARCS deputy secretaries general. It is estimated that the draft would be submitted to the leadership for final approval in July.

To better perform the daily activities of the membership development programme at branch levels, the Kabul, Baghlan, Heart, Jalalabad, Kandahar and Mazar-i-Sharif branches that are running the membership development programme were provided with desktop computers.

The membership development process started in early 2005, aiming to develop and maintain branch level governance in the national society. The process started with four pilot branches and expanded to six more after the pilot phase was evaluated positively. Currently, the process is going on in ten out of 34 branches of the national society. Based on the new structure of the national society and information received from ARCS counterparts, the membership development officer position has been created in all 34 branches of the national society, but they are not filled.

However, while it is a positive step that the ARCS leadership has given importance to the process, the capacity of the national society to run the membership program in all 34 branches is far from certain. Following discussions with the deputy secretary general in youth and volunteers affairs, it was decided to review the program in ten branches, and expand to five more branches if the results were positive.

A detailed report of progress in the first ten branches will be provided once the review of progress is finalized. The issue of running the membership programme in all 34 branches is still a question that needs further discussions amongst top management level of the national society.

The plan for the forthcoming reporting period is to expand the membership development process to five more branches, subject to positive evaluation of the first ten (as described above). Furthermore, the central region branches would be provided with training on governance and management, member group organization and issues including Red Cross and Red Crescent values. At the same time, the adoption of the newly developed membership development policy would be practiced at branch levels.

**Expected Result 4:** ARCS has achieved an increased level of financial sustainability through effective fundraising and assets management.

During the reporting period, the first draft policy was shared with the new manager of the ARCS fundraising and assets management department. The next step in relation to policy development would be to review the first draft through a participatory process, taking into consideration comments and feedback from the national society's headquarters and relevant stakeholders.

The Federation OD department had an introductory meeting with the new fundraising and assets management manager of the national society in May. The main aim of the meeting was to discuss fundraising possibilities and the newly drafted policy. As there only two staff in the fundraising department (manager and secretary), the fundraising manager has prioritised international fundraising over national fundraising.

The future plan for the fundraising development section is to finalize the fundraising policy and clearly define the role of the department in relation to internal fundraising and its links and coordination with the development department of the national society. This is expected to be completed by the third quarter of the year.

**Expected Result 5:** Youth volunteers are actively involved in all national society activities and provide a vehicle for the dissemination of the Movement's Fundamental Principles and promotion of humanitarian values.

The youth club activities are currently running in four youth clubs in Kabul, Herat, Jalalabad and Mazar. With the end of the winter holidays, the youth activities which were initially limited only to youth clubs, have been extended to schools where the youth circles are already functioning. 'How to involve volunteers in community development activities and highlight their role in the community' was the purpose of the meeting held with the deputy secretary-general in youth and volunteers affairs of the national society. Additionally, the Kabul youth club was provided with four desktop computers for the youth students to use.



**Youth volunteer girls sing during the Red Cross and Red Crescent Day celebrations.**

The 8 May World Red Cross and Red Crescent Day was celebrated both at the ARCS headquarter and branch levels. Beside the formal celebration of the day, there was a huge youth campaign conducted under the banner of 'No More Discrimination' at ten schools in Kabul province. The "no more discrimination" message was disseminated by the youth volunteers through pre-printed leaflets containing a clear message inviting people – especially the youth – to celebrate peace and co-existence while hundreds of youth volunteers, comprising of male and females, took part in the anti-discrimination campaign. To further encourage the youth volunteers in their activities, a table tennis tournament between ARCS youth volunteers was conducted on 8 May.

Several meetings were conducted with the youth and volunteers department of the national society as work on the development of the volunteers management policy commenced. Practical work on the development of the volunteers' management policy would begin during the next reporting period.

The stationery donated by the Japanese Red Cross was received in June and would be distributed to students in different branches of the ARCS in the third quarter.

### **Impact**

The review of the human resource structures has created the spirit of change in management procedures at the national headquarters level. The leadership, especially the president frequently emphasise the need to bring positive change in human resource development, and are convinced that this is a priority and the key for further developments in the national society. This desire to bring change and development in the human resource system of the national society is the result of years of advocacy by the ARCS and Federation OD teams on the importance of human resource development.

The working groups established on strategic planning development, financial management development and human resource development are significant for the capacity building of the ARCS and a major step toward the encouraging of ownership of the programmes within the national society.

Recruitment of members at the community level has paved the way for better introduction of the ARCS and its mandate at provincial level. This is an important step towards the practical establishment of governance bodies at branch levels which will gradually be extended to the headquarters. Coordination between the youth and membership development programme at national headquarters level is a major step towards retaining youth volunteers. Previously, youth aged 18 and older were leaving the society, but they are now encouraged to stay with the society as its members.

### **Constraints**

Due to the security problems at branch levels, the monitoring and evaluation aspect of the membership development and youth programme activities has been affected. However the programme is monitored by officers from the national society, but the Federation team was restricted from visiting the field due to security reasons.

The Federation OD team has not faced any direct resistance to the change processes being put in place, but the resistance has been felt indirectly. Delay in replying or in giving feedbacks on the development issues are examples in resistance to change. This will be gradually solved after the society fully understands the positive side of the change process in the daily implementation of the programmes in the national society. It is hoped that this will happen when the positive changes to human resources and other management issues become more apparent.

## **Humanitarian Values**

### **Overview**

The main operational component of the humanitarian values (HV) programme is the *Marastoons* project, and it also is integrated into the youth and volunteers programme (a component of the OD programme). The key aim of the programme for 2006 is to adopt a much broader vision of humanitarian values and to integrate this concept into all programmes of the national society. The youth volunteers and *Marastoons* continues to be a key entry point for the sensitization of ARCS personnel from all departments as well as in mobilizing involvement and support of local communities.

During the reporting period, a working communication link between the *Marastoons* department at headquarter and branch levels was established and trainings on financial procedures were developed and implemented. The Federation HV/*Marastoons* department established a monitoring group within the ARCS *Marastoons* department to reinforce better services for the beneficiaries of the *Marastoons*.

A new component for the HV programme is the identification of pilot branches for the development of a participatory social service project (PSSP) designed to assist war traumatised people. This pilot project will require external specific and qualified support and is planned to take place in the second half of the year.

Whereas youth volunteers continued to disseminate humanitarian values messages, as described in the OD programme section, the training of volunteers in HV promotion was not carried out due to funding limitations.

Activities during the reporting period were generally limited due to the absence (sick leave) of the HV/*Marastoon* delegate for six weeks.

**Overall Goal: ARCS has actively contributed to peace building and reconciliation in Afghanistan through the dissemination and practical application of humanitarian values.**

**Programme Objective: ARCS staff and volunteers, as well as selected community groups (including residents of *Marastoons*) have a better understanding of humanitarian values, which is reflected in their behaviour and actions.**

## Progress/Achievements

**Expected Result 1:** ARCS volunteers have improved skills to promote the dissemination and application of humanitarian values.

Research was carried out into the historical background and the current social and political situation of the country, in order to provide the detailed context for the development of the humanitarian values programme. The study demonstrated the impact of the cultural, political and social environment on the behaviour and conduct of citizens, including ARCS employees.

On the basis of the findings of this research, the Federation *Marastoon* department focused on further developing the plan of action together with ARCS counterparts for the remainder of the year. The following activities were agreed upon:

- Establishment of a working group to develop and implement the humanitarian values/social welfare policy and related community-based approach, including the strategic elements and goals of the humanitarian values/social welfare programme which will contribute to the development of an overall strategy of the ARCS.
- Conducting on-the-job training of *Marastoon* and volunteer programme personnel in management and community mobilization.
- Establishment of a sustainable monitoring scheme that includes regular visits to the five *Marastoons*.
- Establishment of an administrative and financial structure within the ARCS *Marastoon* department.

Other activities included further development of an HV pilot project to be carried out by youth volunteers in selected schools in Kabul, the translation into English of key documents, including the HV policy guidelines and a draft plan of action developed by the ARCS humanitarian values department, and the finalization of an assessment form as part of a broader internal review process of *Marastoon* programme. Several meetings were held with the ARCS Presidents Office, OD department and humanitarian values department in order to clarify programme objectives and the plan of action. At present the finalization of the humanitarian values programme concept and plan of action is pending the establishment of the humanitarian values/social welfare working group. It is expected that this working will be operational during the third quarter of this year.

The Federation humanitarian values/*Marastoon* department further developed two project proposals for the training of volunteers and staff in development management and community mobilization. The trainings are expected to commence during the fall of 2006, pending the approval and support of the ARCS humanitarian values/social welfare working group.

## Impact

The preparatory work within the ARCS on the development of the humanitarian values/social welfare programme has generally raised an interest in prioritizing the promotion of humanitarian values, both externally and internally within the ARCS. Although the process of developing a sustainable and well-defined HV programme remains slow due to lack of human and financial resources, significant improvements have been made in department collaboration for the purpose of reforming the humanitarian values/social welfare focus of the national society.

### **Constraints**

Due to the absence of the humanitarian values/*Marastoon* delegate, as well as lack of committed personnel within the ARCS, progress on developing the programme activities has been limited. A working group, comprised of representatives of relevant departments, needs to be established in order to further develop programme concepts, strategies and realistic plan of action. Assistance from the SARD humanitarian values regional delegate has also been requested to assist with this process.

**Expected Result 2:** Destitute people benefit from a better service through a sound and well-functioning *Marastoon* project.

The activities carried out during the second quarter mainly focused on financial processing issues of the *Marastoons* programme at both ARCS and Federation levels. A workshop on processing and monitoring of monthly working advances was conducted in May in Kabul with participation of directors and administrators of four *Marastoons* (Kabul, Kandahar, Jalalabad and Mazar-i-Sharif). The workshop was developed and implemented in collaboration with the ARCS *Marastoon* and finance departments. The Federation continues to provide technical assistance to the *Marastoon* department in the processing and verification of monthly working advances.

The revised 2006 budget and the 2006 plan of action were approved by ARCS on 26 April. The plan of action includes the establishment of a supervisory structure of the programme at headquarters level, the review and development of policies and guidelines, and improved services of the *Marastoons*, including daily care of residents, school education, administration, and training of staff.

Other activities included the establishment of a filing system within the *Marastoon* department, preparation of field visits, a review of the Kabul *Marastoon* services and conditions, and facilitation of ARCS programme officer recruitment.

Activities planned for the next quarter will include a review of the 1,965 basic principles and rules of the *Marastoons*, continued review of the *Marastoon* activities, the development of a fundraising scheme (including the strengthening of income generating projects), the establishment of the ARCS standard filing and administration management system in all five *Marastoons*, and the conduct of field and monitoring visits.

### **Impact**

The ARCS *Marastoons* department was established at the headquarter level during the first quarter of 2006. This enabled the Federation to work more closely with the ARCS on management of the five *Marastoons*.

Better communication has been established between the *Marastoons* department at headquarter level and the branches. This improved flow of information allows both parties to be aware of the progress and problems of the programme.

The on-the-job financial training of the programme has improved the financial management of the *Marastoons*, allowing the *Marastoons* personnel to calculate their monthly working advances based on their budget.

### **Constraints**

The lack of qualified staff within the ARCS *Marastoons* department and the lack of proper training for the senior management of the national society continues to be an obstacle for programme implementation. The *Marastoon* department has yet to appoint a number of programme officers to oversee and facilitate the daily management of the programme and headquarter and regional levels.

Due to security constraints, no field visits were conducted during the reporting period.

**Expected Result 3:** Selected Afghan communities have the skills and the understanding to care for vulnerable people.

During the second quarter, the Federation in collaboration with ARCS HV and OD department worked to further develop the concept of the so-called PSSP. The development process is in its initial stage, and still requires further discussions within the ARCS to clarify specific objectives of the project.

The general aim of this project is to encourage Afghan communities to revitalize traditional practices of caring for destitute and vulnerable people, including war-traumatized individual through community-based welfare activities, particularly in rural communities. This programme would allow for integration of the *Marastoons* project as well as further involvement of the ARCS volunteer, including CBFA and CBDP. As such, this programme would aim at increasing community self-sufficiency in terms of caring for the weakest and most vulnerable people in the society.

### **Impact**

As the activities are still in the development and planning stage, there is no impact for this expected result.

### **Constraints**

The lack of capacity within the *Marastoon* department combined with the delay in establishing the HV/SW working group, has resulted in a very slow project development phase.

## **Implementation and coordination**

With a new president in place since early 2005, the ARCS has embarked on a process of self-reflection and has begun to lay out the plans for necessary changes outlined in the Federation's Framework for Action, which will eventually lead towards the development of ARCS's capacity. One of the positive signs of this development is ARCS's keenness on changing and improving its human resource policy (described in the organizational development section), which the top management of the national society initiated during the first quarter. Towards the end of the second quarter, ARCS started implementing the recommendations of the human resource consultancy report and took steps to introduce the human resource development process and human resource plan of action to the working groups. Further human resource changes, within the ARCS, are expected to be made during the third quarter.

To help the ARCS become a well-functioning national society, the Federation conducted a governance and management briefing/training programme for six newly appointed under secretary generals of the ARCS. It is hoped that this briefing/training will enable the ARCS to have a better understanding of managing their human resources effectively.

Finance development will continue to take place within the ARCS, with help from the finance development delegate at the South Asia regional delegation. A briefing in this area is expected to take place in the third quarter.

### **Coordination, cooperation and strategic partnerships**

The Afghanistan delegation continues to support the ARCS in maintaining close working ties with the ICRC in Afghanistan. This working relationship between the Movement partners (ARCS, Federation and ICRC) was sustained during the second quarter, with the ICRC agreeing to take over eight of the 42 ARCS clinics and Movement partners working together in distributing food and non-food items to the IDPs in Kandahar. In addition to relying on the ICRC as the lead agency in conflict areas like Kandahar, the Movement partners also worked together in May to carry out a joint assessment of the floods in Mazar.

Groundwork has begun for the ARCS's five-year strategic plan, with the initial establishment of technical working groups from among ARCS, ICRC and Federation programme managers.

### **Management of the delegation**

The capacity of the delegation was improved and strengthened with training for a number of staff. The newly recruited programme coordinator and health delegate attended the Federation induction course, the health manager attended a global health workshop and the OD manager attended strategic planning development

training. Between April and May the acting head of delegation ensured the smooth running in the interim period until the new head of delegation took up his position on June 8<sup>th</sup>. Recruitment for a Federation and ARCS reporting counterpart were finally not successful, despite identifying possible candidates.

Finance department carried out assessment on the possibility of conduct all cash transfers to sub-delegations and staff salaries through a banking system. Stricter measures were also put in place to control reimbursement of expenses. The ARCS, Federation and ICRC agreed to form a committee for harmonisation and review of financial support to the national society. The Regional Finance Development delegate spent 1 week in the Afghan Delegation supporting Finance delegate in maintaining balanced budget and reducing core costs

The general security situation was volatile and tensed especially in the in the central, eastern and southern regions. Security of the Kabul delegation is being upgraded with the provision of radio and other communicational training, and living and working environments being thoroughly checked. The delegation is following tight security restrictions under guidelines of ICRC. Weekly meetings are held with UN Security and ANSO security and there is daily contact with ICRC during times of heightened tension. In the sub-delegations, ID cards in English and Dari to be made for all locally-recruited Federation staff members.

All sub-delegations are under scaling down process due to financial constraints. The new HoD has started to examine ways to better manage and monitor the sub-delegations. But as ever, security remains a constraint.

### **[Interim financial report below; click here to return to title page](#)**

*The International Federation undertakes activities that are aligned with its Global Agenda, which sets out four broad goals to achieve the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".*

*Global Agenda Goals:*

- *Reduce the numbers of deaths, injuries and impact from disasters.*
- *Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.*
- *Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.*
- *Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.*

*All International Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering quality and accountable assistance to the most vulnerable.*

*For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>*

International Federation of Red Cross and Red Crescent Societies

MAAAF001 - AFGHANISTAN

INTERIM FINANCIAL REPORT

| Selected Parameters |                |
|---------------------|----------------|
| Reporting Timeframe | 2006/1-2006/6  |
| Budget Timeframe    | 2006/1-2007/12 |
| Appeal              | MAAAF001       |
| Budget              | APPEAL         |

All figures are in Swiss Francs (CHF)

**I. Consolidated Response to Appeal**

|                                    | Health & Care | Disaster Management | Humanitarian Values | Organisational Development | Coordination & Implementation | TOTAL      |
|------------------------------------|---------------|---------------------|---------------------|----------------------------|-------------------------------|------------|
| A. Budget                          | 5'397'682     | 1'195'825           | 2'601'536           | 1'738'002                  | 0                             | 10'933'044 |
| B. Opening Balance                 | 66'895        | 190'966             | 218'789             | 94'403                     | 148'960                       | 720'013    |
| <b>Income</b>                      |               |                     |                     |                            |                               |            |
| Cash contributions                 |               |                     |                     |                            |                               |            |
| Australian Red Cross               | 9'560         |                     |                     |                            |                               | 9'560      |
| British Red Cross                  | 206'550       |                     |                     |                            | 2'208                         | 208'758    |
| Capacity Building Fund             |               |                     |                     | 50'000                     |                               | 50'000     |
| Danish Red Cross                   |               |                     |                     |                            | 578                           | 578        |
| DFID Partnership                   | 33'926        | 37'418              | 6'486               | 34'924                     |                               | 112'754    |
| German Red Cross                   | 4'342         |                     | 142'486             |                            |                               | 146'828    |
| Icelandic Red Cross                | 41'607        |                     |                     |                            |                               | 41'607     |
| Japanese Red Cross Society         |               |                     |                     | 76'042                     |                               | 76'042     |
| Netherlands Red Cross              | 31'817        |                     |                     |                            |                               | 31'817     |
| New Zealand Red Cross              | 25'735        |                     |                     |                            |                               | 25'735     |
| Norwegian Red Cross                | 568'400       | 81'200              |                     | 89'181                     |                               | 738'781    |
| United States - Private Donors     |               |                     |                     | 2'598                      |                               | 2'598      |
| C1. Cash contributions             | 921'937       | 118'618             | 148'972             | 252'745                    | 2'785                         | 1'445'057  |
| Outstanding pledges (Revalued)     |               |                     |                     |                            |                               |            |
| British Red Cross                  |               |                     |                     | 114'000                    |                               | 114'000    |
| Capacity Building Fund             |               |                     |                     | 50'000                     |                               | 50'000     |
| Finnish Red Cross                  | 77'950        | 116'925             |                     | 31'560                     |                               | 226'435    |
| German Red Cross                   | 8'230         |                     | -139'338            |                            |                               | -131'108   |
| Icelandic Red Cross                | -41'200       |                     |                     |                            |                               | -41'200    |
| Netherlands Red Cross              | -31'363       |                     |                     |                            |                               | -31'363    |
| New Zealand Red Cross              | -31'378       |                     |                     |                            |                               | -31'378    |
| OPEC Fund For International C      |               | -20'140             |                     |                            |                               | -20'140    |
| Swedish Red Cross                  | 486'736       | 50'352              |                     | 201'408                    |                               | 738'496    |
| C2. Outstanding pledges (Revalued) | 468'975       | 147'137             | -139'338            | 396'968                    |                               | 873'742    |
| Inkind Goods & Transport           |               |                     |                     |                            |                               |            |
| German Red Cross                   | 218'114       |                     |                     |                            |                               | 218'114    |
| C4. Inkind Goods & Transport       | 218'114       |                     |                     |                            |                               | 218'114    |
| Inkind Personnel                   |               |                     |                     |                            |                               |            |
| Australian Red Cross               | 16'740        |                     |                     |                            |                               | 16'740     |
| British Red Cross                  |               |                     |                     |                            | 30'883                        | 30'883     |
| Danish Red Cross                   |               |                     |                     |                            | 15'087                        | 15'087     |
| German Red Cross                   |               |                     | 37'200              |                            |                               | 37'200     |
| C5. Inkind Personnel               | 16'740        |                     | 37'200              |                            | 45'970                        | 99'910     |
| Other Income                       |               |                     |                     |                            |                               |            |
| Miscellaneous Income               |               |                     |                     |                            | 94'488                        | 94'488     |
| C6. Other Income                   |               |                     |                     |                            | 94'488                        | 94'488     |
| C. Total Income = SUM(C1..C6)      | 1'625'766     | 265'755             | 46'834              | 649'713                    | 143'243                       | 2'731'311  |
| D. Total Funding = B + C           | 1'692'661     | 456'721             | 265'623             | 744'116                    | 292'203                       | 3'451'324  |

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

MAAAF001 - AFGHANISTAN

INTERIM FINANCIAL REPORT

| Selected Parameters |                |
|---------------------|----------------|
| Reporting Timeframe | 2006/1-2006/6  |
| Budget Timeframe    | 2006/1-2007/12 |
| Appeal              | MAAAF001       |
| Budget              | APPEAL         |

All figures are in Swiss Francs (CHF)

**II. Balance of Funds**

|                                  | Health & Care | Disaster Management | Humanitarian Values | Organisational Development | Coordination & Implementation | TOTAL      |
|----------------------------------|---------------|---------------------|---------------------|----------------------------|-------------------------------|------------|
| B. Opening Balance               | 66'895        | 190'966             | 218'789             | 94'403                     | 148'960                       | 720'013    |
| C. Income                        | 1'625'766     | 265'755             | 46'834              | 649'713                    | 143'243                       | 2'731'311  |
| E. Expenditure                   | -1'030'713    | -444'923            | -180'812            | -202'829                   | -153'884                      | -2'013'161 |
| F. Closing Balance = (B + C + E) | 661'948       | 11'798              | 84'811              | 541'286                    | 138'319                       | 1'438'163  |

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INTERIM FINANCIAL REPORT

| Selected Parameters |                |
|---------------------|----------------|
| Reporting Timeframe | 2006/1-2006/6  |
| Budget Timeframe    | 2006/1-2007/12 |
| Appeal              | MAAAF001       |
| Budget              | APPEAL         |

All figures are in Swiss Francs (CHF)

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

| Account Groups                              | Budget            | Expenditure      |                     |                     |                            |                               | TOTAL            | Variance         |
|---|-------------------|------------------|---------------------|---------------------|----------------------------|-------------------------------|------------------|------------------|
|   |                   | Health & Care    | Disaster Management | Humanitarian Values | Organisational Development | Coordination & Implementation |                  |                  |
| A   |                   | B                |                     |                     |                            |                               | A - B            |                  |
| <b>BUDGET (C)</b>                           |                   | 5'397'682        | 1'195'825           | 2'601'536           | 1'738'002                  | 0                             | 10'933'044       |                  |
| <b>Supplies</b>                             |                   |                  |                     |                     |                            |                               |                  |                  |
| Shelter - Relief                            | 338'176           |                  | 129'173             |                     |                            |                               | 129'173          | 209'003          |
| Construction Materials                      | 4'000             |                  |                     | 454                 |                            |                               | 454              | 3'546            |
| Clothing & textiles                         |                   |                  | 54'501              | 1'634               |                            |                               | 56'135           | -56'135          |
| Food  | 23'836            |                  |                     | 19'373              | 68                         |                               | 19'441           | 4'395            |
| Seeds, Plants                               |                   |                  |                     | 58                  |                            |                               | 58               | -58              |
| Medical & First Aid                         | 1'004'900         | 220'213          |                     | 566                 |                            |                               | 220'779          | 784'121          |
| Teaching Materials                          | 36'000            |                  | 109                 | 368                 |                            |                               | 477              | 35'523           |
| Utensils & Tools                            | 24'000            |                  |                     |                     |                            |                               |                  | 24'000           |
| Other Supplies & Services                   | 529'904           | 10'156           |                     | 10'580              |                            |                               | 20'737           | 509'167          |
| <b>Total Supplies</b>                       | <b>1'960'816</b>  | <b>230'369</b>   | <b>183'784</b>      | <b>33'034</b>       | <b>68</b>                  |                               | <b>447'255</b>   | <b>1'513'561</b> |
| <b>Land, vehicles &amp; equipment</b>       |                   |                  |                     |                     |                            |                               |                  |                  |
| Vehicles                                    | 152'400           |                  |                     |                     | 27'209                     |                               | 27'209           | 125'191          |
| Computers & Telecom                         | 119'150           | 2'975            |                     |                     | 9'709                      |                               | 12'684           | 106'466          |
| <b>Total Land, vehicles &amp; equipment</b> | <b>271'550</b>    | <b>2'975</b>     |                     |                     | <b>36'918</b>              |                               | <b>39'893</b>    | <b>231'657</b>   |
| <b>Transport &amp; Storage</b>              |                   |                  |                     |                     |                            |                               |                  |                  |
| Storage                                     | 25'000            | 1'237            | 6'553               |                     | 211                        | 1'031                         | 9'032            | 15'968           |
| Distribution & Monitoring                   | 35'000            | 33'676           | 27'851              |                     | 7'173                      | 21'671                        | 90'373           | -55'373          |
| Transport & Vehicle Costs                   | 714'176           | 72'318           | 15'785              | 13'977              | 9'901                      | -2'283                        | 109'697          | 604'479          |
| <b>Total Transport &amp; Storage</b>        | <b>774'176</b>    | <b>107'232</b>   | <b>50'189</b>       | <b>13'977</b>       | <b>17'285</b>              | <b>20'419</b>                 | <b>209'101</b>   | <b>565'075</b>   |
| <b>Personnel Expenditures</b>               |                   |                  |                     |                     |                            |                               |                  |                  |
| Delegates Payroll                           | 716'328           | 5'636            | 21'845              | 138                 |                            | 39'157                        | 66'776           | 649'552          |
| Delegate Benefits                           | 587'874           | 96'443           | 36'468              | 71'217              | 12'170                     | 20'120                        | 236'417          | 351'457          |
| National Staff                              | 1'460'914         | 187'707          | 55'977              | 40'162              | 50'821                     | 17'791                        | 352'458          | 1'108'456        |
| National Society Staff                      | 2'229'241         | 198'746          | 8'178               | 8'732               | 10'832                     | 27'507                        | 253'995          | 1'975'246        |
| Consultants                                 | 336'400           | -1               | 0                   | 2                   | 5'088                      |                               | 5'088            | 331'312          |
| <b>Total Personnel Expenditures</b>         | <b>5'330'757</b>  | <b>488'530</b>   | <b>122'468</b>      | <b>120'250</b>      | <b>78'911</b>              | <b>104'575</b>                | <b>914'733</b>   | <b>4'416'024</b> |
| <b>Workshops &amp; Training</b>             |                   |                  |                     |                     |                            |                               |                  |                  |
| Workshops & Training                        | 789'405           | 22'356           | 25'265              | 1'451               | 14'027                     |                               | 63'099           | 726'306          |
| <b>Total Workshops &amp; Training</b>       | <b>789'405</b>    | <b>22'356</b>    | <b>25'265</b>       | <b>1'451</b>        | <b>14'027</b>              |                               | <b>63'099</b>    | <b>726'306</b>   |
| <b>General Expenditure</b>                  |                   |                  |                     |                     |                            |                               |                  |                  |
| Travel                                      | 138'000           | 17'734           | 6'833               | 4'530               | 6'816                      | 7'223                         | 43'135           | 94'865           |
| Information & Public Relation               | 211'972           | 4'005            | 894                 | 835                 | 1'125                      | 21                            | 6'879            | 205'093          |
| Office Costs                                | 334'453           | 1'227            | 774                 | 479                 | 4'226                      | 118'697                       | 125'402          | 209'051          |
| Communications                              | 167'268           | 427              | 159                 | 57                  | 302                        | 26'335                        | 27'280           | 139'988          |
| Professional Fees                           |                   |                  |                     |                     |                            | 1'019                         | 1'019            | -1'019           |
| Financial Charges                           |                   |                  | 1                   |                     |                            | 54'716                        | 54'716           | -54'716          |
| Other General Expenses                      | 244'000           | 116'516          | 28'760              | 22'805              | 21'442                     | -186'032                      | 3'491            | 240'509          |
| <b>Total General Expenditure</b>            | <b>1'095'693</b>  | <b>139'910</b>   | <b>37'420</b>       | <b>28'704</b>       | <b>33'910</b>              | <b>21'978</b>                 | <b>261'922</b>   | <b>833'770</b>   |
| <b>Depreciation</b>                         |                   |                  |                     |                     |                            |                               |                  |                  |
| Depreciation                                |                   |                  |                     |                     |                            | 14'117                        | 14'117           | -14'117          |
| <b>Total Depreciation</b>                   |                   |                  |                     |                     |                            | <b>14'117</b>                 | <b>14'117</b>    | <b>-14'117</b>   |
| <b>Program Support</b>                      |                   |                  |                     |                     |                            |                               |                  |                  |
| Program Support                             | 710'648           | 64'102           | 28'920              | 11'596              | 13'184                     | 9'808                         | 127'610          | 583'038          |
| <b>Total Program Support</b>                | <b>710'648</b>    | <b>64'102</b>    | <b>28'920</b>       | <b>11'596</b>       | <b>13'184</b>              | <b>9'808</b>                  | <b>127'610</b>   | <b>583'038</b>   |
| <b>Operational Provisions</b>               |                   |                  |                     |                     |                            |                               |                  |                  |
| Operational Provisions                      |                   | -24'760          | -3'123              | -28'200             | 8'526                      | -17'014                       | -64'571          | 64'571           |
| <b>Total Operational Provisions</b>         |                   | <b>-24'760</b>   | <b>-3'123</b>       | <b>-28'200</b>      | <b>8'526</b>               | <b>-17'014</b>                | <b>-64'571</b>   | <b>64'571</b>    |
| <b>TOTAL EXPENDITURE (D)</b>                | <b>10'933'044</b> | <b>1'030'713</b> | <b>444'923</b>      | <b>180'812</b>      | <b>202'829</b>             | <b>153'884</b>                | <b>2'013'161</b> | <b>8'919'884</b> |
| <b>VARIANCE (C - D)</b>                     |                   | <b>4'366'969</b> | <b>750'902</b>      | <b>2'420'724</b>    | <b>1'535'173</b>           | <b>-153'884</b>               | <b>8'919'884</b> |                  |