

# 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

## INDIA

16 December 2004

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### In Brief

**Appeal No. 01.57/2004; Programme Update no.2, Period covered: 1 May to 31 August 2004; Appeal coverage: 129.9%; Outstanding needs: nil.**

*(Click here to go directly to the attached Contributions List (also available on the website).*

**Appeal target: CHF 7,040,353 (USD 6,097,128 or EUR 4,578,111); Note, as mentioned in Programme Update no.1 this is an increase from the originally appealed amount of CHF 5,779,855.**

**Related Emergency or Annual Appeals: [India Floods Request for Assistance 16/2004](#)**

**Programme summary:** During the reporting period May to August 2004, India suffered severe flooding with the northern states of Assam and Bihar the hardest hit. The Indian Red Cross responded rapidly and efficiently. In addition to the launch of an emergency operation with the request for assistance for Assam and Bihar (16/2004), the national society delivered other core programmes in disaster management, (including reconstruction), health and HIV/AIDS, as well as organisational and branch development with integrated humanitarian values initiatives. While programme and assistance quality have improved significantly, there are still challenges in terms of budget variances in terms of low expenditure.

NB. As outlined in Programme Update no.1, the increase in the appeal budget is due to activities under the Gujarat rehabilitation health project (PIN 515) not being completed as scheduled in 2003 and rolled over into 2004.

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This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents). All International Federation assistance seeks to adhere to the [Code of Conduct](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response](#) in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, or for a full description of the national society profile, please access the Federation's website at <http://www.ifrc.org>

## **Operational developments**

There was a change of central government during the reporting period and it completed its first 100 days on 30 August.

The Indian Red Cross Society (IRCS) held its governing board meeting on 15 September, chaired by the chairperson (Minister of Health). The board voted to extend the term of the current Secretary General for another two years to March 2007, and extended the term of the vice chairperson by two years.

The IRCS continued to scale up its HIV/AIDS activities. All interested partners (the American, British, Canadian, German, Netherlands, Spanish and Swedish Red Cross national societies) who had agreed to a consortium approach, had a second round of discussions on 27 July - 3 August in order to move the consortium forward. This was a follow-up to the March 2004 meeting in Kathmandu, and a field trip to programme areas followed the latest meeting. Three working groups with specific tasks (finance, programmes, and organisational development) were formed because of this meeting.

In the area of public health, the IRCS has planned to equip two Red Cross centres to improve the health of women and children. These centres, along with the local primary health centres, will provide antenatal and postnatal care as well as immunisation activities.

To strengthen IRCS in emergency health response at state level, a national level workshop on 'Public Health in Emergencies' was held for participants with a medical background to deal with health emergencies during a disaster.

As outlined in Programme Update 1, the reconstruction project in Gujarat concluded with 155 buildings constructed/rehabilitated in three districts. The national societies of Japan, Hong Kong, Singapore, Germany, Netherlands, France, Guadeloupe and Canada funded these projects.

Severe flooding in June/July in Assam and Bihar affected 33 million people and resulted in over 900 deaths. The IRCS responded immediately and there was a high level of community participation. A 'Request for Assistance' was launched on 27 July for CHF 2,982,000 to assist 250,000 beneficiaries (Appeal 16/2004). Please refer to the request for assistance and subsequent operations updates at [www.ifrc.org](http://www.ifrc.org). The 25,000 family packs of non-food items issued for the floods response need to be replenished and increased in quantity to cover 50,000 families.

Disaster management coordinators appointed in three further states during the reporting period brought the total to six of eight targeted disaster-prone states. The latest states to gain DM coordinators are Bihar, Andhra Pradesh and West Bengal. A consultant has also been appointed for the renovation of warehouses at Bahadurgarh and Salt Lake (Kolkata), while the national society utilised its own funds to finalise the second phase of the Viramgam warehouse renovation.

The Indian Red Cross strategic development plan endorsed by the Indian Red Cross governing board in March is awaiting final approval of the Secretary General. The new uniform branch rules and procedures for state/union territory branches were placed before the state branch secretary meeting in Mumbai in June 2004 to discuss their implementation. A legal expert will look at the rules before they are forwarded to the president for approval. A review of the Indian Red Cross organisational development programme was conducted in May/June and the draft report has been circulated for comments.

The IRCS recognises the need for basic level finance development at branch level. While there have been achievements in the area of high-level financial information management through the Navision system at the national headquarters, there has been very little developments at district branch level. There is a growing need for development at branch level as more activities become nationwide; however, this needs to be seen as a progressive development process. Improved financial management systems at national headquarters will facilitate and necessitate finance development at the state and district levels, and trainings are being conducted and guidelines put in place together with the Federation and IRCS.

The Indian Red Cross has a new chairperson (also the Health Minister) and new members have joined the governing board.

## **Health and care**

**Overall goal: To improve the health of vulnerable populations in targeted states of India through prevention and health promotion in communities, with a particular focus on HIV/AIDS and also through effective response in emergencies.**

**HIV/AIDS project objective: The capacity of the IRCS to raise awareness of HIV/AIDS prevention and advocate for the dignity of people living with HIV/AIDS is increased in targeted states and at the national level.**

### **Expected results**

- The IRCS capacity to address HIV/AIDS prevention nationwide strengthened through developing policy, confidentiality guidelines for volunteers and a five-year strategic plan;
- peer education among youth and children through youth/junior Red Cross implemented in five selected states;
- HIV/AIDS prevention programme in communities is implemented in two selected states through Red Cross volunteers; and
- impact of HIV/AIDS amongst people living with HIV/AIDS (PLWHA), particularly children and their HIV positive mothers, reduced in three selected states through six care/counselling and social support centres, community awareness raising and advocating for their dignity.

### **Progress/achievements**

The IRCS consortium approach to HIV/AIDS control as outlined in Programme Update 1 has progressed. This is being developed alongside the four-year HIV/AIDS strategy (2004 to 2007).

The consortium approach is designed to expand and implement a coherent, streamlined and comprehensive HIV/AIDS programme over the long term. In a follow-up to the Kathmandu meeting in March attended by interested partners (American, British, Canadian, Danish, German, Netherlands, Spanish and Swedish Red Cross societies), another gathering was held in Delhi during 27 July – 3 August to move the consortium forward. The IRCS HIV/AIDS control programmes in Tamil Nadu and Andhra Pradesh states were also visited. The latest meeting resulted in the formation of three working groups to cover programme, finance and organisational development respectively; another group was formed to coordinate the other three and all are operational.

The HIV/AIDS awareness programme, through youth peer education, has continued and been expanded from two to four districts each in the states of Tamil Nadu and Andhra Pradesh as well as in two districts of Maharashtra. Workshops involving the branch secretaries and programme personnel at state and district level were held with the purpose of ensuring a uniform approach to implementation. The workshops developed and outlined a standard reporting format and clear guidelines on financial management, and a number of promotional materials, such as badges, stickers, frequently asked question booklets, bags, T-shirts and leaflets are being developed.

The concept of HIV control through the Red Cross volunteer network has been developed and implementation will follow. Red Cross volunteers in selected districts of Tamil Nadu and Andhra Pradesh will be trained to undertake promotional activities in a planned manner.

A review of the HIV/AIDS community care and support centre established last year in the Nammakal district of Tamil Nadu has resulted in a similar project launched in the district Dharampuri. Currently, 16 children in Nammakal and eight in Dharampuri are enrolled and regularly attending the centres, while the HIV positive women involved in the self-help groups are able to generate some income for themselves.

The care and support project in Tambaram hospital commenced on 1 July 2004, and during the first month, it provided support to 8,318 patients through nutrition and hygiene packs. The in-patient capacity ranges from 300 to 340, and the patients occupy on average 10 days in the hospital. Counselling support to patients and their families has been provided as planned. There is a plan to build a waiting hall for families of patients who currently have no shelter, and this waiting hall will also be used for counselling and health promotion activities.

## **Impact**

Good coordination between national headquarters and state branches has led to proper implementation of the HIV control programme in the states.

District authorities have recognised IRCS programmes and are readily providing support to implement the national society HIV/AIDS control programme.

The care and support centres in Namakkal, Dharampuri and Tambaram are providing direct support to children and people living with HIV/AIDS.

## **Constraints**

The programme and financial management structure of the national society in relation to the HIV/AIDS project still needs to be streamlined and strengthened. Training workshops have been conducted with finance officers at district levels. Discussions are underway to give clear guidelines and conduct training at state level together with the Federation and IRCS, while programme management structures have been reviewed and the changes will be implemented by the end of the year.

**Community-based health project objective: To enhance preventive health in communities, focusing on communicable diseases, common health problems, reproductive and child health, and response in emergencies, through Red Cross volunteers and traditional birth attendants, in coordination with community outreach workers.**

## **Expected results**

- Red Cross volunteer network capacity is strengthened to provide community-based first aid (CBFA) services and outreach preventive health activities in five selected states;
- awareness of common health problems in communities increased along with reproductive health issues among women of reproductive age promoted in three selected states;
- health of women and their children improved through community-based reproductive and child health programme, by equipping two Red Cross centres to provide antenatal and post-natal care, and immunisation activities in collaboration with local primary health centres (NB This expected result has changed since Programme Update 1 with the number of centres reduced from 15 to two. See 'constraints' section below for details);
- polio immunisation campaign is effectively conducted in six targeted states in coordination with the Ministry of Health, World Health Organisation (WHO), United Nations Children's Fund (UNICEF) and other partners;
- the impact of tuberculosis reduced through raising awareness, reducing stigma and discrimination in communities and through increasing patient compliance to treatment in one district each of three states;
- IRCS capacity enhanced through training of branch staff and Red Cross volunteers in emergency health, CBFA, disaster response (DR), disaster mental health and psychological care in coordination with disaster management (DM) and the disaster health response unit;
- emergency stock procurement agreement established and tools developed; and
- coordination with other sectors.

## **Progress/Achievements**

In pursuit of building up the Red Cross volunteer network, there have been training sessions for branch secretaries and coordinators at district and state level in the states of Andhra Pradesh, Rajasthan, West Bengal and Bihar. These sessions have outlined the concept of and plan for strengthening the volunteer network along with financial management and reporting requirements. District-level training of volunteers (two per district) for each of the states is planned for the coming quarter, and the interim review of the programme is also in the pipeline. The programme will involve an overall of 10 districts per state.

The national society will equip two (reduced from 15 as indicted in the Annual Appeal and Programme Update 1) Red Cross women and children health centres (see the 'constraints' section below for details). These centres will provide antenatal and postnatal care as well as immunisation activities in collaboration with the local primary health centres. A detailed activity plan will be created for implementation of the programme during the next quarter.

A lack of adequate capacity at the national headquarters level meant no progress in the tuberculosis programme during the reporting period, and this activity will not be conducted in 2004.

Indian Red Cross branches in the states of West Bengal and Gujarat participated in the Pulse Polio Campaign during May. Red Cross volunteers assisted in the immunisation programme before, during and after the campaign in these two states.

To strengthen IRCS in emergency health response at state level, a six-day national level workshop on 'Public Health in Emergencies' was held in July. There were 20 participants (all with medical backgrounds made up of doctors and paramedic staff) drawn from the states of Gujarat, Andhra Pradesh, Bihar and Orissa. The participants received practical knowledge in how to deal with public health during emergency health disasters, and found the exercise very useful as it exposed them for the first time to this form of training. The IRCS plans to conduct further training workshops at state level to prepare resource persons to respond when disaster strikes. The workshop involved the disaster management department, exhibiting the IRCS move towards better coordination and crosscutting between core programmes.

There has been no progress on the agreement for emergency stock procurement of medical supplies and equipment due to the non-availability of a WHO validated supplier and difficulty in identifying a single supplier who could supply the whole package.

### **Impact**

The 'Public Health In Emergencies' workshop will help to develop a group of resource persons who will be available at state and district level at the time of disaster.

Good coordination between the national headquarters and state branches has led to proper implementation of the Red Cross volunteer network programme at the state level.

### **Constraints**

A lack of capacity at national headquarters forced the reduction in the planned number of equipped women and children health centres from fifteen to two, while the programme and financial management structure at the IRCS continues to be a constraint. However new structures put in place should be functional by the end of the year.

**Health reconstruction in Gujarat project objective: Reconstruction of health facilities under the Gujarat earthquake rehabilitation appeal completed.**

### **Expected result**

- 113 permanent health care facilities are rehabilitated in Kutch, Banaskantha, Surendranagar and Rajkot.

### **Progress/achievements**

The construction of health facilities projects in Gujarat has been successfully completed in April 2004 and the field office in Bhuj was closed in May 2004. A total of 155 buildings were constructed in three districts of Gujarat, which were affected by the earthquake of 2001. Below is a breakdown of the project.

District	Anganwadi	SHC	Dispensary	PHC	Total
Surendranagar	15	11	1	5	32
Rajkot	81	0	0	1	82
Kutch	26	3	5	7	41
<b>TOTAL</b>	<b>122</b>	<b>14</b>	<b>6</b>	<b>13</b>	<b>155</b>

PHC = primary health centre, and SHC = sub-health centre.

National societies from Japan, Hong Kong, Singapore, Germany, the Netherlands, France, Guadeloupe and Canada funded the above projects.



*One of the newly constructed anganwadis (childcare centre) in Gujarat*

**Impact:** The government of Gujarat has checked and approved the permanent health facilities, designed and constructed as seismic proof structures. These buildings are designed to last 50 years and will serve a population of 788,000 annually according to government criteria.

The construction work provided employment opportunities for skilled and unskilled people for two years, and also provided opportunities for local small-scale businesses. In total, an estimated half a million people committed to the entire project's completion, injecting approximately INR 50 million (CHF 1.5 million) back into the community.

**Constraints**

Nil.

## **Disaster management**

**Overall goal: IRCS has become the leading DM agency in India through improved disaster preparedness and DR capacity, leading to reduced vulnerability of communities to disasters.**

**Programme objective: To improve and strengthen the capacity of the IRCS in disaster preparedness and DR to enable efficient response to disasters, and to empower communities to reduce their vulnerability in eight targeted states by the end of 2004.**

### **Expected result 1**

- Clearly laid out DM policies and plans, procedures and protocols established in line with the Movement's strategy, Strategy 2010 and the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE), and based on the IRCS strategic development plan; and
- participation in interagency initiatives is continued, linkages with key DM agencies strengthened and nationwide dissemination of policies and plans is done.

### **Progress/achievements**

The IRCS continues to chair disaster management sector meetings with participation from partners and Federation disaster management. The IRCS participated in the relief commissioner's meeting hosted by the government on 3 July. It is an annual national event significant to the nodal ministry where state-level disaster management issues are discussed. The IRCS was the only non-governmental organisation invited. In addition, the IRCS has been an active participant in all the major coordination forums on the ongoing floods emergency operation, which includes United Nations Development Programme (UNDP), government and humanitarian agencies. The IRCS national headquarters continue to provide regular updates on the disaster, along with its state and district branches.

Cross-sector integration efforts within the Federation delegation have seen regular DM team participation and necessary provision of support.

During the reporting period, the IRCS-Federation DM team finalised draft pamphlets on the four areas of disaster: floods, earthquakes, drought and cyclones. A state level training curriculum, plan and policy document was also drafted, in line with the Movement's strategy document, incorporating tools and recommended guidelines from the well prepared national society questionnaire, among others. During this period, the development of the draft disaster response strategy and the evolution of a DM programme logframe up to 2006 was completed. These documents are due to be finalised by the end of 2004, incorporating the emerging programme needs and necessary endorsement by IRCS leadership.

The IRCS continues to be an active member of SPHERE India and has integrated SPHERE into training, both at national and state level. In line with the in-country commitment to ongoing initiatives towards SPHERE

promotion, the Federation disaster preparedness manager facilitated a national level training-of-trainers on SPHERE. Moreover, the national society conducted a presentation on disaster management programme for UN agency representatives in Delhi, while the IRCS-Federation disaster management team took part in coordination meetings with USAID.

During July, the IRCS-Federation disaster management team participated in a mid-term review of the national society's community-based cyclone preparedness programme, supported by the German Red Cross.

### **Impact**

Through regular information sharing forums, such as sector meetings and SPHERE interagency meetings, the IRCS keeps its partners updated on disaster management programme activities. These forums also allows it to share management tools and explore opportunities for future cooperation and funding, and the developed strategies have paved the way for a holistic approach to DM programme planning. Regular participation in external coordination events further helps the IRCS in marketing its role and capacity in the field of disaster management in India.

### **Constraints**

The DM human resources engaged in external coordination and profile-building events pushes the existing team members to the limit of their capacity. Although participation in such events is extremely important and relevant, it puts added pressure on the severely understaffed DM team. The national society is considering filling the gap with adequate key programme/department staff and mobilising human resources from within the IRCS to resolve this situation. The IRCS leadership and management will define the methodology to address the issue accordingly.

### **Expected result 2**

- The IRCS national DR system is improved at all levels; and
- mechanisms for disaster coordination and information management further developed.

### **Progress/achievements**

Severe flooding in June/July devastated the states of Bihar and Assam on a large scale. This disaster affected approximately 33 million people and resulted in over 900 deaths. The Indian Red Cross responded to the first wave of floods by way of a strong community-level presence, and improved communication and much greater coordination have led to much improved response by the IRCS.

There has been substantial progress towards creating a robust response structure within the IRCS. A team-building event was held for the national disaster response team (NDRT) in July, with the objective of building a common understanding on assessment techniques and methodologies, information and reporting procedures, along with the NDRT standard procedures. The training offered an opportunity for feedback on the standard operating procedures. The deployment of a NDRT assessment team to Bihar in the wake of devastating floods there immediately followed the event.

State level disaster response teams (SDRT) are planned in four of the state branches during 2004. The Indian Red Cross state branches have expressed keen interest in creating these teams, and it is expected this will be achieved by the end of the year.

The DM team facilitated disaster preparedness and response sessions for the 'Health in Emergency' workshop held in July. There was close coordination between health and DM in planning the workshop, which aimed to produce health experts for disaster assessment and intervention, as well as prepare potential NDRT candidates for future training under the health sector.

An IRCS-South Asia regional delegation joint regional disaster management/organisational development meeting was held in Delhi in July. The IRCS shared information with visiting national societies from South Asia regarding its disaster response tools, and conducted a field demonstration (practical deployment for the mobile disaster unit, disaster response unit, Telecom, and Rub Hall etc).

The IRCS finalised their water and sanitation equipment rehabilitation, which included the development of a module on how the water and sanitation unit can function complementary to other units, or even work

independently. The preparation of draft deployment standardised procedures, replenishment of chemicals and procurement of equipment was carried out for the filter unit and distribution unit. The IRCS carried out repairs, ensured the equipment was operational and trained their warehouse logistics personnel in the usage of the LMS water treatment unit. The water and sanitation units were packed into 40 boxes that included complete packing lists and markings put on pallets at the Bahadurgarh warehouse, ready for deployment when needed.

The Indian Red Cross via its disaster management programme was one of the first organisations to respond to the floods. Trained volunteers helped during the search and rescue phase, providing first aid and support with resources mobilised locally. Preparedness measures established by the IRCS such as the raised flood platform with water tube wells and latrines in Assam and the 30 raised water tube wells in Bihar were very helpful for the flood affected populations in the two states. Four regional warehouses released 25,500 family packs from disaster preparedness stocks.

The disaster management centre continued to be utilised, collating and issuing daily information reports during the flood emergency.

### **Impact**

Community-level investments made during 2001-2003 under the pilot DR programme have improved state-level response capability. The investment is reaping benefits in terms of trained DP volunteers able to effectively assist affected people during the 2004 flood disaster. These volunteers provided first aid, psychological support, as well as participated in search and rescue activities and relief distribution.

The Bihar and Assam state branches managed to raise funds locally to meet the urgent needs of vulnerable people. The Gujarat state branch along with the district branch mobilised resources and met the needs of 1200 families with their own resources, which was complemented by further assistance from the national headquarters. The community-based raised platform, tube wells and latrines helped save the lives of many people during the flood situation and reduced their exposure to waterborne diseases.

The state-based NDRT member's ability to be proactive has led to improved timing and quality of early disaster information reaching the national headquarters.

The NDRT team-building event has resulted in a well functioning team. Members are knowledgeable about disaster assessment methods, rules and regulations, and are familiar with disaster response tools and equipment. Such a well-developed pool of skilled DM people and successive mobilisation opportunities will positively affect the development of the national society's response capability, while the rehabilitation work has enhanced the water and sanitation capacity.

### **Constraint**

Human resource constraints continue to hamper this programme. This is an area the IRCS needs to further work on to balance the hardware with the software aspects. However, the expansion of the programme into an additional seven disaster-prone states (besides Gujarat) and the establishment of a DM structure are helping to strengthen the disaster preparedness and response capacity of the IRCS at national and state levels. A new concept of deploying NDRT members for specific tasks to work with other state branches and national headquarters has been developed, and it is proving to be effective in providing alternative human resources when needed, without over-extending the current DM staff.

### **Expected result 3**

- Strategic logistics systems (including the renovation of the two warehouses at Bahadurgarh and Kolkata), policies and procedures planned and maintained;
- relief items specifications are standardised with respect to gender, environmental and cultural considerations to complete the existing DP stock for 20,000 families and to increase this stock to cover 50,000 families; and
- it is planned within 2004 (subject to availability of land in the name of IRCS) to construct a district level warehouse.

### **Progress/achievements**

During the reporting period, there has been a high level of procurement activity in both the IRCS and Federation in the wake of the June/July flood disaster. The greater involvement of the national society in the procurement process has helped build confidence in the IRCS in this and related areas.

A total of 25,000 family packs were released in response to the 2004 flood disaster, which will be replenished through the 'India Floods Request for Assistance' (16/2004). However a further 25,000 family packs are required to achieve the target of having stocks to cover 50,000 families. This procurement will be conducted under the DM programme as per the Annual Appeal.

The national society procurement manual is nearing completion with the involvement of DM-logistics, and specifications for certain relief items have been further refined for increased accuracy.

The warehouse renovation activities have continued, with a consultant appointed for the renovation of the warehouses at Bahadurgarh (Delhi) and Salt Lake (Kolkata) and the appointment of contractors in progress. The IRCS utilised its own funds to complete the second phase of the Viramgam warehouse (Gujarat) renovation.

The construction of the district branch warehouse (a new activity outlined in Programme Update 1) has not progressed (see 'constraints' below).

### **Impact**

A much-improved strategic warehousing system, together with a manual of procedures, is improving the IRCS logistics system.

Pre-positioned DP stock helps the society to be more prepared, and this was borne out of the recent flood emergency. DP stock pre-positioned in the Salt Lake, Bahadurgarh and Viramgam warehouses was released in the initial stages of the emergency. The disaster response tools functioned well, enabling the IRCS to be ahead of many other humanitarian organisations in response to the situation. Unfortunately, other factors such as lengthy procurement, security issues and truck driver strikes affected the timely distribution of relief materials.

### **Constraints**

It is still hoped that the planned for district branch level warehouse can be constructed within the current year; the identification of a suitable site however has yet to be finalised.

### **Expected result 4**

- DP capacity of the Gujarat branch, along with seven other targeted states, is strengthened (based on the proposal received from the Gujarat state branch, the following activities are being added to fulfil the expected result in Gujarat: community-based disaster preparedness follow-up in Gujarat, in addition to the plans to expand into three more districts);
- disaster and hazard awareness increased at the community level to improve DR mechanism; and
- national headquarters/state branch networking, and intra and inter-state coordination are strengthened.

### **Progress/achievements**

The process of recruitment of DM coordinators has progressed in the last few months with support from the national headquarters-Federation DM team. During the reporting period, DM coordinators have been appointed in Bihar, Andhra Pradesh and West Bengal, while an appointment is nearly finalised in Tamil Nadu. With this round of appointments completed, all the targeted states except Assam will have DM focal persons in place.

The construction of the control room in Gujarat is nearly completed with funding from the Hong Kong Red Cross. Other humanitarian agencies continue to involve the Gujarat branch in DM-related activities within the state, and organisations such as the UNDP, the State Disaster Mitigation Authority and other NGO's continue to recognise the branch for its coordination and disaster response role.

Other state branches among the targeted states are scaling up their disaster preparedness capacity and seeking assistance from national headquarters. The Finnish Red Cross is seeking, through this appeal, to support the West

Bengal disaster management programme that targets two states. Proposals have now been received from the West Bengal state and district branches.

The DM control room concept and equipment list have been completed. The concept is to establish control rooms in the eight-targeted disaster-prone states. Disaster preparedness capacity building workshops are being held with various district branches in Orissa and Maharashtra, while requests for technical support have been received from other states.

### **Impact**

The appointment of DM coordinators at the state level is a positive step forward, and helps the DM programme to better identify, reach and serve vulnerable people. The IRCS disaster response mechanism will be improved, which will ensure timely assistance. The strengthened preparedness capacity in Gujarat has improved communication between the districts, states and national headquarters. The targeted states are organising disaster preparedness capacity building (DPCB) in their district branches for the first time, and the newly appointed DM coordinators as the focal points for DM are the contact persons at the state branch. They in turn coordinate with the national headquarters DM department, other NGOs and partners at the state level for exchange of technical information and knowledge. The DM coordinators are working on setting up control rooms at their respective branches and preparing for the creation of state level disaster response teams (SDRT).

### **Expected result 5**

- Disaster and conflict preparedness, along with response capabilities of communities in multi-hazard-prone districts in two to four disaster-prone states is strengthened in cooperation with the International Committee of the Red Cross (ICRC); and
- community material developed and supported by the cross-sector health, OD and disaster mental health components.

### **Progress/achievements**

Training material comments have been incorporated, and drafts circulated with endorsements by the IRCS. This and awareness material are in the final review stages. The DP trainer's material has been developed with inputs received from health, OD, disaster mental health (DMH) and humanitarian values. The developed disaster management's capacity building manual will be printed and distributed to the society's targeted eight states branches as well as other relevant branches.

### **Impact:**

Standard training materials for community and volunteer training are available to IRCS branches. The training materials have been finalised and printed, while the community-based disaster management (CBDM) manual is presently being printed.

### **Constraints**

There are continued human resource constraints at IRCS national headquarters that have an impact on the Federation's disaster management team. The recruitment process of the state branch DM coordinators also took longer than anticipated, and many activities targeted have yet to be carried out. This however does not mean the DM programme will scale down as temporary alternatives may be considered, such as NDRT members.

## **Humanitarian values**

**Overall goal: Enhance the capacity of the IRCS to deliver its humanitarian message both within and outside the national society, and to advocate tolerance and coexistence in communities.**

**Programme objective: To increase the capacity of the IRCS to deliver its humanitarian message both within and outside the society, leading to tolerance and coexistence in the communities.**

### **Expected results**

- Awareness of the Movement's principles and international humanitarian law will have increased within and outside the IRCS through training and knowledge sharing;

- Raise awareness and strengthen the knowledge, understanding and respect of the Red Cross/Red Crescent movement among public authorities;
- Red Cross principles will have been disseminated through health, DM and organisational programmes; and
- IRCS leadership promotes Red Cross principles among counterpart agencies.

### **Progress/achievements**

There has been extensive dissemination of humanitarian values (HV) material and promotion of HV via junior and youth Red Cross activities nationwide during the reporting period.

A series of events by the Delhi state branch, which included dissemination of Red Cross/Red Crescent Principles and promotion of the 'stop discrimination' theme, marked world Red Cross Day in May. Youth Red Cross counsellors from 24 nearby districts participated in a dissemination session, which covered topics such as the Movement Principles, while school students participated in street rallies promoting anti-discrimination and the respect for human dignity.

Induction courses held for new staff in the IRCS and Federation included outlines of the Movement's Principles.

In Andhra Pradesh, World Environment Day was picked by school students to disseminate fundamental principles and values through various activities.

In an activity to promote understanding of the Red Cross emblem and to protect its integrity, volunteers from the Manipur state branch conducted mass dissemination sessions on emblem awareness in two districts, covering medical stores, doctors and pharmacies.

In Karnataka, 118 schools were registered as junior Red Cross units during June. Similarly, 65 more schools participated in the junior Red Cross (JRC) registration drive in Madhya Pradesh. In Nagaland, Junior Red Cross-registered schools inaugurated a donation drive in Kohima.

A Junior Red Cross training-of-trainers (TOT), held in July at the Karnataka state headquarters, targeted capacity building and skill development of the JRC counsellors to enable them to impart effective training to juniors. Thirty-three JRC counsellors participated in the exercise. A youth Red Cross (YRC) activity was also organised by the Orissa state branch on the development of Red Cross and YRC movement.

As outlined in Programme Update 1, a 'youth befriending' programme (based on a similar one conducted by the British Red Cross) was planned, with a TOT to be developed from May to June and implemented in July as the first round of TOT exercises. On further discussion, it was decided a pilot programme would be initially taken up in one state. Further discussions revealed the need to first circulate draft course material to state branches for feedback on content, as the original course was developed in another country and it is important to localise the contents before filtering it down to the relevant audience. The sharing of course contents has already been initiated, which will lead to a TOT in early 2005.

All activities yet to be carried out under the Appeal have been scheduled for the final quarter of the year, and will be carried out in full cooperation with the national society.

### **Impact**

There is greater recognition of the emblem and more understanding of the Red Cross Red Crescent principles and values among the junior and youth Red Cross volunteers and communities.

### **Constraints**

Human resource constraints at the national society level highlighted previously is partially addressed with the appointment of a new DM information focal point, which will give more time to the dissemination officer to invest in humanitarian values activities. While this is a step forward, the national society is working towards the appointment of a full time HV counterpart for national level activities.

The 'youth befriending' programme has not proceeded as quickly as planned for the reasons outlined in the 'progress/achievements' section.

## **Organisational development**

**Overall goal: To raise the capacity of the national headquarters and the branches in mobilising, organising and managing local resources in order to improve the situation of the vulnerable.**

**Programme objective: The IRCS structure, systems, resources and image are enhanced in order to increase the capacity of the national headquarters and branches to deliver effective volunteer-based programmes in the community.**

### **Expected results**

- A national branch development policy and strategy developed and capacity of the national headquarters and state branches to provide development support to the branches increased;
- integrity of IRCS promoted, ensuring respect and compliance with the Fundamental Principles by reviewing, amending and establishing the constitution, organisational structure, rules, policies and procedures in accordance with the needs of the organisation and in coherence with the policies of the Movement;
- a national resource development strategy and policy integrating financial, material as well as member development, mobilisation and maintenance is developed and established;
- capacity for information and communication at the branch level and at national headquarters improved and upgraded;
- capacity for financial planning, management and reporting at headquarters improved and upgraded and a finance development project for the branches designed and established;
- a community-based volunteer management system, including relief and emergency volunteers, developed and established and youth/junior Red Cross developed; and
- human resources development system and training programme for governance, volunteers and staff developed and established.

### **Progress/achievements**

#### **Branch development**

Planned branch development workshops in Orissa and Andhra Pradesh did not take place due to a variety of reasons, including differences among the sector programmes, branches and headquarters to agree on a methodology. However, they have agreed to two DM capacity building workshops that are planned for Maharashtra and Orissa in September, which will be co-facilitated with OD since they have strong branch development components. The workshops are based on the successful model conducted in Gujarat in 2003 and will be extended to other disaster-prone states where DM coordinators have been recruited in 2004.

The Indian Red Cross has in 2004, identified the development of north-eastern state branches as an area of priority for branch development in year 2005, which has been included in the Appeal for 2005.

Gujarat state branch development activities have been gaining momentum. Between May and August 2004, the state branch has achieved the following:

- Provided first aid training to 60 employees of Reliance Infocom at Ahmedabad and Surat.
- Developed a promotional brochure of state branch activities, with the aim of raising funds for the Gujarat state branch.
- Drafted and presented personnel policy for the state branch to the state branch executive committee.
- State branch is taking up a Thalassaemia prevention project worth RS 15,000,000 (approximately CHF 410,000).
- Launched a fresh membership drive in the district branches, gaining a mixed response. While some branches were keen to enrol new members, others were reluctant.
- Carried out flood relief in flood affected areas in July-August.

#### **Impact**

State branch activities are more organised, communication with district branch secretaries has improved and financial reporting has improved significantly, with state branches looking at long-term development.

The presence of capacity building officers in four district branches has assisted the branches in organising activities, despite differences at the governance level of district branches that have slowed down progress in some branches.

### **Organisational development**

The Indian Red Cross strategic development plan, endorsed by the Indian Red Cross governing board, is under preparation for printing and the final approval of the Secretary General.

The uniform branch rules and procedures for state/union territory branches were placed before the state branch secretaries meeting in Mumbai in June 2004 to discuss the implementation strategy. They agreed a legal expert needed to vet the rules before they were forwarded to the president for approval.

The state branch secretaries meeting focused on branch development and the need to develop systems and procedures at branch levels. Various subjects apart from branch rules, such as strategic planning, information and reporting, fundraising and branch development were discussed. As in previous years, the meeting was co-sponsored by the ICRC.

A review of the Indian Red Cross OD programme was conducted during May - June and a draft report was prepared and circulated for comments. The draft report emphasised the need to institutionalise many of the achievements and progress made by the national society in the last few years.

During the period May to August, the IRCS received a new chairperson and prepared for new members in the governing board.

### **Impact**

Branches now understand the strategic plan better and focus more on agreed Indian Red Cross priority areas. New programmes being developed are more in line with the Indian Red Cross strategic plan.

Branches are committed to implementing the uniform rules and have agreed to consult district branches on the same.

The OD programme review is expected to further strengthen the capacity building of the Indian Red Cross.

### **Communication development**

The Indian Red Cross induction course material 'Basics about Red Cross' has been printed and is ready for distribution to branches. The branches are expected to have this document translated into their respective local languages.

Training materials on the Red Cross Fundamental Principles are also being prepared for distribution to branches.

The Indian Red Cross is planning a documentary on the Gujarat earthquake rehabilitation. The documentary, to be dedicated to the nation, will be presented when the general assembly of the Indian Red Cross meets in October 2004.

### **Impact**

'Basics about Red Cross' will provide branches with much sought induction material for their volunteers, staff and governance.

The documentary on the earthquake rehabilitation recognizes the support the headquarters received from partner national societies, as well as the branches. It is expected this project will further unite Indian Red Cross branches as well as increase the visibility of the Indian Red Cross among the public.

### **Finance development**

In August, for the first time since its installation, the IRCS succeeded in generating the staff payroll fully on Navision. By September, the national society hopes to fully switch over its financial accounting procedures to Navision.

The terms of reference for development of the Indian Red Cross finance handbook has been completed. The procurement process for hiring of consultants will begin as soon as management approves the terms of reference.

Lack of capacity at the national headquarters finance department caused a delay in finance management training for programme managers and branches.

### **Impact**

There has been a greater feeling of ownership among the IRCS finance team over the implementation of the Navision project.

The delay of the finance management training has made the organisational development, health and disaster management teams recognise that this area will require an integrated and joint effort by all programmes to be successful.

### **Volunteer development**

The health programme has been supporting branches in developing a Red Cross volunteer network at the state and district levels, which will be integrated with OD to develop the Indian Red Cross volunteer policy and development strategy.

In Gujarat, the state branch is utilising trained volunteers in various programmes and activities implemented at the district level branches.

The Gujarat state branch has developed its junior and youth Red Cross programme by encouraging schools and colleges to start up junior and youth Red Cross wings. Sixty-nine schools in five districts are currently in the process of forming the junior Red Cross wings, enrolling about 4,100 members. The Ahmedabad district has been able to affiliate three colleges to initiate youth Red Cross wings, enrolling about 110 members.

### **Impact**

Different programme sectors have recognised the need to have an integrated approach in volunteer management and volunteer development. There is also greater involvement of branches in junior and youth Red Cross activities.

### **Human resource development**

Although the recruitment process for the proposed positions at headquarters was completed, the change of the IRCS chairperson and governance has delayed its implementation.

The first phase of the Central Training Institute (CTI) located at Bahadurgarh was completed along with furnishings in July. During the same month, CTI hosted a number of workshops such as the emergency health workshop, national disaster response training, regional OD/DM workshop etc.

A feasibility study for possible income generation at the CTI complex has been initiated as part of the second phase. Initial views from the consultants suggest the CTI can potentially raise enough resources to sustain its existence. The study is expected to conclude by early November this year.

### **Impact**

The development/change process of the Indian Red Cross continues to be slow due to inadequate human resources at the headquarters.

The Indian Red Cross recognises the need to explore different options in making the CTI facility self-sustainable.

### **Constraints**

The change of governance and chairperson at the national level led to a slight slow down of programmes within the national society.

The IRCS annual general meeting (AGM) scheduled for April was postponed due to the Indian general election, and is now planned for October.

Differences between the Indian Red Cross and the consultants over the terms of the contract caused a further delay to the Navision implementation.

The finance department of the national headquarters has limited capacity and is currently over worked. The management is planning to restructure the finance department to improve its efficiency.

Branch development in states outside Gujarat was delayed, as the different programmes were late in agreeing on an integrated approach.

Delays in staff appointments continue to adversely affect implementation of other programmes. It is expected the new governing board will facilitate the strengthening of national headquarters through filling vacant staff positions before the end of the year.

## **Representation, management and implementation**

### **Coordination, Cooperation and Strategic Partnerships**

**Overall goal: The role of the Federation at global, regional and country levels is widely seen to be adding value to the IRCS, partner national societies, both globally and currently operating in India, and the international community.**

**Program objective: Strong, well coordinated, diversified and long-term partnerships that lead to efficient, effective and sustainable IRCS action in support of vulnerable people.**

#### **Expected results**

- IRCS becomes the lead humanitarian organisation in India;
- Strong partnerships within the Red Cross/Red Crescent Movement;
- further alignment in areas of security coordination, information and knowledge sharing, relationship management and planning and management coordination;
- concluding the second generation cooperation agreement strategy (CAS) process;
- secure multi-year funding for the IRCS on the basis of the IRCS strategic development plan and subsequent CAS;
- increased effective participation of IRCS governance in workshops and meetings;
- regular coordination and meetings with the IRCS senior managers, sector managers, partner national societies and other key stakeholders;
- periodic sector review exercises using expertise external to the Federation delegation;
- close coordination with NGOs and UN agencies;
- In close coordination with the IRCS, PNS and South Asia regional delegation (SARD), target diplomatic missions to market annual appeals, emergency appeals and provide operational and policy updates; and
- key stakeholders such as PNS, ICRC etc. receive regular and appropriate Federation information/publicity materials.

#### **Progress/achievements**

The streamlining of peer education as a part of the HIV/AIDS programme between the Federation and American Red Cross delegation support for the IRCS (and its branches) in May brought about a highly coordinated and coherent approach to this area. The HIV/AIDS consortium partnership meeting in late July had representatives from six of the eight partner national societies, and the meeting advanced the building of a multi-stakeholder partnership to scale up HIV/AIDS control.

In coordination with the Federation's South Asia delegation, the Secretariat in Geneva as well as a number of humanitarian agencies based in Delhi, most notably the US Agency for International Development and the European Commission's Humanitarian Aid Office, the Federation's India delegation held representation visits in Delhi to facilitate the cause of the 'India Floods Request for Assistance' launched in July. Interagency

coordination with the IRCS, its branches, the government and non-governmental organisations was particularly active between June and August.

During this period, the head of delegation attended the annual head of delegation/head of regional delegation meeting at the Federation Secretariat, followed by the British Red Cross consultation meeting in June and the South Asia head of delegation meeting in August.

## **Delegation Management**

**Overall goal: Support the IRCS to ensure quality, effective and efficient service delivery to vulnerable communities; build the capacity of the IRCS in coordination and cooperation with key stakeholders.**

**Programme objective: To manage Federation financial, human and programme resources in a highly effective and efficient manner.**

### **Expected results**

- Further streamline the expatriate delegation team to a total of six to cover the core areas, with support and leadership functions in 2004;
- with Federation human resources support, ensure full transfer of Gujarat operational responsibilities within the IRCS employment contracts by early 2004;
- efficient and effective programme monitoring and implementation with quality reporting to partners;
- continue to support SARD on regional deployment of human resources;
- sound programme leadership and management, counterpart facilitation and support and financial management to ensure expenditure with minimal variances on budgets;
- training development based on performance development reviews and staff evaluations as well as sector priorities; and
- teamwork and integrated working with the delegation and the Movement.

### **Progress/achievements**

The closure of the Federation's Gujarat office in April saw a reduction in delegation national staff numbers (under payroll) from 45 in March to 29 in May, including two satellite offices within the IRCS facility for warehouse renovation in Bahadurgarh and Kolkata. The modality of working in Gujarat was similar to all the other states, with the small exception of the Federation supporting a slightly larger number of staff (six persons) within the IRCS Gujarat state branch.

A programme coordination delegate sponsored by the Swedish Red Cross arrived in July; his main roles include reporting, lateral programme integration of DM, health/HIV/AIDS, OD, humanitarian values and finance. This brought the total number of delegates to six, including the head of delegation.

The delegates and staff of the India delegation work with the IRCS at headquarters level and carry out monitoring visits in the field (through state and district branches) with IRCS counterparts.

Induction workshops on the Movement were held intermittently with new staff during the reporting period. One of them included participants from Federation delegation staff, the American Red Cross delegation and the IRCS, and the ICRC was invited to participate in these induction workshops.

**[Contributions list below; click here to return to the title page and contact information.](#)**

APPEAL No. 01.57/2004

## PLEDGES RECEIVED

14/12/2004

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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## CASH

REQUESTED IN APPEAL CHF ----->				7,040,353	TOTAL COVERAGE 129.9%	
CASH CARRIED FORWARD				8,665,701		
BRITISH - RC		1,500	GBP	3,429	12.07.04	CB OFFICER
BRITISH - RC				4,200	23.11.04	CONSULTANCY FEES
FINNISH - GOVT/RC		50,000	EUR	76,800	31.05.04	DISASTER MANAGEMENT
CHINA - HONG KONG RC		739,984	HKD	123,429	23.04.04	DM CONTROL ROOM IRCS ORTHOPAEDIC CENTRE
NORWEGIAN - RC				18,000	04.03.04	FEASIBILITY STUDY OF CTI
SUB/TOTAL RECEIVED IN CASH				8,891,559	CHF	126.3%

## KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GREAT BRITAIN	DELEGATES			146,400		
DENMARK	DELEGATES			73,200		
SWEDEN	DELEGATES			36,000		
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				255,600	CHF	3.6%

## ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED						
				0	CHF	