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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

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In Brief

Appeal No. 05AA047; Appeal target: CHF 5,843,372 (USD 4,867,488 or EUR 3,820,445); Appeal coverage: 143.3%. ([click here to go directly to the attached Annual Financial Report](#)).

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Operational Context

The first few months of the year were almost entirely dedicated to responding to the tsunami disaster that hit the region in late December 2004. The Indian Red Cross Society (IRCS) national headquarters and affected branches (Andhra Pradesh, Tamil Nadu, Kerala and the Andaman Islands) were stretched to the limit in response operations. The branches provided relief to some 500,000 affected people by mobilizing approximately 3,000 volunteers. The assistance came from existing local and national IRCS resources, and from the International Federation.

In late January, together with the Federation Secretariat and key partner national societies, IRCS reviewed branch plans for the second phase of the tsunami operation concentrating on recovery, rehabilitation and reconstruction. Between January and March, the continuing operation for the devastating floods during 2004 made tremendous progress, with the relief phase moving into rehabilitation.

Another major event of the year was the signing of an agreement with five partner national societies (British, Canadian, Danish, Spanish and Swedish) to form a HIV/AIDS consortium to develop and implement a uniform HIV/AIDS programme.

In March the national society witnessed the resignation of its secretary general. This caused significant disruption to many activities until the new secretary general (appointed by the Ministry of Health) took up full time activities

in November. Implementation of planned programmes and activities was also hampered by the departure of several key staff from the Federation delegation and IRCS headquarters to join the Federation tsunami operations

Despite of all the challenges faced, significant progress has been achieved at branch level through branch development and integrated capacity building workshops. These workshops gave birth to the integrated approach at the state and district levels, where till date the three core areas i.e. disaster management (DM), health and care, humanitarian values (HV) and organizational development (OD) were seen in isolation and led to operational problems. The national disaster management conference and the annual state branch secretaries' conference were also held in July, which provided opportunities for branches to jointly discuss the various challenges they are facing and look for possible solutions.

The IRCS governing board meeting held in August focused on urgent issues such as the tsunami recovery plans, recruitment of a new full-time secretary general and other staffing issues at the IRCS headquarters.

During the last quarter, the IRCS responded to another major disaster – the earthquake which occurred on 8 October 2005 at 8.50.38 am (local time) with its epicentre in the Muzaffarabad region of Pakistan. The tremor had a magnitude of 7.4 on the Richter scale and caused massive destruction to houses, public buildings and communication network in Uri and nearby districts of Kashmir. The IRCS responded immediately by despatching the available disaster relief stock, including water and sanitation units and technicians. The IRCS national headquarters (NHQ) also commissioned an assessment to be carried out by the national disaster response team. Their report gave details of the destruction and the relief action carried out by other agencies including the government.

Despite good appeal coverage, overall, the expenditure against available funding was very low: 21 per cent in organizational development (OD), 41 per cent in health and care, and 23 per cent in disaster management. As above mentioned, the planned activities were either delayed or could not be carried out due to various reasons such as change in leadership, the trained staff at the IRCS NHQ also changed jobs in quite succession leaving a vacuum at the headquarters therefore the planned activities were either delayed or not carried out leading to a huge gap in expenditure and income.

Overall analysis of the health and care programme

Overall goal: To improve the health of the vulnerable population through prevention and promotion in their communities with particular attention to HIV/AIDS and through effective responses in emergencies.

Programme objective: The capacity of IRCS to address health issues in targeted states is enhanced, along with the capacity to raise awareness of HIV/AIDS and thus reduce the impact of the disease amongst the targeted communities.

The focus of the IRCS health and care programme continues to be on HIV/AIDS prevention at community level through effective use of Red Cross volunteers (RCV) network and preparing to respond during health emergencies. The health and care programmes have been developed to address the seven fundamental principles and to address Federation health and care priority areas of HIV, public health in emergencies (PHIE) and Red Cross volunteers (RCV). In addition, stigma and discrimination is an integral component of HIV programme.

The year 2005 started on a very promising note for the health and care programme to mention the state-level public health in emergency workshop organized by the Bihar state branch provides an example of a strategic preparedness measure taken by the state. To strengthen the capacity of the IRCS, a consortium was established to implement the HIV/AIDS programme in line with the IRCS HIV/AIDS strategy, which is in turn based on the needs of the outlined by the state branches. This consortium is a partnership between IRCS (the lead partner), the International Federation and five partner national societies (British Red Cross, Canadian Red Cross, Danish Red Cross, Spanish Red Cross and Swedish Red Cross). Developments on the work of this consortium are detailed below

However, in other areas, implementation of health and care programme activities was slow. The main reasons were related to the major setback caused by the departure of the secretary general in March. This was also followed by many senior staff from the IRCS and the Federation delegation leaving in quick succession to take up delegate positions in the tsunami affected countries.

A further setback was due to the delay in hiring of new staff for the health unit in the Federation delegation, coupled with slow transfer of funds from the NHQ to the states and uncertainty over the mode of implementation of the HIV/AIDS programme.

The new secretary general took full-time charge in November. Since then, many new initiatives have been adopted and the India delegation had stepped up its efforts to support these initiatives. The IRCS has developed a programme to assist the nation in preparedness and response to avian influenza pandemic threat, and a plan of action has been developed for India. The plan has been approved by the IRCS chairman who is also the minister of health and family welfare for the government of India. The IRCS plan on avian flu was sent to all the state branches along with the list of frequently asked questions (FAQ). Although there were no separate funds available for this purpose the state branches are in the process of translating the FAQs in the local languages.

Prior to planning a mapping grid format was sent by the regional delegation to each of the six national societies in the region. This questionnaire was completed in consultation with the IRCS on 31 October 2005; it provides information on overall country situation regarding bird flu. This format took into account the individual country plan, WHO country-plan, vaccine availability, national society policy and plan and activities for avian flu.

A new health team was formed at the India delegation with the recruitment of a manager and assistant during the second half of 2005. The health unit liaises regularly with the national society and the regional health team to revive the health programme.

Achievements, Constraints and Lessons Learnt

Expected result 1: IRCS capacity to address health issues is strengthened through adequate and skilled personnel.

During the reporting period constant efforts were made to enhance the capacity of the IRCS to address health issues in targeted states and reduce the impact of the disease amongst the targeted communities. However, the programme implementation was slow.

The hired-staff received orientation from the IRCS and IFRC and then build linkages with the state-level organizations who are involved in implementation of HIV/AIDS programme. Unfortunately by the end of the year one-third of the staff had left due to slow implementation and uncertainty of the HIV programme.

Expected result 2: Decrease in impact of HIV/AIDS among youth, through effective application of life skills, counseling, increased awareness and reduction in risk behavior by implementing a youth peer education programme in six more districts.

Students trained as part of youth peer education (YPE) in schools and colleges used the IRCS established centres to discuss personal and family problems, thereby enhancing their skills to cope with problems. In the YPE programme, the counsellors address issues related to stigma and discrimination with community groups. There are ten districts involved in YPE activities, in Tamil Nadu (4), Maharastra (2) and Andhra Pradesh (4).

Expected result 3: Impact of HIV/AIDS among women and children reduced through establishment of two more care and support centre in the targeted states through nutritional counseling support and addressing stigma and discrimination in communities.

In Namakkal and Dharmapuri districts, the local community contributed 12.5 metres of cloth, medicines worth INR 3000, ceiling fans, 25 kg of rice and ghee to the community care centre (CCC). The identity cards were

issued to the HIV+ people by the Thambaram hospital in Tamil Nadu, this was done to ensure that at the time of discharge this card will help them to receive nutritional and counselling support at the CCC.

Expected result 4: To reduce the impact of HIV/AIDS in targeted communities through health promotion by Red Cross volunteers in eight new districts.

Expected result 5: Promotion of safe blood amongst youth and social groups, targeting six Red Cross blood banks.

The ongoing HIV/AIDS programme continued but slowed down significantly, in all the three programme states of Andhra Pradesh, Maharashtra and Tamil Nadu.

The consortium established in early 2005 focuses on prevention of HIV/AIDS through initiatives broadly categorized as youth peer education, providing care and support to people living with HIV/AIDS (PLWHA), addressing stigma and discrimination, voluntary blood donor recruitment and strengthening of the RCV network. The first consortium meeting took place in Chennai on 24 February, to discuss the methods of implementation.

The consortium discussed with the ICRC on the health related issues and at the state level, training efforts were coordinated with the State AIDS Control Society. A HIV/AIDS trust was formed by the IRCS, supported by the consortium supervisory body with technical expertise and funding. The trust formed then hired office space in Chennai and all the HIV/AIDS programme related activities were to be coordinated from Chennai. Non availability of IRCS health staff and delay in hiring Federation health staff also resulted in slow implementation.

In August 2005, the IRCS managing committee decided that the trust should be dissolved and that HIV/AIDS programmes should continue to be implemented through the NHQ. Unfortunately no communication was sent from NHQ to states on this decision resulting in uncertainty of the continuation of the project.

The consortium agreement is therefore in the process of amendment. Towards the end of 2005, the IRCS secretary general invited all consortium partners to meet in January 2006 to re-examine the strategy for implementing the HIV/AIDS programme. Partners were informed during this meeting about the managing committees' decision to implement the HIV/AIDS project through the NHQ, in order to ensure sustainability of the programme.

Expected result 6: Reduction of stigmatization and discrimination against HIV infected people in target communities and groups.

The Federation theme of World AIDS day 2005 of *Come closer.... No fear, No stigma, No discrimination* was promoted by the HIV programme states for exhibitions, display of posters and placards highlighting risk of HIV infection, modes of transmission, care and support to HIV affected persons, myths about HIV and social aspects to reduce the HIV threat.

Expected result 7: Red Cross volunteer network capacity is strengthened to provide preventive and promotional outreach health services in four new states.

State- and district-level RCV training could not be completed due to the departure of the IRCS first aid trainer. The IRCS in principle has agreed to utilise volunteers in the HIV/AIDS programme but yet to take decision on the modalities.

Discussions are ongoing with the IRCS HQ on implementing the RCV training but unless IRCS NHQ hires staff the training could not be conducted.

Expected result 8: Reproductive health of women and child health is improved through a community-based reproductive child health programme in three Red Cross centre.

The reproductive child health programme could not be implemented. Following discussion with the IRCS, this programme will be implemented in 2006 in four RC centres in the hill state of Uttarakhand.

Expected result 9: *Response to public health in emergencies is improved by enhancing IRCS capacity at state/district level in two targeted states.*

The PHIE participants trained in state of Bihar are available to provide support to Bihar and neighbouring states. In the remaining two states, the state-level workshop could not be conducted. A national-level training of trainers (TOT) workshop on PHE has been planned for February and invitations have been sent to the participants. Based on the national-level TOT, plans will be developed for the state-level PHIE for three states in 2006.

Impact, constraints and lessons learnt

The health and care programme could not achieve the desired results due to several challenges. Slow implementation led to only about 40 per cent of the allocated money being spent overall while in HIV/AIDS less than 50 per cent was spent. As mentioned earlier, although the programme started well, the momentum could not be sustained due to prolonged non-availability of the health staff and the sudden departure of the IRCS secretary general. The IRCS had a full-time secretary general only since November 2005; the delegation has stepped up its efforts in implementing the health and care programme. In addition, some new initiatives have been planned for 2006 which include nationwide preparedness plan for avian influenza.

Local community actively participated in supporting the programme and donated material and money to support RC HIV/AIDS centers in Tamil Nadu. It reflects that community understands the value of these community care centres for people living with HIV. The project is in the process of preparing the local women folk and the youth groups to fight against stigma and discrimination associated with HIV/AIDS. Participants, who were trained in the PHIE workshop, which took place in Andhra Pradesh just before the tsunami struck, were able to assist in the tsunami relief work more constructively.

The most important lessons learned this year was that the entire programme including the HIV/AIDS programme should be implemented through the NHQ rather than through a trust for the purpose of accountability, uniformity, effective management and sustainability.

Overall analysis of the disaster management programme

Overall Goal: **IRCS has become the leading disaster management agency in India through improved disaster preparedness (DP) and disaster response (DR) capacity, leading to reduced vulnerability of communities to disasters.**

Programme Objective: **Increased IRCS capacity in disaster management, particularly in the targeted eight states, to effectively help the most vulnerable communities in India by the end of 2005, targeting four million people.**

In 2005, the IRCS and the Federation delegation disaster management (DM) team were heavily engaged in the floods and tsunami response operations, which put a severe strain on material and human resources. In addition, the change of the IRCS leadership, many senior DM staff left to join the Federation as delegates, and DM state coordinators in Gujarat, West Bengal and Andhra Pradesh also moved on to other organizations. This combined human resource gap had a serious impact on the DM programme its progress and implementation. During this transition, the delay in decision making and subsequent release of funds by NHQ to the state branches led to the delay in programme implementation in all the targeted states.

During the reporting period, the IRCS and the Federation were involved actively in various interagency coordination and knowledge sharing activities. The development of the various training and public awareness materials initiated in the year 2004 was completed and distributed to the IRCS state branches and external partners. The draft IRCS disaster response strategy was developed and disaster preparedness planning and tsunami consultation meetings were held.

The disaster management tools have been mobilized during response operations in various disasters in 2005, including the tsunami, floods in India and earthquake which struck in Pakistan, affected Indian administered Jammu and Kashmir. The approach in DM was developed to further incorporate CBDP, mitigation and risk reduction activities, as demonstrated by the lessons learnt documentation and the continuous response to disasters.

The investment on the disaster response tools prove to be one of the most useful opportunities which the IRCS cascaded from national to state to local, moreover it provided the opportunity to link the local and national tools with the regional and global Federation tools.

Three regional warehouses were renovated and a DP stock of minimum 50,000 family kits was being kept in the regional warehouses as part of preparedness measures. Out of the total 30,000 family packs distributed during the tsunami response, the rest was used during the flood response in Maharashtra, Gujarat, Jammu and Kashmir earthquake operation. The used DP stock needs to be replenished as a preparatory measure for the next monsoon season. The national society has launched second phase of the disaster risk reduction programme in the states of Bihar and Rajasthan with a view to develop community resilience to cope with flood and drought respectively.

It is expected that the appointment of the secretary general and the DM coordinator in NHQ and in all the targeted state branches will accelerate the implementation of the DM programme during the next year.

The IRCS, along with the Federation delegation, continues to actively participate in various inter agency forums i.e. SPHERE, United Nations Development Programme (UNDP), Humanitarian Aid Department of the European Commission (ECHO) coordination meetings, and with National Institute for Disaster Management. Workshop on the Delhi earthquake safety initiative for lifeline buildings facilitated by the Disaster Management Authority of Delhi state and supported by many local institutions and USAID. The state branch of Bihar organized a one-day meet on floods preparedness, a number of UN agencies and NGOs operating in Bihar attended the meeting. Inter-agency coordination and information exchange has significantly improved among all the stakeholders during 2005 especially through the coordination efforts undertaken for the tsunami recovery operation, sectoral meetings (IRCS, PNS and Federation) and integrated trainings on disaster management, health and organizational development.

Even though the mitigation component of the floods 2004 operation has been extended twice, there was little progress due to delayed transfer of working advances by the national headquarters to the state branches. Meanwhile, the IRCS Bihar branch started installing raised tube wells from their own resources. The 2004 floods

Unsung hero of the Indian Red Cross



Kaushtubh Kukde is one of many unsung heroes of the Indian Red Cross Society, whose stories of courage and perseverance are truly inspiring. From typical middle-class family in Thane (near Mumbai), with engineering and MBA degrees to his credit he is now working as disaster management coordinator for the IRCS in Maharashtra.

Kaushtubh joined the Red Cross in 2003, inspired by a desire to help the most vulnerable, and has come a long way since then. In times of crisis he has gone beyond the call of his duties, such as during the Mumbai floods and Jammu and Kashmir earthquake operations.

When asked why he chose to join Red Cross he replies, "My own state of Maharashtra is one of the most disaster-prone states in India. I knew that role of DM coordinator will be challenging but satisfying, so I leapt at the chance".

Kaushtubh believes that setting up of state disaster response teams (SDRT) will result in improving the timing and quality of disaster response in the country. With SDRTs now being set up in the states of Gujarat, Orissa, Bihar and now in Maharashtra the IRCS overall capacity to deal with disasters has also been strengthened.

Ms. Homai Modi, joint honorary secretary of the Maharashtra Red Cross state branch said of Kaushtubh "He has a commitment has had a motivating effect on our staff. We need more passionate people like him to join the Red Cross".

Kaushtubh is just one of hundreds of such stories of everyday heroes working for IRCS. Many more will remain anonymous, even to those they have helped. One lesson we can take is when faced with harsh challenges, it is human nature to face them head-on; to rise above and go beyond.

operation was closed by the end of October 2005 and the remaining funding balance has been reallocated to the DM programme and will be reported under the annual appeal as an expected result under DM.

The disaster management programme budget was revised to include the allocation of funds donated by the Japanese Red Cross and reflect the realistic implementation plan of delayed activities. The budget revision has been made and finalized.

The expansion of the DM programme from Gujarat state to cover the other disaster-prone states is one of the significant moves of the programme. The focus on the branches rather than the NHQ paid back in strengthening the local branch response capacity. Below are few of the lessons learnt during the reporting period 2005-2006.

- Importance of DP stock and funding provision for replenishment
- Improved coordination with stakeholders including government will reduce overlapping of efforts
- Quick decision making and release of funds to state level at NHQ level
- HR planning at organizational level to meet departure of focal points
- Development of plans and establishment of procedures
- Community risk reduction and organizational capacity building
- Development of disaster response tools at all levels.

Achievements, Constraints and Lessons learnt

***Expected result 1:** IRCS DP plan and policies are widely disseminated and institutionalized within the IRCS in line with SPHERE; greater awareness created among the different stakeholders including government on the IRCS mandate in DM.*

The disaster response system of the IRCS has been further strengthened after various response operations undertaken in 2005. A draft disaster response strategy was developed, which was shared with the targeted IRCS branches during the disaster management conference which was held during July 2005. The IRCS state branch secretaries, disaster management coordinators and focal points of all the eight targeted state branches attended this conference. The draft document incorporating some of the comments and other inputs of the participants is awaiting endorsement and adoption by the IRCS leadership.

Following the sharing of the DR strategy the branch secretaries were briefed on the progress of the disaster management program. The meeting was seen as an opportunity for interaction with external partners, notably the Ministry of Health, Ministry of Home Affairs (responsible for disaster management) and the UNDP. The annual disaster management planning and budget documents were discussed during the meeting. Different agencies have expressed a great deal of interest in the response tools developed by the IRCS. As a result, the national society plans to create an IRCS disaster response mechanism brochure for distribution to the external partners.

The IRCS, with support of the Federation, had also prepared and published a community-based disaster management manual and the copies have been widely shared. It was received positively by other national societies in the region, sister national societies and external donors.

Constraints

However, the disaster preparedness plan for the national society has not been finalized, in view of the changed priorities of the IRCS, caused by the four emergency flood operations in Maharashtra, Gujarat, Tamil Nadu and Andhra Pradesh and Jammu & Kashmir earthquake operation. A consultant is to be identified to work on the draft document.

***Expected result 2:** IRCS disaster response system is developed further, consolidated, and increasingly utilized in accordance with developed protocols and procedures to respond to national and local emergencies; and learning from these operations is widely shared.*

Activities from October to December 2005 (for expected result 2)

A national disaster response team was deployed for post-earthquake rapid assessment and response coordination in Jammu and Kashmir (J&K) during October. The team was made up of a medical practitioner, and experts in logistics, relief and disaster management. Two water and sanitation (watsan) consultants and a technical adviser were deployed in J&K to help in installing the water and sanitation unit in Uri sub-district (which provides about 120,000 litres of clean drinking water a day). They also erected a field warehouse (Rubb hall) in the premises of the J&K state branch, to increase the storage space of the branch in receiving the required relief goods to provide assistance to the earthquake victims. Later, the IRCS had provided more rubb halls in coordination with the local authorities, to be used as a temporary shelter due to the heavy snow fall and extremely cold weather condition until alternative shelter is being provided.

The IRCS mobilized three watsan units in response to the floods in Tamil Nadu, installing them and training local people and volunteers on how to operate and monitor the units. These watsan units were mobilized from other operation in other parts of the country, demonstrating the IRCS move towards mobile disaster relief capacity.

Assessment teams were also sent to assist the Gujarat, Maharashtra and Andhra Pradesh state branches during the 2005 floods. A state-level disaster response team (SDRT) and a member of the NDRT from West Bengal branch was also sent to Gujarat to assist in relief distribution and monitoring. The Gujarat branch was also supported by the Federation in warehouse management, establishing a system for incoming and outgoing goods.

The concept of SDRT is being developed to improve response capacity of the IRCS state branches, through a pool of trained DM personnel in selected states. The SDRT teams consist of members from different sectors and with adequate gender representation. Following Gujarat and Orissa, the Maharashtra and Bihar state branches had conducted SDRT trainings in September and December respectively. At the moment there are four active SDRTs, with 12 members in Gujarat, a 14 in Orissa, and 16 each in Maharashtra and Bihar. Four more state branches are expected to conduct the SDRT training next year, subject to the IRCS senior management approval.

Annual review for 2005 (for expected result 2)

The national society's material and human resources were fully used in the tsunami disaster response operation, floods and Jammu & Kashmir earthquake response. The IRCS water and sanitation (watsan) units which were rehabilitated last year and were successfully deployed during the tsunami disaster response produced over 100,000 litres of treated water per day in Andaman Islands. Similarly, the national disaster response team (NDRT) was mobilized for the tsunami assessment, using the assessment kit maintained at the national society headquarters disaster management centre, part of mobile disaster unit (MDU) deployment. The IRCS managed to respond to various types of disasters, from small to medium scale disasters in 2005, and meet the urgent needs of the most vulnerable people in India by mobilizing its own resources and developed disaster response tools such as DP stock (non-food) items, national disaster response team (NDRT), watsan units and makeshift field warehouses (Rubb halls). Further information is given in the tsunami operational updates, available at www.ifrc.org/tsunamis.

United Nations Children's Fund (UNICEF) donated disaster preparedness equipment and material worth over USD 500,000. The donation includes Rubb halls, generators and other field office equipment, along with other items, which will boost the national society's disaster response capacity. All the equipment was in good condition and accordingly stored in the IRCS Bahadurgarh warehouse. The disaster management programme will cover the operational costs of using this equipment whenever deployed.

The documentation of the participatory action learning study carried out in 2004 with the support of the British Red Cross on the IRCS response to the floods in Assam and Bihar states was widely shared and disseminated among the IRCS branches and partners. The lessons learnt from this study were also considered in further IRCS emergency interventions as well as during the planning process for 2006 programme and disaster risk reduction phase II in Bihar state. See previous [operations updates on the 2004 floods operations](#) for the details of the findings of this study.

Expected result 3: Renovation of three strategically located regional warehouses is completed; standardized relief item specifications widely disseminated and utilized; warehouse management improved (including hardware and software components).

The IRCS has six strategically located regional warehouses, stocked with disaster preparedness non-food items other disaster response tools and equipments. Three regional warehouses (Bahadurgarh near Delhi, Kolkata in West Bengal and Viramgam in Gujarat) and one state-level warehouse at Vasana in Gujarat has already been renovated by the IRCS with support from the Federation and other partners. The third warehouse at Arakonam in Tamilnadu will be constructed for which the consultant selection process is in progress.

The Vasana warehouse, in Gujarat, was provided with essential equipment to ensure safety and security for the relief materials stored in the warehouses. The database of suppliers has been developed at the IRCS headquarters; the draft procurement procedures are awaiting the endorsement of the leadership. While the planned logistics training workshop did not take place this year, regular visits to the warehouses are being carried out to verify the disaster preparedness stock position and to oversee the warehouse renovation progress. The Federation's logistics officer has provided on-the-job training for the IRCS Gujarat state branch warehouse staff during the flood relief operation. The DM delegate and construction team visited the warehouse in Viramgam, Bahadurgarah and Kolkata for mentoring the renovation work.

The first phase of the renovation and retrofitting of the Bahadurgarh and Kolkata warehouses were completed by August and December 2005 respectively and handed over to the national society. The Hong Kong Red Cross branch of the Chinese Red Cross supported the renovation of Bahadurgarh, and Singapore Red Cross supported renovation of the Kolkata warehouse. Unfortunately the state-level warehouse construction has not been initiated due to land ownership issues. The project will not be supported unless the land designated for one the warehouse to be constructed is in the name of the Indian Red Cross Society.

After the successful completion of the Gujarat earthquake rehabilitation project, the Federation has taken the initiative for the development of a warehousing complex as the warehouse plays a key role in disasters. Reconstruction is one of the key disaster response activities in the DM. Renovation of warehouses leads to increase in warehousing capacity of the national society.

Constraints

The major constraint affecting the programme was change in the leadership of the IRCS in early March which certainly affected the pace of the programme. The project has been extended to August 2005. Kolkata warehouse project was planned to be completed in August 2005 but was also extended to December 2005. In both the cases the budget was overspent due to poor quality of the previous construction.

The main lesson learnt was adoption of the World Bank procedures which led to more transparency in the consultant selection process.

The change in leadership of the IRCS has affected the pace of the programme for 2006-07. Previously, the construction was supposed to start in September 2005 and it was planned to be completed by December 2006, which included the renovation and retrofitting of the IRCS regional warehouse and allied buildings under phase II, but due to the constraints the project has been moved to 2007. It will affect the project in financial terms too as the overheads will be increased due to the extension of the project.

Expected result 4: Disaster preparedness capacity in eight DM targeted states is further strengthened; improved disaster related communication between national headquarters and branches, contributing to decreased vulnerability of communities in the eight targeted states.

Technical and financial support was provided to the targeted disaster prone states to carry out their planned activities and increase their disaster response capacity. The tsunami response operation has witnessed intensified and improved communication between the IRCS headquarters and state branches, which led to an increased branch-to-branch support. Branches mobilized teams of doctors and volunteers, medicines, food and other essential supplies, to help the tsunami-affected state branches in their efforts; the same has been experienced during the Jammu & Kashmir earthquake operation.

During the reporting period, disaster preparedness capacity building (DPCB) workshops were organized in various states these workshops were attended by the district branch representatives. These workshops highlighted that integration should also be replicated at district and state level for the IRCS to be developed.

The procurement of IT and communication equipment for state disaster emergency centres (control rooms) is now underway, although with a much delayed schedule. Procurement is being carried out for seven branches, including Gujarat state which has already received such support. The procurement is expected to be completed within 2006.

Following the recruitment of the Assam branch DM coordinator in September; presently all the targeted state branches have appointed a state-level DM coordinator thus the DM structure is completed. A monitoring mechanism for floods and other seasonal disasters has been established through DMC. Communication channels between the IRCS and the Federation disaster management teams are open and NDRT members are on alert during the monsoon and cyclone seasons.

The IRCS utilised the DP stock which was pre-positioned in the regional warehouse was used during 2005 such as tsunami, Gujarat floods, Maharashtra floods, Andhra Pradesh and Tamil Nadu floods and earthquake response and relief operation in Jammu and Kashmir without any international request for assistance. Further investment on such disaster response tools including replenishment and pre-positioning of essential DP stock items at national and state levels which will contribute to the overall IRCS disaster response capacity building.

The floods 2004 operation in Assam and Bihar contained a mitigation component which is ongoing, i.e. construction of the raised tube wells in the selected areas of the two states, which are aimed at reducing the community's vulnerability to flooding and health related problems.

The main state branch led activities during 2005 include:

- drought mitigation activities in one district of Maharashtra, with tube wells and water storage facilities being constructed for some 19,000 people;
- vulnerability and capacity assessment in the targeted communities of Orissa;
- follow-up on the community-based disaster preparedness activities in Gujarat; and
- selection of the target states for the second phase of the United Kingdom's Department for International Development (DFID) -funded programme (Bihar and Rajasthan states).

The IRCS has launched the second phase of disaster risk reduction programme (2005-07) in May 2005, which is aiming to reduce risk of drought and floods by better preparing and increased capacity of the vulnerable populations in flood and drought prone targeted communities in India. This programme will be implemented in the states of Bihar and Rajasthan with a view to develop community resilience to cope with flood and drought respectively. The projects will focus on public awareness and community-based mitigation efforts, as well as exchange of lessons learned and documentation of good practices. In the state branches of Gujarat and Orissa, activities to raise awareness coupled up with community training on disaster preparedness is ongoing. The projects are targeted to the general public with special focus on village disaster preparedness committee members. The training includes basic first aid, search and rescue, hazard and vulnerability/capacity mapping.

Increased DM Capacity

Disaster management capacity has been significantly improved at national and state branch levels. A disaster management department at Indian Red Cross NHQ has been formed consolidating the relief section and disaster preparedness staff. A Disaster Management Centre (DMC), previously a warehouse in NHQ compound, has also been renovated, retrofitted against earthquake and equipped to prepare the IRCS to take up the leading role in coordinating DM initiatives among the key agencies.

The IRCS developed many disaster response measures, among them pre-positioning of DP stock at strategically located warehouses and expanding the pool of NDRT members and cascading it to the state branches, as SDRT teams have been formed by various IRCS branches including Gujarat, Orissa, Maharashtra and Bihar. These teams will be deployed for carrying out emergency and rapid assessment and response during emergency

situation. The NDRT was deployed in affected areas of J&K earthquake, and during the Maharashtra and Tamil Nadu floods. Three representatives from SDRT participated in RDRT training in Bangladesh in December 2005 organized by the Federation regional delegation (SARD).

Disaster preparedness capacity in eight DM targeted states have been further strengthened through technical and financial support to the state branches and improved disaster time communication between NHQ and branches. The IRCS has created DM units in eight targeted state branches and appointed DM coordinators and DP supervisors.

DP Stocks have proved extremely useful in responding to various disasters either tsunami or Gujarat and Maharashtra floods or the J&K earthquake or the Andhra Pradesh and Tamil Nadu floods during 2005.

Disaster Management Centre (DMC) at the IRCS NHQ played a major role as a venue for coordination meetings especially among interagency group and the IRCS, Federation, ICRC and PNSs during J&K earthquake response operation.

Reduction of vulnerabilities in communities

The disaster management programme has a holistic implementation approach through response and relief assistance based on needs of the affected people, regardless to colour, religion and gender according to the minimum sphere standards and code of conduct for the disaster relief. Moreover, the DM training is integrated with other sectors such as health, organizational and branch development as well as humanitarian values with volunteer management and resources mobilisation. The NDRT and SDRT are gender balanced through the community-based disaster preparedness activities and formation of the local DP committee with male and female representation from the communities and villages and with full participation in terms of identifying the priorities and suitable implementation methods.

Impact

During this period, the national society has been involved in a number of emergency response operations, in addition to the ongoing tsunami recovery activities and the annual programme. These recent experiences have proved the essential role of developing disaster response capacity at branch-level. The concept of branching national disaster response teams into state-level teams has helped in speeding up the response by mobilizing local human resources, who were trained using the same methodologies for assessment and disaster response as the NDRT methods.

Disaster monitoring and related communication between the IRCS national headquarters and branches has been improved significantly, as was demonstrated in the fast and effective response to various small scale disasters throughout the country. At the same time, effective interaction with external stakeholders has helped in strengthening the IRCS visibility and understanding its role in disaster preparedness and response at all levels. The mitigation project in Maharashtra (water supply to the Barshi district) and Bihar (construction of raised tube-wells) has been aimed at protecting the health of the population, particularly in relation to the incidence of water borne diseases.

Partially DM programme achieved its planned objectives and in turn had a desired effect; this was achieved despite constraints and delay of fund transfers to the branches. The desired effect is evident from regular reports and field visits and also from the inputs received from the branches during the DM meeting and the lessons learned.

The main reason for the budget to be under-spent was due to the transitional period of the IRCS including change of the leadership and due to high turnover of the key staff at the IRCS NHQ leading to delay in transferring programme funds to the branches in time. Some of the activities that were not implemented during 2005 were moved to 2006-2007 plan of action.

Overview of the humanitarian values programme in 2005

During the reporting period constant effort has been drawn in incorporating humanitarian values (HV) agenda in the Indian Red Cross programmes. Several rounds of discussions and coordination meetings were facilitated by the Federation regional HV coordinator. The India delegation represented the IRCS at a HV workshop organized by the Bangladesh Red Crescent Society in June and also at the youth camp hosted by the Nepal Red Cross Society in September. The objective of these visits was to network among the HV colleagues in other national societies and to get a better perspective on similar workshops being organized in the South Asia region.

The HV programme is currently in its preliminary stages for the IRCS. There is no focal point for the programme at the national headquarters, although dissemination of HV concepts and issues continue to be addressed through other programmes. The HV plan for the year 2005-07 was shared with state/and union territory branch secretaries during the Branch Secretaries Meet.

The absence of leadership delayed the programme activities during the year. Although a dedicated HV workshop could not take place the issues were addressed through three integrated disaster preparedness/capacity building workshops which were organized by the DM team and the HV element was discussed through dedicated sessions raising key questions such as “why these values form the core of all our programmes?”. A similar session was replicated in the four state Branch Development workshops, and in the Youth Workshop organized by the Goa state branch and in the induction course.

Gujarat state branch is one of the pioneering states who have organized a few workshops covering HV and promotion of the Fundamental Principles during the year.

Committed to selfless service



Jyoti Tijoriwalla has always been among the first to volunteer during emergencies. Her willingness to help the vulnerable people has won accolades from her peers. Her work has been thoroughly appreciated during the Tsunami and recently in the Maharashtra floods operation.

She first came in contact with the Red Cross during the Tsunami operations, Indian Red Cross wanted volunteers urgently. She wanted to help the victims so the timing matched perfectly and she immediately enrolled herself as volunteer at the IRCS Maharashtra state branch. After joining she has received training on first-aid and later she also took part in disaster preparedness trainings.

On issue of volunteering she is very candid and says, “I became a volunteer, because I want to give back something to the society”. Elaborating further she explains how last year she had worked from morning to night during the floods in Mumbai last December. Jyoti added “sometimes it can be difficult for her to be accepted as a woman doing this kind of work, but my family has been very supportive. Recently my daughter has also enrolled as a Red Cross volunteer”.

In recognition of her experience and tireless service, she had been invited by the Goa State Branch as a facilitator at the Youth Workshop organized in November. During the workshop she shared her field experience with the participants and asked them to join as volunteers and to promote humanitarian values.

Overall Goal: Bring about changes in people’s behavior, increase mutual understanding and respect for human dignity through wider dissemination of humanitarian values and IRCS activities.

Programme Objective: To train IRCS members, volunteers, and the community on Red Cross principles and humanitarian values and to disseminate the principles among them to help bring about positive behavioral changes in communities of the targeted states.

Achievements, Constraints and Lessons Learnt

Expected result 1: Stigma and discrimination project: Dissemination and sharing of knowledge on stigma and discrimination faced by people living with HIV/AIDS through Red Cross principles and values.

The stigma and discrimination project was designed to be appropriate for the cultural context of India, and under the guidance of the IRCS health department. The project was designated to be implemented through the HIV/AIDS consortium. However, there was no progress on this project so far, partly due to changes in the perceived profile and role of the HIV/AIDS trust, which was to manage these activities (see earlier health section).

In spite of a positive funding situation for the programme, most HV activities in 2005 did not take place, due to leadership changes at the IRCS which caused further delays in the project approval process. Still, the state branches continue to implement the ongoing activities and ad hoc initiatives, using locally available human and material resources. Two examples of activities carried out are:

- Several junior and youth Red Cross camps in Orissa, Punjab and Madhya Pradesh. The Movement's principles and values were promoted through poster competitions, literary and cultural events;
- A training of trainers' camp in Orissa, with 44 junior and 52 youth Red Cross counsellors.

Expected result 2: Advocating for beneficiaries project: Dissemination of information and sharing of material on the rights of beneficiaries by the IRCS to the beneficiaries of the Red Cross programme and the local authorities.

A planned national level community-based disaster preparedness workshop focusing on the rights of beneficiaries could not be held due to some constraints. Nevertheless this issue was addressed through disaster preparedness capacity building (DPCB) workshops. These workshops were designed as integrated windows to the DM and organizational development programmes. These workshops were held at West Bengal, Bihar and Andhra Pradesh, the sessions included focus on vulnerable people, and principles and rules in disaster relief, the Humanitarian Charter and the Code of Conduct were addressed to meet the goal and objectives.

Expected result 3: Change of behavior within the Movement in India project: To share knowledge of the Fundamental Principles and values systematically among internal and external audience.

An induction course was organized for the staff of the IRCS, India delegation, South Asia regional delegation and partner national societies to disseminate the basic values of the Red Cross and Red Crescent Movement and increase the participant's knowledge. Twenty-two staff members participated in the course, among them nine from the national headquarters and one each from the Gujarat and Andhra Pradesh state branches. Among other issues which were discussed and the concept of HV and its practical application was presented and analysed. The participants were educated on the Fundamental Principles, the Movement, cultural awareness, the codes of conduct and the humanitarian values. The reference material was distributed to all participants for retention.

Branch development workshops, which were initiated this year in the states of Orissa, Andhra Pradesh, Bihar and Gujarat, included an interactive session on humanitarian values.

A three-day youth workshop was organized by the Goa state branch in November; 52 participants including 13 youth counsellors participated in the workshop. The participant's awareness level about humanitarian values, disaster management, HIV/AIDS, and volunteering was definitely raised. Issues and challenges in Goa were identified and practical solutions were debated for. The youth counsellors were able to prepare their programme plan for the year 2006-07. Branch networking gained perspective after this workshop as a youth counsellor and a volunteer from Maharashtra state branch participated in this workshop.

The gender and diversity issues were discussed with some state branches during the visits, but still require more work to develop understanding. Bringing change in people's behaviour, increasing mutual understanding and raising respect for human dignity requires wider dissemination of HV and the IRCS activities in the community.

Following the tsunami, the Indian Red Cross staff carried out the needs assessment for tsunami relief and recovery operation keeping in mind the beneficiaries dignity and their basic expectations.

The IRCS Gujarat state branch carried out training on the Fundamental Principles and HV at Amreli and Bharuch districts, with the participation of 64 volunteers. The state branch had published a Souvenir on Thalassaemia

project covering information about the Red Cross Fundamental Principles which was distributed internally and externally by the branch.

The following events were celebrated by the IRCS during this reporting period which highlighted the objectives of the programme:

- World Health Day on 7 April highlighting the theme of “Make every mother and child count”
- World Red Cross Day on 8 May under the slogan “Protecting human dignity – focus on women”
- Human chain programme was conducted on 11 August at 16 venues in Chennai, with the participation of 6,000 students, highlighting the theme “Stop violence and save human life”.

Constraints

As mentioned in the other sections, transition period at the leadership level at national society and India delegation, as well as the departure of the health and DM counterparts at the headquarters held up development of this programme. In addition a critical problem for this programme is the lack of a full-time HV focal point at the headquarters.

Impact

The effect of the overall programme was not as desired due to several constraints as mentioned above. Although, the implementation of the interactive sessions on HV, were held in number of workshops, this enabled the branches and the IRCS headquarter to better understand the issues involved in the HV and helped them in designing more focused and better tailored programme.

National society and the delegation were both under-spent on their respective budget this year, as most of the activities could not happen during this year.

The humanitarian values will be reported under the organizational development programme from 2006 onwards.

Overview of the organizational development programme in 2005

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

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

The Indian Red Cross continues to make progress in addressing the needs of the vulnerable people. This has been more visible particularly in the selected eight disaster prone states where on-going delegation supported programmes are being implemented. The national society had to face several challenges during 2005 as noted in the “operational context” section of this report, leading to general slow down of the development programme.

However, continued progress was made, particularly at branch levels with active support and cooperation from the limited number of counterparts at the headquarters and better coordinated support from the delegation, PNS and the ICRC. There was better cooperation, coordination and wherever possible integration among different partners and programme sectors and between the country and regional delegation of the Federation. By mid 2005, humanitarian values initiatives were incorporated into the organizational development programme, and this gave the IRCS an opportunity to link the organizational and branch development with humanitarian values of the Movement. This also facilitated further coordination with the health and disaster management programme.

Branches are now better able to recognize and accept the importance of having a strong headquarters and also are able to identify areas that need to be focused. This was possible by raising key issues for discussion through the branch secretary’s conference and the DM conference organized for the state branches by the headquarters as well as through other meetings of the IRCS leadership with the branch secretaries. The importance of strengthening

district and sub-district branches was taken up during the branch development planning exercises. There is need to have better understanding of the roles of state and district branches as well.

Finance development at the national headquarters and branches need to be strengthened as the fund flows from the IRCS headquarters to the field as well as reports from field require further improvement in terms of supporting documents. Modern financial systems also need to be fully functional and made use of, as this also has direct impact on resource mobilization and communication development. This will need to be a major priority for the national society in the coming year.

The draft Indian Red Cross staff service rules was further improved by the legal officer, but this draft could not be finalized. It is important that human resource development strategy is developed to address the complex and continued challenge of high turnover faced by the national society.

The review of internal systems and structures continue to draw attention for both the national society and its partners. While there is general agreement on how to more effectively meet the needs of its beneficiaries, concrete actions for improvement and change is largely dependent on the review of national society rules and statutes, and consensus among the diverse branches. The uniform rules approved by national governing board in 2004 need to be approved by the President and be placed before the house of parliament before it can be implemented.

The change in leadership at the Indian Red Cross headquarters and delay in recruitment of the successor has been the prime reason for slowing down many of the processes. The national governing board also needs to be strengthened to be able to meet regularly and take important decisions concerning the national society. The frequency of major disasters during the year was another reason that diverted attention of the national society from its annual plans. Final decision on the proposed HIV consortium was also pending throughout 2005 and this meant that planned finance training for branches implementing the programme could not be carried out. The challenges however provided opportunities for the Indian Red Cross, the delegation and partners to review and improve coordination and integration among partners and programme sectors. This had a better impact particularly in programme implementation, leading to reduced training costs and increased transparency among partners.

Organizational development at Indian Red Cross, vast and diverse as the country, has been quite challenging but positive. The national society has been responding to different emergencies in a more effective way. The focus of the delegation organizational development programme has been to work in a more coordinated way with disaster management and health programme and with an integrated approach wherever possible. The result of the combined effort can be seen in the much improved coordination between the headquarters, branches and partners and the enhanced overall capacity of headquarters and branches in local resource mobilization and emergency response. While there are specific areas that still require organizational development specialist intervention, the success of organizational development programme in future would depend largely on how well it can integrate or coordinate with programme sectors and partners.

Growing stronger in a weak state



Prize distribution function at the Youth Workshop held in Patna, Bihar

Bihar is often written off as one of the weakest states of India. Newspapers frequently report of sectarian violence, kidnapping and other violent incidents. The situation seems bleak but Bihar state Red Cross branch has a different story to tell. Since 2000 it has grown from just one clinic to having branches in all 38 districts in the state.

"We have set a target to have Red Cross branches in all district and sub-districts by 2008", says Dr S.P Singh, Honorary Secretary, Bihar Red Cross branch. Dr Singh also has the equally ambitious target of recruiting 75,000 volunteers to carry out Red Cross activities.

"Right now there are just 17,000 volunteers, mostly from rural backgrounds. Many have received training in first aid and general health issues, but a major problem is a lack of proper training in disaster management activities."

A major initiative of the Bihar branch is to design programmes to suit the local needs of the communities. The installation of hand pumps and relief offered in times of disasters by Red Cross has been a step in this direction.

"We have also tried to network with other international agencies for better management in times of disasters" states Dr Singh. "Junior RC and Youth RC enrolment is one of the major activities we are planning now", he added.

Achievements, Constraints and Lessons Learnt

Expected result 1: *A national branch development policy and strategy developed and the capacity of national headquarters and state branches to provide development support to the branches increased*

The Indian Red Cross strategic development plan has been well received by the branches. Four branches (Orissa, Andhra Pradesh, Gujarat and Bihar) have in 2005 initiated the process of developing individual branch development plans integrating finance, information and volunteer/youth development programme. This was initiated through integrated branch development workshops with inputs from the different sectors as well as PNS in the field of humanitarian values and gender issues which have been an integral part of these workshops. The exercise is complementary to the integrated disaster preparedness capacity building (DPCB) workshops and state disaster response team (SDRT) trainings which are being conducted in these states. Three similar workshops are planned in early 2006 targeting at Tamil Nadu, West Bengal, and Assam including Northeastern states. The strategy is that the outcome of these planning exercises will ultimately be fed into the Indian Red Cross national branch development policy and plan, within the strategic development plan (NSDP) 2004-2007. The individual branch development plans will also form the basis for future organizational development and programme support for the branches.

Gujarat branch development is also progressing slowly in spite of challenges faced from within the state branch, with the departure of capacity building officers and disaster management programme staff during the latter part of the year. The state branch continued to provide first-aid training services and conduct volunteer development trainings in flood-prone Valsad and Navsari districts.

Expected result 2: *Integrity of the IRCS promoted, ensuring respect and compliance with the Fundamental Principles by reviewing, amending and establishing the constitution, organizational structure, rules, policies, and procedures in accordance with the needs of the organization and consistent with the policies of the Movement.*

A branch secretary's conference held during the middle of the year provided opportunity for the headquarters and branches to discuss several programme related as well as important organizational issues such as the status of the uniform branch rules drafted and endorsed by the national managing body.

One induction course on the Red Cross movement, principles and humanitarian values was conducted in 2005, covering 22 participants, including 9 from the Indian Red Cross headquarters. During 2005, sessions on Red Cross principles and humanitarian values have also been made part of all workshops and trainings supported through the organizational development programme.

Expected result 3: *A national resource development strategy and policy, integrating financial, material as well as member development, mobilization and maintenance, developed and was established.*

The Indian Red Cross headquarters and branches demonstrate its ability to raise resources locally to meet the needs of the disaster victims, in 2005. Prominent national donors among this were Coca-Cola, governor of Delhi (individual capacity), IBM, and Bombay Dyeing following the tsunami. The Bihar state branch raised INR 1,000,000 (CHF 26,500) locally and donated to the Kashmir state branch for the earthquake during this year. While several other state branches have raised resources for various emergencies but there has not been sufficient documentation or information sharing on this.

In addition, two successful fundraising campaigns were conducted locally by the Gujarat state branch. The Gujarat state branch also represented the Indian Red Cross in the South Asia regional fundraising forum held in New Delhi. A national experience sharing forum, based on best practices from different states is planned in 2006 to initiate the development of a national fundraising policy.

Expected result 4: *Capacity for information and communication at the branch level and at national headquarters improved and upgraded.*

While information and communication at Indian Red Cross have generally improved, the absence of Information Officer at the national headquarters continues to affect the overall development of the national society information and communication capacity. However, with the arrival of the new Secretary General, revival of the project has

begun with redesigning of the Indian Red Cross website; this has been initiated with a counterpart who has been given this additional task at the national society. The new website design aims to provide space for each branch and its programmes.

Expected result 5: Capacity for financial planning, management and reporting at national headquarters improved and upgraded and a finance development project for the branches designed and developed

Implementation of the ERP Navision software was finally initiated at the Indian Red Cross finance department. However, other departments are yet to put the software into full use. As a result, only 75 per cent of the payment was released by the IRCS and the remaining 25 per cent is scheduled to be released by March 2006 after the remaining issues are addressed.

Attempts were also made to initiate the development of a comprehensive finance handbook for Indian Red Cross. However, not much progress could be made due to other more important issues that the national society had to address.

Working advance reporting has improved considerably with better support from the delegation finance team, although certain issues remain to be resolved. The challenge now will be to strengthen project management capacity of the counterparts and coordination between the project managers and finance team within the national society.

Expected result 6: A community-based volunteer management system, including relief and emergency volunteers, developed and established and youth/junior Red Cross developed.

The concept of volunteer development and management is still in the introductory stages. A reason for this is also the availability of large number of volunteers in times of emergencies. Therefore, the need for organized volunteering and importance of recruitment, development and management of volunteers were addressed by the disaster management programme (during the disaster preparedness capacity building workshops, SDRT trainings etc.) as well as in the branch development planning exercises. In 2005, the states of West Bengal, Maharashtra, Bihar, Andhra Pradesh, Orissa as well as Gujarat were covered in different workshops. Branches are being encouraged to raise their own funds locally, to cover the day to day administration expenses of registered volunteers.

At the national level, more advocacies are required at decision making levels to recognize the contribution of volunteers and importance of volunteer development.

Expected result 7: A human resource development system and phased training programme for governance, volunteers and staff was developed and established

The national society continued to struggle with human resources and related issues. Problems were further compounded with the departure of key officers from national headquarters. While mapping of human resources and work on the Indian Red Cross staff handbook were more or less completed, further action on the available information awaits the support of the new management that assumed office towards the end of the year.

Further action on the recommendations of the feasibility study of the central training institute complex is also awaiting the decision of the new leadership. Different options on reviving the complex and making it sustainable are meanwhile being discussed.

Impact

There has been a significant progress, particularly at branch level due to better coordination and integration practiced by the delegation, in spite of ongoing challenges. The progress at the branch level has also been raised the expectations of the branches from its headquarters. This has assisted in raising awareness that organizational development support for the national society is linked to the needs of the branches and the vulnerable community. Reporting of working advances from the branches and national headquarters has improved but still needs to be speeded up to be able to keep up with the overall organizational development implementation plan. Information sharing during disasters also improved, although communication systems can be further improved.

The demand for organizational development support has been extended beyond the eight targeted states, particularly in weaker state branches. The challenge in these states is to highlight the achievements of the Indian Red Cross as a national society, which presently are less visible than what has been actually achieved. In addition, a lot more remains to be done, particularly in substantially improving some of the existing structures, systems and procedures within the national society for better delivery of service. This has been difficult and slow as the national society has been following established structures for many years and any change or amendment to the existing structures is directly linked to the review of its constitution, a generally sensitive issue for the headquarters and branches.

The organizational development programme budget as in the previous years was under spent due to the generally slow implementation of the programme as well as absence of the full-time leadership at the national level which led to delays in approvals. This also means that many of the activities that could not be implemented in 2005 will now have to be implemented in 2006.

Implementation and Management

Coordination, cooperation and strategic partnerships

Sectoral meetings were held at least once every two months with partner national societies (including the American, Canadian, German, Finnish and Spanish Red Cross societies) with IRCS senior management in the sectors of health, disaster management, organizational development.

In addition, meetings are held as and when required between the Federation delegation teams and the respective IRCS counterparts; the Federation delegation senior management also holds coordination meetings with PNS representatives.

The following reflect typical objectives for such meetings to lead to better coordination and strategic partnerships:

- Emerging nationwide initiatives and partners' perspectives.
- Increasing level of organizational development needs and capacity building.
- The need to reshape and refocus existing cooperation agreements to give a higher emphasis on areas that are of greater added value from the perspective of the Federation and its partners.
- Build and foster better, more diversified, and longer-term partnerships between the Federation, PNS and the IRCS to lead efficient, effective and sustainable IRCS action in support of the vulnerable.
- Better streamlining and integration of activities.

The newly formed HIV/AIDS consortium, involving the national society and five key partner national societies, represents a major step in strengthening strategic partnerships within the Movement. The next step in this process is the formation of the IRCS executive functions in line with the agreement, as reported under the health and care programme.

Most other coordination efforts in this period were related to the tsunami response operation. The tsunami recovery and rehabilitation plan for India was developed in close cooperation with key partner national societies, and on the basis of activities proposed by the affected state-branches of Andhra Pradesh, Kerala and Tamil Nadu. Upon completion of the recovery plan, the external coordination efforts continued, including contact with external partners such as DFID and ECHO. In early March, the head of Federation delegation and the IRCS secretary general participated in the Hong Kong forum on the tsunami response.

There have been a series of high-level coordination meetings for tsunami at the IRCS and the delegation. These include the disaster mitigation committee meeting that gave a green light for the implementation of the IRCS tsunami plan, following discussions between the national society and government representatives and other stakeholders. The IRCS disaster management conference and the branch secretaries' conference have brought together representatives of all state branches and ensure a participatory planning and knowledge sharing.

Governance support

The IRCS governance board is headed by the chairperson of the Red Cross who is also India's minister of health. The governing board of the IRCS consists of 19 members of whom seven are appointed by the country's president (who is also the IRCS president), while the remaining 12 are elected from the IRCS branches from the four regions of the country. These 12 members are also IRCS state branch secretaries and many of them work with the delegation (via headquarters) in programmes, planning meetings, workshops and profiling events.

The strategy of the delegation is to support IRCS governance via the IRCS executive senior management as represented by the secretary-general. Similar to the coordination efforts mentioned above, the main part of representation and advocacy activities was tsunami related. During the year, the Federation provided IRCS with necessary support in the information and dissemination efforts, as well as media and embassy contacts.

Management of the delegation

The Federation's India delegation in 2005 consisted of three delegates: a head of delegation, a disaster management delegate and a programme coordinator. Organizational management, health and construction are managed by national staff along with delegation administration; reporting and finance are supported by national staff. This reflects an overall reduction of three delegates compared with 2004. The delegation programme staffing plan for 2006 is to have in place a head of delegation, disaster management delegate, tsunami recovery coordinator. The team of delegates and staff has been optimally planned in consultation with the IRCS to ensure effective and efficient programme delivery, partnership coordination, capacity building and ensuring adequate linkages to the regional delegation.

There is a need for finance development at the branch level which is currently being drawn from the regional delegation and the country delegation. The branch-level finance development would benefit from a finance development delegate with a strong finance accounting background combined with training skills to work in coordination with the national society. Currently this is under discussion with the national society and will depend on the upcoming programmes and the volume of expenditure that takes place. The planned recruitment of a finance development delegate could not take place due to the leadership and staffing constraints in the national society above mentioned.

The 2005 appeal budget also reflected the partial costs of one Asia Pacific department post in the Secretariat headquarters in Geneva, which is actively involved in the delivery of the country's relief and rehabilitation programmes. This will be reviewed in 2006.

The Federation delegation provided technical support to the IRCS in the relief phase of the tsunami response operation. Delegates and staff were requested to provide support in the region and beyond, both on short- and long-term basis. In March, following the appointment of new secretary general and discussions to better support the national society tsunami recovery and long-term capacity building programmes. In the next quarter the delegation will revise its structure to ensure effective support to IRCS, external coordination and accountability to stakeholders. The Federation delegation continued to provide strategic support to the IRCS to help implement the planned annual programmes, particularly during the difficult transition period after the resignation of the secretary general.

[The annual financial report is below; click here to return to title page and contact information.](#)

International Federation of Red Cross and Red Crescent Societies

INDIA

Selected Parameters	
Year/Period	2005/1-2005/12
Appeal	M05AA047
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	1'344'142	3'422'179		981'875	95'177	5'843'372
B. Opening Balance	1'438'799	3'988'711		1'423'173	11'979	6'862'663
Income						
Cash contributions						
Australian Red Cross					0	0
British Red Cross	2'721	144'837			6'395	153'953
Canadian Red Cross Society		1'075				1'075
Danish Red Cross					578	578
Hong Kong Red Cross		89'452				89'452
Italian Red Cross		77'275				77'275
Swedish Red Cross	147'420				4'836	152'256
C1. Cash contributions	150'141	312'639			11'808	474'588
Outstanding pledges (Revalued)						
British Red Cross		555'136				555'136
OPEC Fund For International C		262'400				262'400
C2. Outstanding pledges (Revalued)		817'536				817'536
Reallocations (within appeal or from/to another appeal)						
British Red Cross		0				0
German Red Cross	-49'575	49'575				0
Swedish Red Cross		-34'478		34'478		0
C3. Reallocations (within appeal)	-49'575	15'097		34'478		0
Inkind Personnel						
British Red Cross	35'960				93'500	129'460
Canadian Red Cross Society		16'533				16'533
Danish Red Cross					8'887	8'887
Swedish Red Cross					74'400	74'400
C5. Inkind Personnel	35'960	16'533			176'787	229'280
Other Income						
Miscellaneous Income					-7'353	-7'353
C6. Other Income					-7'353	-7'353
C. Total Income = SUM(C1..C6)	136'526	1'161'805		34'478	181'242	1'514'051
D. Total Funding = B + C	1'575'326	5'150'516		1'457'651	193'221	8'376'714

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance	1'438'799	3'988'711		1'423'173	11'979	6'862'663
C. Income	136'526	1'161'805		34'478	181'242	1'514'051
E. Expenditure	-645'219	-1'287'472		-306'031	-265'713	-2'504'435
F. Closing Balance = (B + C + E)	930'107	3'863'044		1'151'620	-72'491	5'872'279

Selected Parameters	
Year/Period	2005/1-2005/12
Appeal	M05AA047
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	
BUDGET (C)		1'344'142	3'422'179		981'875	95'177	5'843'372	
Supplies								
Shelter			300				300	-300
Construction	2'005'036		258'455		7'621		266'076	1'738'960
Clothing & textiles		9	149'678				149'686	-149'686
Food	68'040	13'735	56				13'791	54'249
Water & Sanitation	30'000	20	15'226				15'246	14'754
Medical & First Aid	25'328	87					87	25'241
Teaching Materials	22'500	3					3	22'497
Utensils & Tools	175'000	7					7	174'993
Other Supplies & Services	50'398	9'818	223'711				233'529	-183'131
Total Supplies	2'376'302	23'679	647'425		7'621		678'725	1'697'577
Land, vehicles & equipment								
Land & Buildings	54'571					-2'324	-2'324	56'896
Vehicles						-16'475	-16'475	16'475
Computers & Telecom	46'214	183	2'364		15'227	2'364	20'138	26'076
Office/Household Furniture & Equipment	13'380	421			1'248	-11'964	-10'295	23'675
Medical Equipment	8'500							8'500
Others Machinery & Equipment		-122	-61		-61	-40	-284	284
Total Land, vehicles & equipment	122'665	483	2'303		16'414	-28'439	-9'240	131'905
Transport & Storage								
Storage	13'250	3	1'428			2'658	4'089	9'161
Distribution & Monitoring		8				380	388	-388
Transport & Vehicle Costs	26'521	27'452	13'442		11'480	-1'015	51'359	-24'838
Total Transport & Storage	39'771	27'463	14'870		11'480	2'023	55'837	-16'065
Personnel Expenditures								
Delegates Payroll	527'430		96'364			71'341	167'705	359'725
Delegate Benefits	243'286	97'313	92'657		23'054	173'416	386'441	-143'155
National Staff	755'863	99'166	104'402		70'106	11'455	285'128	470'735
National Society Staff		124'323	45'629		42'334	216	212'501	-212'501
Consultants	118'654	-6'801	31'330		3'031	-1	27'558	91'096
Total Personnel Expenditures	1'645'233	314'001	370'381		138'525	256'426	1'079'333	565'899
Workshops & Training								
Workshops & Training	552'984	45'779	31'765		38'035	-3	115'576	437'409
Total Workshops & Training	552'984	45'779	31'765		38'035	-3	115'576	437'409
General Expenditure								
Travel	161'881	27'992	41'133		16'812	5'290	91'226	70'655
Information & Public Relation	223'457	48'576	9'042		5'704	-2	63'320	160'137
Office Costs	237'033	14'946	5'932		1'092	103'731	125'700	111'333
Communications	76'253	6'931	11'092		4'723	32'447	55'192	21'061
Professional Fees	19'401	1'023	1'072		95	26'383	28'573	-9'173
Financial Charges	200	12'253	6'143		6'122	-73'517	-48'999	49'199
Other General Expenses	8'372	45'555	23'114		20'265	-80'900	8'033	339
Total General Expenditure	726'596	157'276	97'527		54'812	13'430	323'045	403'551
Depreciation								
Depreciation						5'749	5'749	-5'749
Total Depreciation						5'749	5'749	-5'749
Program Support								
Program Support	379'819	41'787	83'616		19'892	16'524	161'820	218'000
Total Program Support	379'819	41'787	83'616		19'892	16'524	161'820	218'000
Operational Provisions								
Operational Provisions		34'750	39'585		19'253	2	93'590	-93'590
Total Operational Provisions		34'750	39'585		19'253	2	93'590	-93'590

International Federation of Red Cross and Red Crescent Societies

INDIA

Selected Parameters	
Year/Period	2005/1-2005/12
Appeal	M05AA047
Budget	APPEAL

All figures are in Swiss Francs (CHF)

								0
Total								0
TOTAL EXPENDITURE (D)	5'843'372	645'219	1'287'472		306'031	265'713	2'504'435	3'338'937
VARIANCE (C - D)		698'923	2'134'706		675'844	-170'536	3'338'937	