

Appeal 2006-2007



International Federation
of Red Cross and Red Crescent Societies

Afghanistan

Appeal no. MAAAF001

This appeal seeks CHF 10,933,045¹ to fund programmes and activities to be implemented in 2006 and 2007. These programmes are aligned with the International Federation's Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

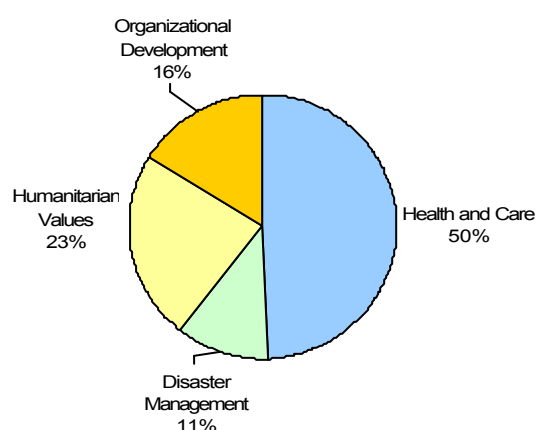
1. Reduce the numbers of deaths, injuries and impact from disasters.
2. Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
3. Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.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

The International Federation's is the world's largest humanitarian organization, and its millions of volunteers are active in over 183 countries. Our aim is to build safer communities, able to prevent and respond to human suffering in times of crises and distress, and where people work together to promote hope, dignity and equity. We work to support vulnerable communities through neutral, impartial, independent humanitarian action, in accordance with our [Fundamental Principles](#), the [Code of Conduct](#) and the [Sphere project's Humanitarian Charter and Minimum Standards in Disaster Response](#).

Click here to visit the [Afghan Red Crescent Society's Profile](#)

Click here to access the [appeal budget summary](#).

Click here to access the [2006-2007 operational plans and the logical frameworks](#).



Programmes	2006 Budget in CHF	2007 Budget in CHF	Total Budget in CHF
Health and Care	2,819,970	2,577,711	5,397,681
Disaster Management	633,584	562,242	1,195,826
Humanitarian Values	1,320,760	1,280,776	2,601,536
Organizational Development	918,978	819,024	1,738,002
Totals	5,693,292	5,239,753	10,933,045

Country context

Since September 2001, and despite major efforts by the government, international community and non-governmental organizations (NGOs), the humanitarian and socio-economic situation in Afghanistan remains grave, against a background of ongoing military operations, anti-government activities, general lack of law and order, and an inability of people to ensure their own livelihoods. The basic needs all over the country are colossal and the population has a high expectation that the parliamentary elections in September 2005 will quickly show positive

¹ EUR 7,074,115 or USD 4,091,958

progress on the ground, but in any event it is clear that the Afghanistan Red Crescent Society (ARCS) has a key role to play in the development of civil society and the reduction of vulnerability.

2005 was characterized by the appointment of a new and dynamic female ARCS president, and then the appointment of a secretary general - the first time that the governance and management roles have been formally separated. The new ARCS leadership is fully committed to making a much greater impact on the lives of vulnerable people through a major change process within the organization and the ongoing health, disaster management (DM) and humanitarian values (HV) programmes, the latter having undergone a significant refocus to reflect some of the post-conflict needs in Afghanistan.

The Federation delegation has been present in Afghanistan for over 12 years, and has undertaken a major realignment in order to better support the national society. This process included a significant reduction in core costs, delegates and national staff; a redeployment of some sub-delegation personnel in the branches and subsequent closure of sub-delegations by end of first quarter 2006; the shifting of the main delegation to smaller premises; ongoing daily work with counterparts in ARCS headquarters; and greatly improved financial management and reporting. The delegation will be further streamlined, with new and more flexible ways of working, during 2006.



Federation Secretariat support to Afghanistan

ARCS has a clear vision and commitment to actively work towards a new structure; greater efficiency and accountability; self-sustainability for the longer term; a much improved public profile; and of course greater impact of programmes at community level. The overall focus for Secretariat support thus remains within the four core programmes areas outlined in *Strategy 2010* with a clear shift of emphasis towards the organizational development (OD) agenda and a broader interpretation of the HV programme. This significant shift is the direct result of the change in the ARCS leadership and full alignment with the Federation's *Strategy for Change* and ongoing work on the Federation of the future. The traditional country delegation model will transform into one of greater flexibility, cost-effectiveness and ability to respond to specific needs at the appropriate time, through the use of technical resources and expertise from within the region, sister national societies or elsewhere. This approach includes moving the delegation to the ARCS headquarters and the establishment of a coaching/mentoring system to provide full support to national society counterparts.

Health and care

The overall focus is to develop ARCS's capacity to provide more effective, sustainable and integrated health services in rural areas, respond to emergency health needs caused by disease outbreaks and/or natural disasters and to provide basic health care in under-served areas when there is no emergency. ARCS's capacity will be further increased to deliver first aid, health education, HIV/AIDS awareness and to participate in immunization campaigns. This will be achieved through greater integration of ARCS clinics into the country's health system, maintenance of the emergency mobile units and further development of community-based first aid (CBFA), with reviews of the latter two during 2006.

It is expected that vulnerable people, mainly women and children, in the operational areas will benefit from health services provided by ARCS clinics, emergency mobile units (EMU) and CBFA. Building on the momentum started in 2005, ARCS will continue to develop a working relationship with the ministry of public health (MoPH) and other health partners. ARCS's health capacity will be increased with management and technical training, and the development of a full package of relevant policies and procedures.

Disaster management

ARCS aims to improve its DM capacity by reinforcing its human, materials and technical expertise and strengthening the coping mechanisms of the most vulnerable communities through community training and implementation of mitigation activities. The focus will be on adopting the DM plan, establishing systems and mechanisms to facilitate effective disaster response by mobilization of resources and expanding the response networking mechanisms at all levels, and providing and developing community-based disaster preparedness (CBDP) training and mitigation activities. ARCS will continue to work, in its auxiliary role, with several partners

including the government's department for disaster preparedness and relevant UN agencies and NGOs in planning, disaster mitigation and response efforts, for which the national society has already gained much wider recognition.

Additional focus for 2006/7 will be on proactively strengthening ARCS logistics capacity and ensuring that disaster-prone branches maintain adequate and appropriate storage facilities and relief stocks to meet basic needs in small-scale disasters.

Organizational development

The overall focus is the development of ARCS towards becoming a well-functioning national society, following the new leadership's decision to undertake a comprehensive restructuring of the society, as the existing set-up was no longer appropriate to the changing situation in-country and the new ARCS vision for increased transparency, profile and impact. The leadership therefore requires a high level of support to plan, implement and manage the change process, including an active programme of one-to-one coaching/mentoring for senior personnel.

This major change process forms the basis of support for 2006/7, first focusing on the headquarters and then extending to the branches in 2007. At the same time, there is a clear commitment to adopting and implementing the revised constitution at all levels. The branch membership scheme remains a priority and will be expanded in 2006/7. This should form a basis for the future branch-level governance structure. The deferred four-year strategic plan is also a priority for 2006.

Humanitarian values

There is a clear need for increased focus on peace building and reconciliation in Afghanistan, and the HV programme provides the framework for these activities. These comprise close coordination and integration with other programmes, the volunteer base and the *marastoon* project - a traditional Afghan social service for destitute people and a historic pillar of ARCS activities - which is highly regarded by the community and can be linked with future branch development. The youth volunteers remain a key channel for promoting HV as in all ARCS activities and capacity building. In 2006, the programme will adopt a much broader vision, starting with the sensitization of ARCS personnel and integrating the HV concept in all programmes. A new component is a pilot project to develop a participative social service designed to assist war traumatized people.

Implementation and management

The Federation delegation will shift from its current role as the main provider of financial and technical support to the national society, to one of facilitation and coordination of relevant support from a range of donors and partners, through longer-term partnership arrangements and agreements.

With the developing vision for the "new-look" national society, 2006 will be a key year for raising visibility in international representation and advocacy to highlight the major repositioning of ARCS and also the increasing capacity development and impact within the health and DM programmes. The new strategic approach to HV using multiple entry points including the *marastoon* and youth volunteers, gives a solid platform for proactive advocacy on these and related issues, such as HIV/AIDS.

In line with the Federation's *Strategy for Change* and work being undertaken on the Federation of the future, the 2006 delegation plan continues the momentum started in 2005 towards a completely new way of working with the national society, with fewer delegates and a more flexible approach to providing specific technical support through better coordination with the regional delegation and the technical units of the Kuala Lumpur-based Asia Pacific Service Centre. Growing ARCS programme capacity and ownership, especially in health and DM, now requires less support from the delegation. The delegation is now based in the ARCS headquarters and works more closely with ARCS programme staff and senior leadership.

The Afghanistan operation poses some challenges with regard to gender and diversity issues. Recruitment of delegates remains difficult given the complexity of the operation and the challenging security environment. However, the delegation managed to maintain a balance of delegates from different parts of the world including the first female head of delegation. The ARCS president is a high-profile and well-respected woman who is deeply committed to gender, diversity, HV, and to further improving the situation within the national society and hopefully also within the delegation.

Given the ongoing difficult security environment in Afghanistan, good security management remains an absolute priority, building on the lessons learned in 2005.

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BUDGET 2006

PROGRAMME BUDGETS SUMMARY

Appeal no.: MAAAF001

Name: AFGHANISTAN

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Recovery	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	169,088	0	0	0	169,088
Construction	2,000	0	0	0	0	0	2,000
Clothing & Textiles	0	0	0	0	0	0	0
Food	0	0	11,918	0	0	0	11,918
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & First Aid	502,450	0	0	0	0	0	502,450
Teaching Materials	0	18,000	0	0	0	0	18,000
Utensils & tools	0	12,000	0	0	0	0	12,000
Other Supplies & Services	55,480	0	184,632	24,840	0	0	264,952
SUPPLIES	559,930	30,000	365,638	24,840	0	0	980,408
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	36,200	0	40,000	0	0	76,200
Computers & Telecom	3,000	22,500	11,875	22,200	0	0	59,575
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
LAND, VEHICLES & EQUIPMEN	3,000	58,700	11,875	62,200	0	0	135,775
Storage	0	12,500	0	0	0	0	12,500
Distribution & Monitoring	0	17,500	0	0	0	0	17,500
Transport & Vehicles cost	208,686	48,292	53,531	46,580	0	0	357,088
TRANSPORT & STORAGE	208,686	78,292	53,531	46,580	0	0	387,088
International Staff	318,936	83,582	250,199	114,156	-27,872	0	739,001
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	412,350	101,217	173,132	159,333	0	0	846,031
National Society Staff	759,344	84,434	139,030	103,940	27,872	0	1,114,620
Consultants	62,700	8,000	0	97,500	0	0	168,200
PERSONNEL	1,553,330	277,233	562,361	474,929	0	0	2,867,853
Workshops & Training	160,000	92,000	48,303	99,400	0	0	399,702
WORKSHOPS & TRAINING	160,000	92,000	48,303	99,400	0	0	399,702
Travel & related expenses	24,563	18,346	8,014	18,076	0	0	69,000
Information & Public Rela	14,892	9,716	4,646	76,733	0	0	105,986
Office Running Costs	67,339	15,680	50,969	37,469	0	0	171,456
Communication Costs	34,054	9,981	24,463	15,461	0	0	83,959
Professional Fees	0	0	0	0	0	0	0
Other General Expenses	10,881	2,453	105,111	3,556	0	0	122,000
GENERAL EXPENDITURE	151,729	56,176	193,203	151,295	0	0	552,401
Asset Depreciation	0	0	0	0	0	0	0
DEPRECIATION	0	0	0	0	0	0	0
Contributions & Transfers	0	0	0	0	0	0	0
CONTRIBUTIONS & TRANSFERS	0	0	0	0	0	0	0
Programme Support	183,298	41,183	85,849	59,734	0	0	370,063
PROGRAMME SUPPORT	183,298	41,183	85,849	59,734	0	0	370,063
TOTAL BUDGET:	2,819,970	633,584	1,320,760	918,978	0	0	5,693,292

BUDGET 2007

PROGRAMME BUDGETS SUMMARY

Appeal no.: MAAAF001

Name: AFGHANISTAN

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Recovery	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	169,088	0	0	0	169,088
Construction	2,000	0	0	0	0	0	2,000
Clothing & Textiles	0	0	0	0	0	0	0
Food	0	0	11,918	0	0	0	11,918
Seeds & Plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & First Aid	502,450	0	0	0	0	0	502,450
Teaching Materials	0	18,000	0	0	0	0	18,000
Utensils & tools	0	12,000	0	0	0	0	12,000
Other Supplies & Services	55,480	0	184,632	24,840	0	0	264,952
SUPPLIES	559,930	30,000	365,638	24,840	0	0	980,408
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	36,200	0	40,000	0	0	76,200
Computers & Telecom	3,000	22,500	11,875	22,200	0	0	59,575
Medical equipment	0	0	0	0	0	0	0
Other Equipment	0	0	0	0	0	0	0
LAND, VEHICLES & EQUIPMEN	3,000	58,700	11,875	62,200	0	0	135,775
Storage	0	12,500	0	0	0	0	12,500
Distribution & Monitoring	0	17,500	0	0	0	0	17,500
Transport & Vehicles cost	208,082	47,327	56,328	45,352	0	0	357,088
TRANSPORT & STORAGE	208,082	77,327	56,328	45,352	0	0	387,088
International Staff	211,933	46,226	239,703	67,338	0	0	565,200
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	296,468	72,617	132,361	113,437	0	0	614,882
National Society Staff	771,268	86,826	149,050	107,477	0	0	1,114,621
Consultants	62,700	8,000	0	97,500	0	0	168,200
PERSONNEL	1,342,369	213,669	521,114	385,752	0	0	2,462,903
Workshops & Training	150,000	92,000	48,303	99,400	0	0	389,702
WORKSHOPS & TRAINING	150,000	92,000	48,303	99,400	0	0	389,702
Travel & related expenses	24,472	18,202	8,433	17,893	0	0	69,000
Information & Public Rela	14,839	9,632	4,889	76,626	0	0	105,986
Office Running Costs	62,867	14,278	50,335	35,517	0	0	162,996
Communication Costs	33,778	9,527	25,235	14,770	0	0	83,309
Professional Fees	0	0	0	0	0	0	0
Other General Expenses	10,823	2,361	105,378	3,439	0	0	122,000
GENERAL EXPENDITURE	146,779	54,000	194,270	148,245	0	0	543,291
Asset Depreciation	0	0	0	0	0	0	0
DEPRECIATION	0	0	0	0	0	0	0
Contributions & Transfers	0	0	0	0	0	0	0
CONTRIBUTIONS & TRANSFERS	0	0	0	0	0	0	0
Programme Support	167,551	36,546	83,250	53,237	0	0	340,583
PROGRAMME SUPPORT	167,551	36,546	83,250	53,237	0	0	340,583
TOTAL BUDGET:	2,577,711	562,242	1,280,776	819,024	0	0	5,239,753