

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

India (Appeal 01.36/2001)

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	IN CHF
1. Institutional and Resource Development	889,135
2. Disaster Response	288,000
3. Disaster Preparedness	350,000
4. Health and Care in the Community	294,820
Total	1,821,955



Introduction

With a population estimated at 978.6 million, of whom 74 per cent live in rural areas, India is the second most populous state in the world. It is expected to break the one billion population barrier in 2000 and to double its numbers by the year 2031.

The latest estimate of GNP per capita is US \$ 436 (*Asiaweek 1999*), with a Human Development Index of 0.545 (*UNDP 1999*), putting India in the lower bracket of medium human development. Due to relatively low labour costs, the country is an attractive market for international investors. However, recent declines in world trade have adversely affected its industrial and economic growth.

Approximately 59 million households (34 per cent of the total) are estimated to exist at or below the poverty line. Infant mortality stands at 71 per cent and is among the highest in the world. Life expectancy at birth stands at 62 years and an estimated 53 per cent of children under the age of five years are underweight. Approximately 20 per cent of the population has no access to safe drinking water, with figures in rural areas much higher. Only 62 per cent of men and 34 per cent of women are literate.

India has most geographical and climatic features, ranging from deserts in the west to sub-tropical forest cover in the northeast, from tropical coastal vegetation in the south to the hostile climate and terrain of the Himalayas in the north. These unique climatic conditions make the country among the most vulnerable to disasters in the world. Of its 31 States and Union Territories, 22 are regarded as particularly disaster-prone.

River floods are the most frequent and often the most devastating event. About 50-60 per cent of the total land mass of India is prone to medium to strong seismic activity, with many large cities located in seismic belts. Drought is a perennial feature in some states: 16 per cent of the country's total area is drought prone and some 50 million people are regularly affected by drought and resulting food shortages. With its large

coastline, the country is regularly exposed to violent cyclones, arising mostly in the Bay of Bengal but also in the Arabian sea. The Indian ocean is one of the six major cyclone-prone regions in the world.

Because of the widespread poverty, inadequate access to safe drinking water, and health services that are stretched to their limit, epidemics of old and new diseases are a frequent occurrence. Additionally, environmental pollution (water, air) is reaching dangerous levels, making many Indian cities health hazards. Given the size of India's industry and transport network, industrial accidents and large-scale transport accidents are frequent events.

Traditional coping mechanisms still exist, mainly in rural settings. However, they often fail faced with the frequency of disasters and the enormity of their effects, or when confronted by new and unfamiliar hazards.

National Society Priorities

With over 650 branches, and well over 12 million members, the Indian Red Cross is one of the largest indigenous organizations in the country. It has gone through significant change in the past few years and today it focuses on disaster preparedness and management, institutional and organizational training and development, and modernizing its administrative structure. Given the size of the organization, change is being introduced first at national headquarters - through systems training, modernization and a gradual upgrading of administrative and finance systems. Eventually, and as a very long-term strategy, this process will be expanded to all branches.

The recent changes have included a new training policy for personnel and people living in or near disaster-prone areas to prepare for disasters and their impact, and if possible to prevent them from happening or at least to mitigate their effect. As part of this, the IRCS is currently conducting a nationwide Community-Based Disaster Preparedness Training programme.

In view of the conclusions of the Hanoi Regional Conference, and in particular the Capacity Building Plan, the IRCS has determined its priorities as follows:

- Community-Based Disaster Preparedness
- Institutional Development
 - Upgrade and modernize national headquarters
 - Finance Management Development

Priority Programmes for Federation Assistance

The overall objectives of this assistance are as follows :

- To continue to build on the experience gained during disaster operations in the country in order to develop a community-based disaster preparedness programme, aimed at state and district branches
- To define more clearly the role of the Indian Red Cross in the health sector.
- To continue to develop the safe blood programme within the Indian Red Cross.
- To continue to develop the capacity of the Indian Red Cross through a series of institutional development initiatives, specifically aimed at financial management, computerization and upgrading at national headquarters.

The Federation does not maintain a country delegation in India but all current needs are addressed by the group of technical delegates in the South Asia Regional Delegation in New Delhi.

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1. Institutional and Resource Development

This programme includes the following projects :

- Institutional Development
- Finance Development
- Information Development
- Financial Resource Development
- Training Centre Assessment

Background and progress to date

The Indian Red Cross Society has recently undertaken a strategic planning exercise at national level, also involving the State branches, which has enabled it to begin to focus on the Federation's four core programme areas of disaster preparedness, disaster response, health and care in the community, and promotion of the Fundamental Principles, and on institutional and organisational training and development, as well as on an overhaul and modernisation of its administrative structure.

With over 650 branches and well over 12 million members, the Indian Red Cross Society (IRCS) is one of the largest indigenous organisations in the country. Virtually no institutional development work has been carried out within the society for many years. The new management appointed in 2000 is giving a high priority to institutional and organisational development.

This programme addresses the Indian Red Cross Society's need to modernise and upgrade its current administrative and organisational structures. Given the size of the National Society and the scope of any modernisation, it is only a first phase. It starts with the National Headquarters (NHQ), and with some of the key mechanisms for improving coordination between the NHQ and the vast branch network. Modernising the entire National Society will require a long term commitment of resources from the Federation to build on the projects listed here.

The programme will begin by initiating important review and assessment processes in both programme and administrative areas. A constitutional reform survey, financial audits of existing processes, and health programme management reviews will be introduced, to enable the governance and management of the society to draft and implement new management structures and systems. The society aims to conduct a comprehensive mapping exercise to update knowledge management systems in a range of sectoral and geographic focus areas and in activities undertaken by all 650 branches and the NHQ.

The information and communications programme areas require considerable strengthening. With no national communications strategy and no consistency or coordination in information activities at any level of the Society, support is needed to improve standards in internal and external communications planning and implementation. This process will require a phased intervention between 2001 and 2003. The primary focus for 2001 will be to review existing information capacities within the society, while also implementing some specific activities.

The second phase of the Institutional Development programme will be to initiate more effective and accountable programme and administrative coordination mechanisms to oversee and guide the development of overall policy, as well as to increase coherence in programme standards and delivery. The primary concern of this phase will be to establish a framework for planning and management systems which will bring the NHQ and branches into a strategic partnership.

Institutional Development Project

Goal The overall goal of this project over the next three to five years is to clarify the roles of governance and management in the Society's constitution, and thereby create more effective coordination between the national headquarters and the branches and improved programme delivery and capacity at all levels.

The strategic planning exercise at national level, which for the first time involved all the State branches, identified four main areas of institutional development. In the first phase, only a few of these objectives will be addressed, but the project will develop to include all the identified areas in the next few years and will also include some selected state branches.

The objectives and priorities below are part of a longer-term initiative to build Indian Red Cross capacity and therefore longer term commitments of support are sought.

Objectives and Activities planned

Objective 1 To assist the National Society in strengthening its constitution and thereby create more effective coordination between the National Headquarters and the branches.

Activities to achieve objective 1:

- Conduct refresher orientation for the members of governance and management on the Principles of the Red Cross Red Crescent Movement, international humanitarian law, and a revised model constitution proposed at global level by the International Federation.
- Conduct refresher orientation for all State branches on the Principles of the Movement to increase collective strategic planning between the NHQ and branches in order to fully reflect these Principles operationally through programming.
- Produce a handbook on governance and management and circulate to all levels of the Society.

Objective 2 To improve coordination mechanisms between the IRCS NHQ and the branches.

Activities to achieve objective 2:

- Conduct a comprehensive mapping exercise to identify all geographic and sectoral programmes undertaken at all levels of the society, in order to formulate plans for their more effective management and coordination as national programmes.
- Set up Committees combining branch and NHQ representatives to oversee programme consolidation in each of the Federation's core areas: disaster preparedness, disaster response, health and care services, and promotion of the Fundamental Principles.
- Hold regular programme and management planning meetings between all State branch secretaries and NHQ senior management to improve institutional planning and monitoring mechanisms.

Objective 3 To review and improve management and administration systems in the Society.

Activities to achieve objective 3:

- Conduct an audit of existing management systems and structures and recommend streamlined future options.
- Review the efficiency, effectiveness and optimum use of personnel at NHQ and branch levels.
- Conduct a phased programme of management development training for managers at NHQ and State branch levels.

Expected results

Objective 1

- The Governing Board will have a greater understanding of the overall Principles of the Movement and will have begun considering the need to redraft the society's constitution to increase its effectiveness, impact, and adherence to the Characteristics of a Well-functioning Society.
- Greater clarity between governance and management at all levels will have improved the ability of management to plan and monitor the work of the society and conform to common reporting and evaluation formats. The branches will have participated in discussions on the key areas of future policy direction in the Society and will have increased their flow of information to strengthen the Society's internal learning and information flow systems.

Objective 2

- The NHQ and the branches will have achieved regular and structured interaction, producing improved coordination of programmes and all administrative arrangements, and the participation of all levels of governance and management in defining solutions.
- The four national-level programme Committees, with the active participation of State branches, will have developed a strategic society-wide approach to improving programme standards and consistency. The outcomes of the programmes in the Federation's four core areas will be more measurable and contribute to national impact evaluation against common bench mark standards. The programme management and coordination structures at NHQ will have been reorganised to meet the challenges of integrated branch and NHQ programme planning and monitoring.

Objective 3

- Following a review of existing management systems, alternative streamlined models will have been adopted. At national level, suitable locally available technical, secretarial, administrative and managerial training courses will have been identified and selected NHQ staff will have successfully completed training relevant to their work and position. As a result, the National Headquarters will have adopted modern office management techniques and become more effective and efficient in daily office management.
- Generally, the modernization of the Indian Red Cross NHQ will have resulted in the development of an efficient headquarters administration which, in turn, will have resulted in greater efficiency and a more rapid response capacity.

Finance Development Project

Goal To review and modernize the financial planning, management and reporting skills of the Society at NHQ and State branch levels

Objectives and Activities planned

Objective 1 To develop and implement a phased finance development programme for the NHQ and State branches.

Activities to achieve objective 1:

- Commission a review of all financial planning and management systems at NHQ and branch levels, with recommendations for future streamlining and improvements
- Conduct a financial management workshop at which managers at NHQ and State branch levels will agree on a finance development action plan.
- Conduct training workshops for all finance accounts staff at NHQ and State branch levels to implement the updated procedures (in 2002).
- Conduct a series of workshops at NHQ and in selected branches on basic accounting and budgeting techniques.

Objective 2 To install a computerised accounting system at NHQ and selected State branches.

Activities to achieve objective 2:

- Identify specifications for an appropriate software package at a national workshop of selected accounts staff from NHQ and branches.
- Tender for software development and implementation at NHQ and selected branches in order to pilot a new accounts system.

Expected results

Objective 1

- All existing assessments will have been properly reviewed and taken into consideration when formulating the National Society's hardware and software strategy and related computerization policy. This policy will be binding for a pre-determined length of time, after which a renewed review will ensure that the most suitable equipment and software will be applied. This may, in time, make it necessary to recruit a National Society Systems Administrator.

- Selected NHQ and branches staff will be conversant with accounting, budgeting and financial reporting skills.

Objective 2

- Based on the above review and the National Society's computerization policy, all the necessary hardware and software will have been procured and properly installed. Service contracts for a minimum period of three years will ensure adequate technical maintenance and services.
- All staff who need it will have undergone the necessary computer training, which will have been organized using locally available resources.

Information Development Project

Goal The overall goal for this programme is to improve the knowledge and understanding of the Society among the public and external institutions through the adoption of a strategic communications and information plan.

Objectives and Activities planned

Objective 1 To develop a communications strategy for the National Society and establish a well-functioning Information Department at IRCS NHQ.

Activities to achieve objective 1 in 2001:

- Circulate a questionnaire to all IRCS branch secretaries to determine the communications capacity at branch level and perceived communications priorities within the IRCS.
- Establish a working group of individuals from within the IRCS, the Federation and the ICRC to draft the IRCS communications strategy and plan of action for information activities.
- Identify and recruit two information staff at IRCS NHQ, establishing clear terms of reference.
- Provide the necessary equipment for the information unit at NHQ, including computers, e-mail and internet access, and still cameras.
- Provide training in computer software packages for NHQ information officers.
- Establish a photo-archive within the NHQ information unit.

Objective 2 To develop an internal and external communications capacity at NHQ and selected State branches.

Activities to achieve objective 2 in 2001:

- Conduct a national information training workshop to strengthen the skills of IRCS information staff and information officers and/or selected branch secretaries at State level by providing structured training in practical and theoretical aspects of communications management techniques.
- Establish and publish a monthly national newsletter for internal and external audiences, to be produced by the NHQ information department.
- Initiate and publish a general brochure on the activities of the IRCS, to be produced in English and Hindi.
- Produce a quarterly circular by the IRCS Secretary General on strategic issues, policy developments and other institutional matters for distribution to IRCS branch secretaries at State and District levels.
- Contribute articles regularly to Federation publicity outlets including Asia Pacific FOCUS Magazine, Weekly News and the Federations Website
- Develop a communications training module to be integrated into IRCS Community Based Disaster Preparedness (CBDP) training workshops at national and State levels.

Objective 3 To develop strategic long term relationships with the media.

Activities to achieve objective 3 in 2001:

- Establish at NHQ a database of national media contacts in the national print and electronic media.
- Provide media contacts at national and regional levels with regular information materials and briefings on the activities of the IRCS.

- Plan and implement media activities linked to international Red Cross public relations campaigns on the emblem and on volunteering, at NHQ and State branch levels.
- Organise seminars based on the activities of the IRCS and the Principles and structure of the Red Cross Red Crescent Movement for students of journalism at national colleges of journalism, including the Asian Media Institute and the Indian Institute of Mass Communications.

Expected results

Although this programme has three to five year objectives, by the end of 2001 the following will have been achieved:

- The IRCS will have in place a national communications strategy and a well defined plan of action for internal and external communications activities.
- The IRCS will have a well established information unit at NHQ, staffed by two information officers.
- All IRCS information officers and staff with responsibility for handling communications will have attended a one week training workshop in practical and theoretical aspects of communications.
- Basic training in communications will have been given to all participants in IRCS CDBP workshops.
- The IRCS will have produced a regular newsletter and will have produced a general brochure in English and Hindi.
- IRCS information units will have the equipment they need for their activities (computers, e-mail and internet access and still cameras).
- The IRCS information unit at NHQ will write, publish and distribute a monthly newsletter.
- The IRCS will benefit from a higher profile due to heightened and sustained media coverage and increased visibility via Federation publicity outlets.
- In cooperation with the regional delegations of the ICRC and the Federation, the IRCS information unit will have organized public relations activities in relation to campaigns on the Red Cross Emblem and the International Year of Volunteering.
- In cooperation with the Federation, the IRCS information unit will have organized at least three seminars for students of journalism at various colleges across India.

Financial Resource Development Project

Goal The overall goal of the project over the next two years is to develop clear and strategic Financial Resource Development Policies and undertake their full implementation.

Objectives and Activities planned

Objective 1 To develop a coordinated resource mobilization strategy for the Society, integrating NHQ and State branch plans.

Activities to achieve objective 1:

- Conduct a national resource mobilization workshop for all State branch secretaries and selected NHQ staff, to develop a coordinated resource mobilization strategy for the Society, integrating NHQ and State branch plans.
- Draw up and implement a phased plan for State level or Regional level skill-building training workshops at which fundraisers share learning and develop new techniques.

Expected results

Successful local resource mobilization experiences around the country will have been reviewed and used to adopt a coordinated resource mobilization strategy for the Society, integrating NHQ and State branch plans. This will have mobilized more funds and given greater cohesion to the Society's overall programmes. It will also have helped the Society to develop a public fundraising strategy to involve local people as long term supporters of the Society's programmes in the country.

Training Centre Assessment Project

Goal The goal of this project is to determine whether financial support for rehabilitation of the Central Training Institute is justified and what investment is required to make the training centre operational.

Objectives and Activities planned

Objective 1 To undertake a structural assessment of the dormant Central Training Institute to determine exactly the engineering and construction inputs, if any, required to turn this institute into a fully functioning training facility and thus reduce the costs of using other training establishments to conduct the wide range of training courses that will be necessary in IRCS over the next few years.

Activities to achieve objective 1:

- Based on the strategies and plan of action of IRCS and the South Asia Regional Delegation, a feasibility assessment of the CTI will be commissioned using locally available human resources
- Such an assessment will include an assessment of the current structure and its potential for successful rehabilitation.
- The assessment will take into consideration any refurbishment and renovation that might be necessary to make the CTI structurally functional. This will include utilities and services.
- If it concludes that renovation is feasible, it will also include a work estimate with costs and a realistic time frame.

Objective 2 To undertake an operational/business assessment to determine how to turn the institute into a manageable, sustainable enterprise with the potential to generate sufficient income to cover maintenance and running costs.

Activities to achieve objective 2:

- Based on the strategies and plan of action of IRCS and the South Asia Regional Delegation, a business assessment will be commissioned using locally available human. Such an assessment might use individuals currently involved in adult education and its financial management.
- Such an assessment will include structured interviews and meetings with relevant authorities and individuals to determine the operational need for a CTI, planned student intakes per annum, and a cost/benefit analysis based on the planned utilisation.
- The assessment will also include a feasibility survey of the income generation potential of the CTI, and make a start on curriculum development.

Expected results

- Within a set time frame of 4 to 8 weeks, a complete structural assessment by a suitably qualified and experienced professional will have been undertaken. The result of this assessment will determine the future use of the CTI. If the structural assessment determines that relatively little physical renovation work and refurbishing would be needed to get the institute up and running, then the next assessment - the operational assessment and business plan - would follow.
- Within a set time frame of 8 to 12 weeks, a complete operational assessment will have been undertaken by a suitably qualified and experienced education professional. The result of this assessment will determine to what extent external support for this CTI will be sought for its future utilization.
- The results of the two assessments will form the basis of any future strategy of financial or operational support to the CTI.

Indicators

- New management systems and coordination strategies have been adopted.
- A computerization policy has been developed, implemented and reviewed.
- Number and type of secretarial, administrative, management training sessions undertaken.
- Number of staff trained.
- Number of computers purchased and installed. Equipment conforms to established policy.
- Number of staff exposed to technical training.
- Number and type of service/maintenance contracts.
- Presence and distribution of governance and management Handbooks.
- Frequency and functioning of national Programme Committees.
- Quality and quantity of publicity materials.
- Quality and frequency of press and media coverage.
- Increase in funds mobilised.

- Increased strategic planning documents on all programme and administrative matters between branches and NHQ.

Critical assumptions

- The National Society and its leadership maintain their current level of expertise and commitment to change, as a basis for implementing the above significant changes and advanced skill training.
- National Headquarters staff adapt well to the new administrative and office technology and make effective use of it in their daily work.
- IRCS is committed to taking ownership of this programme and to accepting the responsibility to co-ordinate this programme. This will have implications on the current in-house administrative systems: any change will require time and careful consideration.
- The programme receives sufficient financial and technical support through the Federation and its Regional Delegation.
- The planned development work is not hampered or stalled by major relief operations.
- The political environment in the country remains conducive to the National Society's humanitarian work.

Monitoring and Evaluation arrangements

The monitoring of the programme will be undertaken in the following ways:

- Regular quarterly progress reports (as practical and necessary) to the South Asia Regional Delegation, the Federation Secretariat and to supporting agencies.
- Visits by South Asia Regional Delegation technical delegates and/or staff (Finance/Institutional Development/ Information) on a regular basis and at agreed intervals to provide guidance, technical support, and advice as and if necessary
- Regular maintenance and technical services will be guaranteed through the service contracts.
- In addition, follow-up will be ensured through visits by representatives of supporting agencies at agreed intervals.

An evaluation process will be established by means of:

- Analysis of the regular progress reports.
- An evaluation of the overall progress in following the coordinated Institutional Development agenda at the end of 2002, involving IRCS staff/volunteers, South Asia Regional Delegation technical delegates/staff, representatives of supporting and collaborating agencies, and if necessary external technical experts.

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2. Disaster Response

Background and progress to date

India's extreme vulnerability to a wide range of natural disasters makes disaster preparedness and response an important priority for the country's National Society. The objective of this programme is to strengthen the disaster response capacities of the Indian Red Cross Society (IRCS) to enable it to respond in an effective and timely manner to disaster, initially in a prioritised group of five of the most disaster prone States of India. Volunteers will be trained in order to conduct effective and timely rapid assessments. This programme also aims to strengthen the logistics management regarding warehouse procedures, transportation, and the availability of adequate relief materials in vulnerable areas. Staff and volunteers will be trained to produce standard daily, weekly, and monthly situation reports to improve internal management information and budgetary systems. The programme is closely linked with the National Society's Disaster Preparedness Programme, since the effectiveness of many elements of response is heavily dependent on a sound preparedness strategy.

After traditional coping mechanisms and neighbourly help, the first line of response in disasters is usually the government: its administrative, military and paramilitary forces are entrusted with this role but are not always well-equipped to deal with an emergency. Such aid is often followed by cash compensation from the State governments to the victims of disaster or their surviving relatives. The important phase that follows this initial assistance is usually overlooked and left to the initiative of the sizeable number of NGOs and INGOs in the country.

Recently, the IRCS introduced a clear training policy in which personnel and people living in or near disaster-prone areas are mentally, physically and professionally prepared to prevent and prepare for disasters and their impact or to mitigate their effects. As a direct result, IRCS started a nation-wide Community-Based Disaster Preparedness (CBDP) Training programme in early 1999 after a series of awareness raising workshops between 1996 and 1998. This strategy creates an important platform on which to base a Disaster Response programme aimed at further improving the impact of response activities immediately following a disaster.

Due to the country's high incidence of disasters, the National Society has considerable experience in major emergency rehabilitation, including the reconstruction of hospitals, health structures, and schools.

Operationally, IRCS has entered into a strategic implementation partnership with the ICRC through the latter's regular participation in the society's monthly CBDP training workshops. In these workshops, the ICRC focuses mainly on communal violence and the dissemination of humanitarian values. Increased collaboration has also been established with the Indira Gandhi National Open University (IGNOU) which since 1998 has been offering the only diploma and degree course in disaster management in the country. In addition, the university's faculty is regularly involved in the monthly training workshop, and IRCS state level Branches have been given the opportunity to increase their knowledge of disaster preparedness and management through participation in the weekly national download transmission to the IGNOU study centres.

Through participation in various disaster management forums (for example, the national Government's Disaster Management Committee and the UN Coordinating Meeting on Disaster Management) the IRCS has also been exposed to a growing network of like-minded organizations which will help to further build a coordinated and effectively planned series of disaster response activities in the future.

Goal The overall goal of this programme over the next three to five years is to develop the National Society's capacity to respond effectively and in an equal handed way to disasters across the country, and in particular in five prioritised most hazard-prone States.

Objectives and Activities planned

Objective 1 To strengthen rapid assessment skills in teams at branch and national headquarters levels.

Activities to achieve objective 1:

- Formulate a set of standard survey tools for assessments, based on Sphere and other good practice guidelines, if necessary by hiring experts in disaster assessment in multi-sectoral areas.
- Train volunteers and staff at State and District branch levels in survey and data collection and the use of Participatory Rural Appraisal (PRA)/Rapid Rural Appraisal (RRA) to identify vulnerable populations and their specific relief needs.

Objective 2 To establish Disaster Management Committees at national, State and District levels to coordinate responses and resource mobilization at times of disaster

Activities to achieve objective 2 :

- Form and train members of Disaster Management Committees at national, State and District level. A 10 member committee will be formed at national level, a 7 member committee at State level and a 5 member committee at District level to manage relief operations and coordinate Sphere and good practice standards in assessment, planning, implementation and monitoring of response activities.
- Conduct workshops to formulate rules of operation and train stakeholders in them, and to inform them of the powers and decision making processes of the committees at different levels.
- Establish networking at national and State level by conducting five State-level and two national-level coordination and training meetings to ensure procedures are in place and regularly updated through evaluation and learning strategies.
- Prepare an inventory of financial, material and human resources. Compilation, printing and distribution will be conducted by stakeholders in each of the five prioritized State branches as a pilot scheme.
- One staff member will be deployed in each of the prioritized State branches to coordinate the flow of information and decisions between national headquarters and officials at the State branches.

Objective 3 To improve reporting standards so that accurate and timely information can improve the effective targeting of resources.

Activities to achieve objective 3:

- Establish two-way communications between national headquarters and affected areas. Procure two-way communications tools (satellite phone, wireless sets) which could be despatched in an emergency to affected areas.
- Establish a disaster response cell at State branch level to produce daily and weekly situation reports on technical, process and project management issues.
- Establish simple, factual reporting formats that can be filled in by District level volunteers.
- Conduct a training workshop on reporting at national level and then at State level.

Objective 4 To improve the mechanisms for effective logistics and transportation during disasters.

Activities to achieve objective 4:

- Optimize the available means of transportation by coordinating with other agencies and by negotiating contracts with transportation companies in advance.
- Purchase a small goods-carrying vehicle to facilitate access to interior areas during disasters.

Expected Results

Expected results for Objective 1

- A quality multi-sectoral assessment tool will be used by trained staff and volunteers to improve the speed of assessment and therefore the despatch of appropriate relief supplies to affected communities.
- Donors and partners, including the Government, will rely on IRCS information as being accurate and timely, based on Sphere quality standards.
- The State and District branches will identify the target population's needs in each affected pocket within seven days of a disaster.

Expected results for Objective 2

- At least one Disaster Management Committee will have been set up at District, State and national level for the utilisation of available resources and execution of the programme within one week of the disaster.
- Disaster Management Committees will speed up the coordination of reporting and decision-making so that resources flow rapidly to the affected areas.
- Disaster Management Committees will make good use of local and national inventories of human, financial and material resources and have their requests met in a timely manner by the national coordinating Committee.

Expected results for Objective 3

- The reporting standards will produce qualitative and quantitative information comparing the progress of plans and activities against objectives in uniform formats for national, State and District levels.
- Trained staff and volunteers at all levels will produce reports containing accurate management information to enable decisions to be taken rapidly and procedural delays to be minimised.

Expected results for Objective 4

- The transportation of goods and materials will be completed on schedule and required transport means will be made available during relief operations.
- The State branches and national headquarters will ensure a better impact of the programme on the target population, further strengthening the credibility of the Red Cross Movement in rapid response at community level.

Indicators

- State and District Branches' needs assessment reports completed to technical requirements of donors within seven days of the disaster.
- Standard assessment tools and formats available with trained teams in prioritised State Branches.
- Programme implementation guidelines and Committees' roles set out clearly in documents made available in advance.
- The potential donors' comments received within a week of the date of submission of the proposal.
- Approval of the District and State branch obtained on the format within seven days of the disaster, to facilitate requests for resources.
- Weekly and monthly reports available within affected State Branches.
- Delivery schedule receipts for relief supplies available for instant verification.
- Community interaction reports.
- Increase of Red Cross members at community level.

Critical assumptions

- The leadership of the National Society and the State Branches remain committed to the aims of the programme until its completion.
- IRCS is committed to taking ownership of this programme and accepts the responsibility for coordination. This will also have implications on the 'command structure' and overall management structure regarding disaster management at national headquarters and all branch levels.
- This programme receives sufficient financial and technical support through the network of the Federation and its regional delegation.
- The planned development work is not hampered or stalled by major relief operations.
- The political atmosphere is cooperative at national, State, District and Block level.
- The integrated relationship develops further at District, State and national headquarters levels within the Society.
- State Branches play an equally responsible role in implementation.

Monitoring and Evaluation arrangements

The monitoring of the programme will be undertaken in the following ways:

- Internally within IRCS, the monitoring and evaluation of the programme will be carried out at different levels. Monitoring will be done by the Disaster Management Committee members, and the staff of national headquarters, and State and District branches. The Disaster Management cell of IRCS will

conduct and communicate regular monitoring of the programme through progress reports, and State level meetings, while discussions with State and District level officials will also be treated as monitoring tools.

- Regular monthly or quarterly reports (as is practical or advisable) will be prepared by the IRCS, and sent to the regional delegation, which will share them with the Federation Secretariat and/or supporting partners in country.
- Visits will be made by regional delegation technical delegates and/or staff (institutional development and disaster preparedness) on a regular basis and at agreed intervals to provide guidance, technical support, and advice.
- In addition, follow-up will be ensured through visits by representatives of supporting agencies at agreed intervals.

An evaluation process will be established by means of:

- An analysis of the regular progress reports.
- A mid-term review involving the disaster affected communities, IRCS staff/volunteers, regional delegation technical delegates/staff, ICRC colleagues and representatives of supporting agencies.
- A final evaluation involving IRCS staff/volunteers, regional delegation technical delegates/staff, representatives of supporting agencies and, if necessary, external technical experts.

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3. Disaster Preparedness

Background and progress to date

This programme will strengthen the existing Disaster Preparedness activities of the Indian Red Cross Society (IRCS), both at its National Headquarters as well as in selected highly disaster-prone State Branches, in a phased capacity building process. At the same time it will review the situation, explore vulnerabilities and analyze existing capacities in a pilot programme at village level in five most disaster-prone States. The programme is also aimed at conducting hazard and risk mapping in order to establish relevant base line information to develop realistic objectives, plans and activities within selected State level Disaster Preparedness plans in prioritized States.

The IRCS will establish a Committee to coordinate national policy development on Disaster Preparedness including the preparation of guidelines on the roles and responsibilities of the different levels of interconnected stakeholders within IRCS. It will also develop better understanding, coordination and communication between State Branches, the national headquarters, and with the Federation. The overall programme will also increase awareness and understanding of the Sphere project's standards in the course of preparing local preparedness plans which will be mostly drawn up by State Branches.

The unique geo-climatic conditions of the Indian subcontinent, place this country among the most vulnerable to disasters in the world. Of the 31 States and Union Territories, 22 are regarded as particularly disaster prone. River floods are the most frequent and often most devastating event since 75 per cent of the annual rainfall is concentrated in a short monsoon period of two to three months. As much as 40 million hectares of the country are flood prone and an average of 19 million hectares are annually flooded, mainly by the Ganga - Brahmaputra - Meghna basin which carries 60 per cent of the nation's total river flow.

About 50-60 per cent of the total land mass of India is prone to medium to strong seismic activity with many large cities located in seismic belts. Earthquakes occur mostly in the mountainous regions near the Himalayas but also in regions such as Madhya Pradesh, Andaman and Nicobar, Maharashtra, Uttar Pradesh and the Northeast.

Drought, a combination of the natural influence of limited rainfall and environmental degradation, is a perennial feature in some states and 16 per cent of the country's total area is drought prone. Some 50 million people are regularly affected by droughts and the resulting food shortages.

With its large coastline, the country is regularly exposed to violent cyclones arising mostly in the Bay of Bengal but also in the Arabian Sea. The Indian ocean is one of the six major cyclone-prone regions in the world; 80 per cent of all cyclones affect the East coast.

Traditional coping mechanisms still exist, predominantly in rural settings. However, they often fail when faced with the frequency of disasters and the enormity of their effects, but also when confronted with new and unfamiliar hazards.

In recent years, there has been a growing awareness of the importance of more effective disaster preparedness planning and the value of community involvement and efforts by individual academics and scientific and educational institutions have created an important momentum. The Indian Red Cross, with its network of over 650 Branches and well over 12 million members, is one of the largest indigenous organizations in the country and is well-placed to be a significant actor in the nation's Disaster Preparedness Plans at national, State and District levels.

IRCS has been undertaking a nation-wide Community-Based Disaster Preparedness Training programme since the beginning of 1999, after a series of awareness raising workshops between 1996 - 1998. However,

results of this second phase were less promising than the initial experience. To guarantee continuity after a very promising start, the Society, with the help of the Federation, will identify a suitable qualified individual to establish proper coordination at National Headquarters for this programme.

Operationally, a strategic implementation partnership has been entered into with ICRC through the latter's regular participation in the monthly CBDP Training Workshops. In these workshops, ICRC focuses mainly on communal violence and dissemination of humanitarian values. Increased collaboration has also been established with the 'Indira Gandhi National Open University' (IGNOU). Which could lift the national CBDP to a level similar to a certificate course offered by the university. In addition, the university's faculty is regularly involved in the monthly training workshop, and IRCS state level branches have been given the opportunity to increase their knowledge of DPP through participation in the weekly national download transmission to the IGNOU study centres.

Goal The overall goal of this programme over the next three to five years is to develop an integrated national and state level disaster preparedness capacity to enable the Indian Red Cross Society to increase the capacities of vulnerable communities to better withstand the effects of disasters.

Objectives and Activities planned

Objective 1 To identify disaster-prone areas through a hazard mapping exercise.

Activities to achieve objective 1:

- Undertake hazard mapping training for selected personnel in each State and conduct participatory hazard mapping with communities in vulnerable areas, relevant Government functionaries, and other national and international NGOs having such information.
- Consolidate the State level hazard mapping outputs into a national hazard map to enable the national headquarters to identify the most disaster-prone areas of the country, initiate immediate disaster preparedness training and programmes there, and deploy prioritised resources accordingly.
- Involve existing Red Cross members, staff and volunteers at State and District Branch levels in this comprehensive hazard mapping exercise after appropriate skills training, in order to take into account earlier disasters and the traditional coping mechanisms of affected communities.

Objective 2 To establish effective coordination and policy development mechanisms between the national headquarters and State Branches.

Activities to achieve Objective 2:

- Form a national coordination committee on disaster preparedness comprised of representatives from the National Society national headquarters, state and district branches. The committee will coordinate disaster preparedness policy development, devise a national work plan, and develop coherent and common disaster preparedness standards.
- Review the existing Disaster Preparedness activities, experiences and plans at all levels of the National Society and recommend ways of increasing the overall impact of the programme at national headquarters, Branch and community levels (to include an audit of the existence of Disaster Preparedness Plans, relief stocks, trained personnel, codes of practice, networking strategies with Government, NGOs).
- Coordinate the preparation of nationally consistent guidelines on the roles and responsibilities of Disaster Preparedness Committees at all levels, and establish a clear monitoring and evaluation framework to oversee quality standards and the implementation of all programmes.
- Hold an annual coordination meeting with government officials at national, State and District levels to clarify the contribution expected of IRCS national headquarters and Branches as auxiliaries to the Government and to suggest modifications and improvements to existing coordination arrangements.

Objective 3 To conduct prioritised vulnerability mapping, baseline data, and Preparedness Plans in the five most disaster-prone States.

Activities to achieve Objective 3:

- Train volunteers and disaster preparedness staff in Vulnerability Capacity Analysis and participatory assessment techniques and conduct detailed hazard mapping in the most vulnerable areas of five selected most disaster-prone States.
- Share the baseline data with other Government and local NGO networks and convene meetings to draft coordinated Disaster Preparedness Plans at the local levels, including the following components: resource mapping, relief supplies and logistics management, emergency health management, water and sanitation management, and mobile rescue teams.
- Operationalise awareness of local Preparedness Plans by producing and distributing in local languages written and visual Information, Education, and Communications materials to improve community preparedness planning.

Objective 4 To develop teams of trained personnel in a selected disaster-prone States to undertake rescue and relief work in disasters.

Activities to achieve Objective 4:

- Identify and train teams of volunteers and staff at community, District and State levels in first aid, rescue and relief skills in selected disaster-prone states.
- Prepare national level training modules (drawing on standards in the Sphere Guidelines) and train trainers in effective skill building techniques, including running regular refresher courses and drills.
- Provide teams with specific equipment to enable them to undertake their rescue, first aid and relief tasks efficiently and effectively.

Objective 5 To establish a strategically located set of warehouses equipped with adequate relief materials in identified vulnerable areas.

Activities to achieve objective 5:

- To use the national hazard mapping data and local vulnerability analysis baseline data to select strategic locations for constructing or renovating existing relief warehouses in prioritised hazard-prone states.
- Equip the warehouses with appropriate levels of stock of medicines, and shelter, water and sanitation and non-food items, plus other items as required for the local vulnerability profile.
- Establish overall management guidelines and operational procedures for procurement and distribution with the local Disaster Preparedness Committee.
- Establish a group of trained personnel with logistics skills to manage the warehouse and transportation logistics.

Expected Results

Expected results for objective 1

- A series of national and State level hazard maps will give a national overview of vulnerable areas to enable the IRCS to deploy its resources in a prioritized manner.
- Trained teams of volunteers will be skilled in Vulnerability Capacity Analysis and hazard mapping techniques and will have passed these skills on to community level volunteers for longer term capacity enhancement and sustainable community level processes.
- Greater networking and coordination will have been achieved through a participatory process with Government and international and local NGOs engaged in disaster preparedness work: this will maximize efficient role distribution and use of available resources at national, State, District and community levels.

Expected results for objective 2

- Disaster preparedness policies and implementation plans will be effectively managed at State and national levels, with local level experience providing the basis for changes and improvements to policies through effective and coordinated monitoring and evaluation mechanisms.
- Disaster Preparedness Plans at national and State levels will follow common guidelines, standards and implementation processes, allowing for the central training of trainers and other coordinated efforts to improve impact at community level.
- The IRCS will have conducted a comprehensive audit of existing standards, action plans, relief stocks and skill levels, to be able to assess how it should prioritise further efforts to improve the effectiveness of its overall disaster preparedness planning and programme.

Expected results for objective 3

- Systematic records of past disasters will be available, enabling IRCS to understand the pattern, magnitude and frequency of past disasters.
- The most vulnerable disaster prone areas will have been identified and documented, and appropriate prioritized preparedness plans will be able to respond sensitively to local communities' expressed needs.
- IRCS will be in a position to set priorities for the benefit of the most vulnerable among the vulnerable.
- Through interaction with Government and other key actors, a local Preparedness Plan will be implemented by the State, which will also permeate and create awareness at village level.

Expected results for objective 4

- Adequate trained manpower, in terms of first aid, relief and rescue, logistic and warehouse management will be available in areas of high vulnerability.
- Disaster response groups with technical training in rescue and relief work will be available.

Expected results for objective 5

- Warehouses stocked with appropriate levels of relief materials will exist in vulnerable areas.
- Adequate relief materials will be efficiently distributed in a timely manner by teams of staff and volunteers trained in logistics.
- Affected communities will experience a rapid response to their shelter, medical and relief needs following disasters, and will give feedback on the quality and timeliness of the response.

Indicators

- Required number of personnel recruited, including Coordinator of the programme at national and selected State levels.
- Statewide hazard mapping prepared and used to identify priority areas for Preparedness Plans and activities.
- At least 100 volunteers/staff trained in first aid and other disaster related skills to Sphere standard levels of awareness.
- Disaster Preparedness Committees formed at national, State and District Branch levels.
- Consistent, high quality guidelines on the roles and responsibility of different levels of DP Committees distributed and implemented.
- Local Preparedness Plans developed in a participatory manner and distributed to concerned communities and other agencies.
- Number of training courses conducted and numbers and diversity (women and men, different language groups etc) of volunteers and staff trained.
- Number of external training courses conducted and participated in by community members, local organizations and other networks.
- The number of warehouses used for stocking relief materials; regularly reporting on stocks and movement of materials.

Critical assumptions

- The leadership of the National Society and the State Branches continue their commitment until the completion of the project.
- IRCS is committed to taking ownership of this programme and accepts the responsibility to co-ordinate this programme. This will have implications on the 'command structure' and overall management mechanisms.
- This programme receives sufficient financial and technical support through the network of the Federation and its Regional Delegation.
- The planned development work is not hampered or stalled by major relief operations.
- The political atmosphere is cooperative at national, State, District and Block level.
- The integrated relationship develops further between District and State Branches and the National headquarters.

Monitoring and Evaluation arrangements

The monitoring of the programme will be undertaken in the following ways:

- Internally within the Society monitoring will be done by the Branch management committee members at different levels, the Disaster Preparedness Committee at national level, and staff of the national headquarters and State Branches. The Disaster Management cell of IRCS will undertake regular monitoring of the programme. Progress reports, State level review and planning meetings, and discussion with State and District level functionaries will be used as monitoring tools.
- Regular monthly or quarterly reports (as is practical or advisable) to the South Asia regional delegation, the Federation Secretariat and supporting agencies. These reports will be prepared by the Indian Red Cross, and sent to the regional delegation from where they will be shared with relevant services in Geneva and/or supporting partners in country.
- Visits by South Asia regional delegation technical delegates and/or staff (regional disaster preparedness delegate) on a regular basis and at agreed intervals to provide guidance, technical support, and advice as and where necessary.
- In addition, follow-up will be ensured through visits by representatives of supporting agencies at agreed intervals.

An evaluation process will be established by means of:

- Analysis of the regular progress reports.
- A mid-term review, involving the disaster affected communities, IRCS staff/volunteers, South Asia regional delegation technical delegates/staff, ICRC colleagues and representatives of supporting agencies.
- An end evaluation, involving IRCS staff/volunteers, South Asia regional delegation technical delegates/staff, representatives of supporting agencies and, if necessary, external technical experts.
- Half yearly and annual review meetings will be conducted during the first year; a separate package will be developed for mid-term and a final evaluation will be done in consultation with South Asia regional delegation.

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4. Health and Care in Community

This programme includes the following projects:

- India Health Review
- Bhopal Shanty Town Health and Hygiene
- HIV/AIDS (Bilateral)

Background and progress to date

The two key health programmes in the Appeal 2000 were the Blood Transfusion Service (upgrading) and an Agenda for Health. These were chosen as specific priority areas for Federation support, but do not truly reflect the huge depth and breadth of health activities which the Indian Red Cross Society (IRCS) is undertaking throughout the country: these range from basic community care at the local level to First Aid and ambulance services, and hospitals. One innovative health activity begun in 2000 was the establishment of a shanty town health project in Bhopal, funded by the Norwegian Red Cross.

The enormity of the India's health needs and vulnerabilities presents daunting challenges to the National Society to run health programmes which can be seen to be making a difference. It may be that the necessarily ambitious nature of these programmes was actually a deterrent to donors and external funding. However, following the strategic planning process in the third quarter of 2000 for the development of the country assistance strategy (CAS), six key areas of health focus have been identified.

The Federation is particularly committed to strengthening the Society's management capacity to develop effective health programmes. Thus the Federation's focus for 2001 will be to work with the National Society to undertake a detailed assessment and analysis of its health activities and capacities and the health vulnerabilities in different parts of the country. Some of the support required for this strategically important activity will be sought within the Regional Health Capacity Building Programme, in the form of a health delegate for nine months, reporting to the Regional Health Delegate. This intensive support and analysis is essential before the National Society can further develop its health management capacity.

Also arising from the CAS process, the National Society identified the need to establish a health task force at national level to provide a strategic overview and direction. This work is essential and will pave the way for further development of a Health Department within the Headquarters. Both of these strategic approaches to health during 2001 will enable the National Society to further develop its sector-specific health projects for 2002 and beyond.

HIV/AIDS poses a serious threat to health in India and the National Society is very committed to developing activities to prevent and respond to the pandemic. In August 2000, the National Society was in discussions with the American Red Cross regarding potential bilateral support for this project. The Federation will work with the National Society and American Red Cross as appropriate and necessary, in support of this initiative.

While all the objectives for the health programme for the next three years are shown, the specific priority projects that are the focus for action for 2001, and for which funding is sought, are the strategic review of health; the Blood project; and Bhopal Health and Hygiene pilot project. It is hoped that this more focused approach to the Appeal will attract support which will assist the National Society to move forward with its strategic health agenda.

Goal The overall goal of the health programme is to provide comprehensive health care to vulnerable people and communities.

Objectives and Activities planned

The overall objectives of this programme over the next three to five years will be:

Objective 1 India Health Review Project Conduct a review of the National Society's health activities in all Branches to include an assessment and analysis of the health capacities, activities and vulnerabilities within IRCS, together with recommendations for strategic action.

Objective 2 Provide safe blood to the community on a regular basis with improved monitoring and standardised systems.

Objective 3 Contribute to the prevention of HIV/AIDS and support to people living with AIDS through the promotion of HIV/AIDS prevention and care .

Objective 4 Analyse gaps in existing first aid provision and provide first aid to the community at times of need.

Objective 5 Change health behaviour and management through health education and promotion to specific target audiences at community level.

Objective 6 Improve the health of the community by further strengthening preventive and health services.

India Health Review Project

Goal The goal for this project is to conduct a review of the National Society's health activities in all Branches to include an assessment and analysis of the health capacities, activities and vulnerabilities within IRCS, together with recommendations for strategic action.

Objectives and Activities planned

Objective 1 Conduct a survey of existing preventive and curative health activities.

Activities to achieve objective 1:

- Develop terms of reference and appropriate tools to undertake the assessment
- Make a detailed plan of action for six months to undertake the assessment and analysis, to include health delegate visits with and to National Society personnel, to as many of the State branches as possible
- Active participation of key National Society personnel at all levels in all stages of the review and analysis process, including reporting and final presentation to the National Society and Federation
- Incorporate the review process, findings and recommendations into the CAS planning process in 2001 (i.e. some time in the third quarter).

Objective 2 Form a task force at national level to provide strategic overview and direction to the health programme overall

Activities to achieve objective 2:

- Develop terms of reference for the task force
- Develop plan of action for meetings and follow-up work
- Identify eight key personnel to form a working group
- Undertake four meetings in different IRCS locations around the country
- Maintain detailed records of the task force and its work
- Undertake an internal analysis of the task force approach towards the end of 2001, against the stated terms of reference, objectives and plan of action

Expected results

- A detailed document from the review will have been completed and will the health capacities, activities and vulnerabilities within IRCS, together with recommendations for strategic action, in time for the CAS development process in the third quarter.
- A detailed plan of action for the implementation of the review recommendations, linked closely to the strategic work of the health task force and the CAS development process, will have been agreed and developed in time to meet the deadline for the 2002 Appeal process (also expected to be third quarter of 2001).

Indicators

- The review report will be available in the IRCS National Headquarters and in all State Branch Headquarters. Personnel at National Headquarters and State Branch level will be aware of the review report, its findings and recommendations
- The review report will be utilised as a tool in the CAS strategic planning process for 2002 and beyond
- Reports from the health task force meetings will be available at National Headquarters and State Branch level, along with any documents (e.g. strategies, policies) which might have been developed.

Critical assumptions

Three critical assumptions are made in order for this essential strategic work to be undertaken:

- Full funding for the programme must be made available and is an absolute priority for the National Society and Federation
- A suitably experienced health/development delegate will be provided
- The health task force will meet regularly and have the commitment and support of the senior management of the National Society.

Monitoring and Evaluation arrangements

- The Federation Health Delegate for IRCS will provide a monthly report to the National Society and the Regional Health Delegate, outlining progress to date against the terms of reference and action plan.
- The Health Delegate will additionally stay in regular and close contact with the Regional Health Delegate. Depending on travel schedules and commitments, two-monthly meetings between the two delegates and the IRCS Secretary General are envisaged.
- The National Society will provide a quarterly report on the work and progress of the health task force.
- An internal (Federation and National Society) evaluation of the review and task force processes will be undertaken towards the end of 2001.

Bhopal Shanty Town Health and Hygiene Project

Goal The overall goal of this project is to improve the health of the community by further strengthening preventive and health services .

Objectives and Activities planned

Objective 1 To provide limited curative health care services in selected slum areas.

Activities to achieve objective 1:

- The IRCS branch will provide limited curative healthcare services to the slum areas identified. The new clinic serving the whole project area will be housed in an existing community centre. The project will also include the provision of an ambulance, initially supplied by the Red Cross branch, which will be used for carrying equipment and personnel, and for hospital referrals. A baseline survey will be conducted, and a strong health surveillance system will be established. Doctors and community health workers at the clinic will maintain comprehensive records of their activities, with every patient being registered.
- A nominal fee will be charged for a family health card. A referral system will be instituted: the first line of referral will be the branch polyclinic and diagnostic centre, and the next will be the nearby government-run hospitals. Hopefully, as the programme continues, some doctors from private practices in the area may be prevailed upon to assist the programme to cut staffing costs.

Objective 2 To provide, through the medium of the Community Development Societies (CDS), comprehensive preventive and promotional health services in selected slum areas.

Activities to achieve objective 2:

- Once Resident Community Volunteers (RCV) have received adequate training, they will provide advice and assistance to households assigned to them on a regular basis. Areas for community training exist in the three slums identified. The RCVs will also assist in publicising and promoting the curative part of the health programme.

Objective 3 To provide CDSs with the requisite training, facilities and motivation to implement a community-based primary healthcare programme in selected slum areas.

Activity to achieve objective 3:

- The Madhya Pradesh State Branch of the Indian Red Cross Society (MPRCS) will liaise with the district urban development authority and UNICEF in order to work with the RCVs in three selected slum areas. The RCVs will receive training as resident community health workers, so that they can act as a force in promoting health and hygiene education in their immediate environment. Training modules and all training aids will be provided by UNICEF in their usual format of Information, Education and Communication. Training activities will occur as follows: orientation modules in community-based first aid and health/hygiene training in the first year; followed by refresher training in the following two years.

Objective 4 To increase the empowerment of women in the slums, freeing them for more productive and fulfilling roles.

Activity to achieve objective 4:

- The position of women in these urban slums has already been improved by the CDS programme. An important by-product of the health and hygiene pilot project will be to further enhance the standing of women in the community, simultaneously leading to a gender-based focus on maternal and child healthcare.

Expected results

Curative health services

- A regular clinic will have been established in the slum, with 100 RCVs connected to each slum area
- Coordination between the MPRCS and the local RCVs will have been firmly established
- A health card programme will have been established. The fees will be used to provide the first element of cost recovery in the pilot project
- A referral system from the slum clinic to the polyclinic/diagnostic centre and to nearby government-run hospitals will have been established.

Preventive/promotive health services

- By the end of the first year, a basic health and epidemiologic surveillance system should be in operation in the beneficiary areas
- RCVs should be viewed by the community as a whole as the first point of contact if residents need advice on illness
- By the end of the first year, non-formal education centres in the area should receive some form of first aid and health/hygiene promotion training delivered by RCVs as a regular feature.
- By the end of the first year, basic health counselling services should be available through the RCVs, particularly aimed at young adults.

Training of RCVs

- By the end of the first six months, all RCVs should have received at least some basic community-based first aid and health/hygiene training, and should be beginning to pass on their knowledge to “their” households.
- By the end of the first year, all RCVs should have received full orientation training and should be passing this on to their households at regular intervals and with some confidence.
- By the end of the second year, all RCVs will have received refresher training, and will have recruited at least three more RCVs from among their households who will have taken basic orientation training.
- As the pilot project progresses, it is hoped that more slum areas will be added to the project. By the end of the third year, it is hoped that further refresher training will have been completed; that each RCV will have recruited a further five RCVs who will have taken basic orientation training.

Women’s empowerment

- By the end of the first year, the standing of local women will have been enhanced.

- The standards of maternal and child healthcare will have improved significantly and, by the end of the second year, there will be a reduction in the amount of curative healthcare required for mothers and children. This will be monitored in accordance with a defined system.

Indicators

- Reduction in MMR , IMR & TFR over time is recorded
- Participation of RCVs is high and they are accepted by resident community for home visits
- Patients attend the clinic and express satisfaction that their basic curative needs are being meet
- Residents attend hygiene and health training sessions.
- Health information system provides a clear picture of the community health status.

Critical assumptions

- The CDP continue to function as at present (there are currently no grounds for assuming that this will change).
- UNIQUE is willing to provide training instruction and material for the training modules (its Bhopal office has indicated its willingness to do so).
- The lack of provision of urban basic services by the government and other agencies continues. (The Collector for the slum areas informed the Federation that there was no change in resource allocation plans).

Monitoring and Evaluation arrangements

- Quarterly financial and narrative reports will be provided to the IRCS Headquarters from the Madhya Pradesh branch.
- Technical support and additional monitoring will be provided by the Federation as appropriate.
- The programme at Bhopal will be evaluated against objectives in the second half of 2001.

HIV/AIDS Project

As indicated above, the National Society was in discussions with the American Red Cross in August 2000 and for this reason details of the programme are not yet ready. It is included for completeness in terms of indicating the health priorities of the National Society for 2001. The overall goal and objectives which were developed in the CAS planning process are listed. Full documentation will be available at a later date when the initiative is confirmed and a project document has been developed.

Goal The overall goal of the programme is to contribute to the prevention of HIV/AIDS and to support people living with AIDS through the promotion of HIV/AIDS prevention and care services

Objective 1 Develop integrated HIV/AIDS awareness and prevention programmes through mass publicity and community based peer educator programmes.

Objective 2 Expand and run TB and HIV/AIDS clinics and hospitals where other resources are scarce.

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DELEGATION: INDIA					
PROGRAMME	Disaster response	DP	Health & services	IDRD	TOTAL
Shelter & construction	0	0	0	0	0
Clothing & textiles	0	0	0	0	0
Food & seeds	0	0	0	0	0
Water	0	0	0	0	0
Medical & first aid	0	0	12,300	0	12,300
Teaching materials	0	0	0	0	0
Utensils & tools	0	0	0	0	0
Other relief supplies	0	0	0	0	0
Sub total supplies	0	0	12,300	0	12,300
Land & Buildings	0	0	0	0	0
Vehicles	37,000	0	15,000	0	52,000
Computers & telecom	18,500	6,000	0	39,000	63,500
Medical equipment	0	0	0	0	0
Other capital expenses	0	9,000	0	4,000	13,000
Sub total capital	55,500	15,000	15,000	43,000	128,500
Programme management	19,420	23,601	19,880	59,954	122,854
Technical services	5,813	7,065	5,951	17,947	36,776
Professional services	6,447	7,835	6,600	19,903	40,784
Sub total programme support	31,680	38,500	32,430	97,805	200,415
Transport & storage	0	0	600	0	600
Personnel (delegates & expatriates)	0	105,900	400	108,480	214,780
Personnel (local staff)	151,500	126,500	132,900	498,650	909,550
Sub total personnel	151,500	232,400	133,300	607,130	1,124,330
Travel & related expenses	0	15,000	12,000	27,250	54,250
Information expenses	20,000	21,000	20,000	29,000	90,000
Expert fees	15,000	10,900	53,400	39,400	118,700
Admin. - general expenses	14,320	17,200	15,790	45,550	92,860
Training workshops / seminars	0	0	0	0	0
Sub total travel, training, general exp.	49,320	64,100	101,190	141,200	355,810
Total budget	288,000	350,000	294,820	889,135	1,821,955