

PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies
Fédération Internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

INDIA

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The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 183 countries.

For more information: www.ifrc.org

In Brief

Appeal No. 05AA047; Programme Update no. 2, Period covered: 1 April to 30 September 2005; Appeal coverage: 136.1%; Outstanding needs: nil.

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

Appeal target: CHF 5,843,371 (USD 4,867,448 or EUR 3,820,445);

Related Emergency or Annual Appeals: [Tsunami Emergency and Recovery Plan of Action 2005-2010 \(28/2004\)](#), [South Asia Regional Annual Appeal 05AA051](#)

Programme summary: The Indian Red Cross Society (IRCS), with support from the Federation and partner national societies, has implemented activities in all core programme areas - disaster management (including reconstruction), health and organizational development with integrated humanitarian values initiatives. One principle challenge during this period has been the long transition period following the change of IRCS leadership. This factor, in combination with discussions on changing procurement procedures and external movement of personnel, has slowed programme implementation. Despite this, there has been a reasonable level of activity at all levels. The confirmation of a new IRCS secretary general and the filling of key positions mean the society will be able to regain momentum in realization of its vision and goals, and programme implementation.

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

Operational developments

The change of IRCS leadership in March, followed by the departure of certain key staff at the national headquarters, has had a negative impact on the timely implementation of planned programmes and activities. In addition, the tsunami recovery plans which are still being rolled out and a significant flood operation in Maharashtra meant that the national headquarters was faced with a significant workload yet with a shortage of personnel. As a result, implementation of ongoing annual programmes has been slower than expected and below targets. In spite of these challenges, some progress has been made particularly at branch level through branch development and integrated capacity building workshops.



Indian Red Cross volunteers distributed emergency relief to thousands of affected people during the Maharashtra flood.

The national disaster management conference and the annual state branch secretary's conference were held in July, which provided opportunities for branches to discuss the various challenges they are facing and look for possible solutions.

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

Health and care

Background

The focus of the IRCS health and care programme continues to be HIV/AIDS prevention at community level through Red Cross volunteer's network, and preparing to respond in public health emergencies. In May, budget for community-based health project was revised from CHF 489,945 to CHF 750,929. The increase was mainly due to the expected expansion of two programmes, that is, Red Cross volunteers and public health in emergencies training. In addition, the revision was necessary to include expenses of the polio immunisation 2004 campaign to be booked in 2005.

The health component of the long-term tsunami recovery programme is due to begin in 2006. Possible activities and budget have been prepared for the states of Andhra Pradesh, Kerala and Tamil Nadu. This programme is largely based on volunteer networks involved in health and hygiene promotion and psychological support.

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

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

Progress/Achievements

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

In all three programme states - Tamil Nadu, Maharashtra and Andhra Pradesh - staff have been hired through a well defined and rigorous process. The selected candidates were oriented on the technical and administrative components of the programme by the IRCS HIV coordinator. The staff also interacted with the state AIDS control society and other agencies involved in implementing HIV/AIDS projects in their respective states, and exchanged information and activity plans.

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

Activities aimed at increasing awareness about HIV/AIDS, reducing risk behaviour and providing counselling under the youth peer education scheme are in progress in ten districts – four in Tamil Nadu, four in Andhra Pradesh and two in Maharashtra.

In Tamil Nadu, 400 peer educators in 40 institutions are involved in implementing the youth peer education programme in each of the four programme districts. Each peer educator has formed a peer group consisting of ten members, which brings a total number of peer group members to 4,000 in each district. In Andhra Pradesh and Maharashtra, 100 peer educators from ten institutions are implementing the youth peer education programme following the same system of peer groups like in Tamil Nadu, bringing the total number of peer group members to 1,000 per district.

Peer educators conducted group and one-to-one sessions in programme districts covering the topics of the Red Cross functioning, decision making, goal setting, effective communication, as well as myths and misconceptions about HIV/AIDS. Forty counsellors in ten districts visited the targeted institutions and counselled students on various issues relevant to adolescents, including smoking, pre-marital sex, alcohol, personal and family problems, and HIV/AIDS. At the community level, counsellors sensitized 140 women and youth groups on prevention and fighting stigma and discrimination related to HIV/AIDS.

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

Care and support for people living with HIV/AIDS (PLWHA) and their families has been implemented in Tamil Nadu, through community care centres in Namakkal and Dharmapur districts, and at the Tambaram hospital in Chennai.

During the reporting period, an average of 20 and 23 children attending the centres in Namakkal and Dharmapuri respectively received daily supplementary food and monthly check-ups. On average, four new HIV-positive women joined the centre and received personal and family counselling every month. Local communities contributed fabric, medicines, rice, ghee and other items to the centres.

The care and support project in Tambaram hospital provided nutritional support to an average of 300 in-patients daily. Every month, hygiene kits were provided to 800-900 new patients. Both the in-patients and out-patients were counselled on balanced diet, hygiene, stigma and discrimination.

Patients from the four HIV/AIDS programme districts in Tamil Nadu were issued identity cards and referred to community centres for nutritional and counselling support after being discharged from the hospital.

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

This programme component is under review to address the need for an integrated approach in prevention and promotional efforts in the targeted districts of Tamil Nadu, Andhra Pradesh and Maharashtra. It has been decided that health promotion in communities with specific Red Cross volunteer training programmes will be implemented in two districts of Andhra Pradesh, whereas the other eight districts will be part of the extended community outreach programme. Discussions will continue with the IRCS national headquarters to decide on the programme approach.

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

As reported in the [programme update no. 1](#), two blood banks for awareness campaigns will be identified. There has been a verbal request from the IRCS Gujarat branch for supporting the blood bank. However, no decision has been taken yet and discussions will continue in the next quarter.

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

Stigma and discrimination have been addressed as part of community outreach activities through the youth peer education, as well as through the support and care programme. In the youth peer education programme, the

counsellors organized sessions for organized community groups to fight stigma and discrimination. HIV positive patients and their families visiting community centres and the Tambaram hospital received counselling on addressing stigma and discrimination through the IRCS care and support initiative. Those who responded to this form of counselling were encouraged to undertake peer counselling.

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

This programme component was originally targeting the states of Bihar, Rajasthan and West Bengal, in addition to Andhra Pradesh, where the volunteer training was completed in 2004. In each state, a five-day training of trainers (ToT) session was to be conducted for 15 Red Cross volunteer leaders, in order to increase the volunteer network. However, the programme component could not be implemented as planned since the first aid trainer for volunteers at the IRCS national headquarters resigned in July 2005. This position is yet to be filled. Discussions are on-going with the National Society on implementing the volunteer training by the end of the year.

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

Although two maternity clinics had been identified earlier in Bihar and Andhra Pradesh, activities have not started. Discussions will continue with IRCS headquarters about the further course of action on reproductive and child health project.

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

A workshop on public health in emergencies was held in May in Patna, Bihar. Of 38 participants, 11 were from the IRCS Bihar state branch and the remaining 27 from district branches. The participants were trained to provide assistance in case of any emergency in Bihar or in the neighbouring states.

A national-level training of trainers on public health in emergencies is planned for four disaster-prone states - West Bengal, Maharashtra, Rajasthan and Tamil Nadu. It is scheduled to take place in December 2005 or early 2006 with the following objectives:

- To enhance knowledge about public health issues and concerns during emergency situations;
- To familiarize with [Sphere](#) minimum standards in health, water and sanitation, disaster management and psychological health;
- To exchange experiences and identify lessons learnt from the IRCS response on health issues in previous emergency situations;
- To address key issues like coordination, assessment and reporting during emergency situation;
- To develop state-level plan to conduct state-level ToT for public health in emergencies and identify steps to address health issues during emergency situation.

Impact

The main achievements of the programme so far this year fall under the youth peer education and support to people living with HIV/AIDS. Recruitment of health staff at three targeted IRCS branches (Tamil Nadu, Maharashtra and Andhra Pradesh), as well as training on health in emergencies held in Patna, represent further steps towards strengthening the National Society's capacity to respond to the numerous health needs of the vulnerable population.

Constraints

Implementation of the HIV/AIDS project was constrained by the lack of financial transfers to the programme districts, caused by administrative problems at the IRCS national headquarters. Further, the working mode of the consortium is yet to be clarified, and the IRCS leadership change has caused uncertainty over the modalities of project implementation, especially the functioning of the trust formed within the National Society.

The IRCS headquarters personnel responsible for coordinating the training of volunteers and public health in emergencies training for the states, resigned in July and this position has not been filled. Currently, there is no health counterpart at the National Society headquarters, which has resulted in a virtual standstill of health activities for these two project components in the third quarter of the year.

The Federation delegation's health team has been reduced to one person, with the departure of the health coordinator and the health officer in May and July this year, respectively.

Disaster Management

Background

During the reporting period, IRCS and the Federation were active in inter-agency coordination and knowledge-sharing activities in the disaster management sector. A disaster preparedness planning meeting was held in July at the IRCS disaster management centre, followed by the tsunami consultation meeting between the Federation, partner national societies, the IRCS headquarters and the affected state representatives. The disaster management tools have been mobilized during the floods in Maharashtra and Gujarat this summer. A state disaster response team was trained in Maharashtra and will be mobilized as required. United Nations Children's Fund (UNICEF) has donated valuable disaster management equipment to the IRCS, which has increased the National Society's disaster preparedness capacity.

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

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

Progress/Achievements

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

A draft disaster response strategy has been developed and shared with the targeted IRCS branches during the disaster management conference which took place in early July 2005. This conference was attended by the IRCS state branch secretaries, disaster management coordinators and focal points of all eight targeted state branches. Their comments and input were incorporated and the draft document has since been placed before the IRCS leadership and managing body for endorsement and adoption.

A disaster preparedness planning meeting was held in July at the IRCS disaster management centre. It was attended by representatives of eight state branches targeted by the disaster management programme. The meeting was seen as an opportunity for interaction with external partners, notably the ministry of health, ministry of interior (responsible for disaster management) and the United Nations Development Programme (UNDP). The annual disaster management planning and budget documents were adopted in the meeting. In addition, a briefing on the progress of the disaster management programme was presented at the IRCS branch secretaries meeting, which followed the disaster preparedness planning meeting.

Inter-agency coordination included participation in the national consultative meeting organized by ECHO's disaster preparedness programme (DIPECHO) in April, the lessons learnt workshop on the Assam 2004 floods organized by Oxfam in June, as well as a workshop on the Delhi earthquake safety initiative for lifeline buildings, which was facilitated by the Delhi disaster management authority and supported by many institutions such as SEEDS (local voluntary organization), GeoHazards International (GHI) and US Agency for International Development (USAID).

In August, IRCS and UNICEF held a one-day meeting on floods preparedness in the state of Bihar. A number of UN agencies and NGOs operating in Bihar attended the meeting. The IRCS Bihar branch made a presentation about their floods response in 2004 and their preparedness measures for floods 2005 and beyond.

Inter-agency coordination and information exchange have significantly improved among all stakeholders in the tsunami recovery operation, through sectoral meetings and training on disaster management, health and

organizational development. The Federation participated in the consultative meeting with the National Institute of Disaster Management and the ministry of home affairs on state and civil society collaboration in mitigation and reconstruction in June in Chennai, while the IRCS participated in similar consultations in Delhi.

The IRCS disaster management centre played an active role in monitoring the floods and earthquake situation and a daily disaster situation report was generated.

The disaster preparedness plan has not yet been finalized, in view of the changed priorities of IRCS, caused by the two floods emergency operations in Maharashtra and Gujarat this summer. A consultant is to be identified to work on the draft document.

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

The deployment of the Gujarat state disaster response team (SDRT) in two local disasters – a train accident in April and the floods operation this summer – demonstrated the effectiveness of investing in the preparedness for response measures at branch level. In response to the train accident, the branch mobilized its medical team with blood units, as well as SDRT members with relief materials including food items, beds and blankets. During the floods emergency, the branch distributed 6,000 family packs of non-food items dispatched from the IRCS central disaster preparedness stock. One national disaster response team (NDRT) member was deployed from the IRCS West Bengal branch to assist in the distribution and monitoring in addition to the Federation logistic's officer who helped the branch in warehouse management and setting up a system for incoming goods and their dispatch for distribution.

UNICEF has donated to the IRCS disaster preparedness equipment and material worth over USD 500,000 (approximately CHF 650,000) The donation includes Rubb halls, generators and field office equipment, along with other items, which will boost the National Society's disaster response capacity. Some of the equipment was used by UN agencies during the Gujarat earthquake operation, and had originally been donated by the Swedish National Rescue Agency. All the equipment is in good condition and will be stored in the IRCS Bahadurgarh warehouse. The disaster management programme will cover the operational costs of using this equipment whenever deployed.

Following the IRCS Gujarat and Orissa SDRT training, the Maharashtra SDRT training was conducted in September. The team consists of 16 members from different sectors, and with adequate gender representation.

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

The first phase of the renovation of the Bahadurgarh warehouse was completed in August and handed over to the National Society. It consists of six warehouse buildings in one compound. The renovation was supported by the Hong Kong Red Cross branch of the Chinese Red Cross within the framework of the disaster management programme. The progress on the renovation of the Kolkata warehouse slowed down and approximately 70 percent has been completed within the reporting period. This project component is supported by the Singapore Red Cross. Unfortunately the state level warehouse construction has not been initiated due to land ownership issues. The project will not be supported unless the land designated for the warehouse construction is in the name of the Indian Red Cross Society.

While the planned logistic training workshop has not taken place as yet, regular visits to the warehouse are carried out to verify the disaster preparedness stock position and to oversee the warehouse renovation progress. The Federation's logistics officer has provided on-the-job training for the IRCS Gujarat state branch warehouse staff during the flood relief operation.

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

A disaster preparedness capacity building workshop was conducted in June in Patna, Bihar, followed by two workshops in West Bengal - Kolkata and Darjeeling – in June and August, respectively. All workshops included organizational development components as part of integrated programme management. Topics included Red Cross Red Crescent Movement's Fundamental Principles, disaster management concepts such as vulnerability and capacity assessment and analysis techniques, volunteer management and resource mobilisation. They also touched upon the branches' own programmes and activities related to health and humanitarian values.

Following the recruitment of disaster management coordinators in Andhra Pradesh and Gujarat, all state branches targeted by the programme now have state level disaster management coordinators in place, except for Assam where the recruitment process is underway.

A monitoring mechanism for floods and other seasonal disasters has been established. Communication channels between the IRCS and the Federation disaster management teams are open and NDRT members are on alert during the monsoon and cyclone season.

In addition to the ongoing tsunami recovery operation in Tamil Nadu and Andhra Pradesh, and the floods 2004 operation in Assam and Bihar, IRCS responded to Gujarat floods in June, and to floods in Madhya Pradesh, where 2,000 family packs of non-food items were distributed.

Maharashtra state was severely hit by floods in July this year. IRCS headquarters sent 5,000 family packs with the national disaster response team, along with three water and sanitation units. Active support was provided to the state branch throughout the response operation, as reported in related [information bulletins](#) which are posted on the Federation's web site.

Expected Result 5: Preparedness and response capacities of communities in four disaster-prone states have been improved. The floods 2004 operation in Assam and Bihar contains a mitigation component which is ongoing, with construction of raised tube wells in selected areas of the two states, which are aimed at reducing the community's vulnerability to flooding and related health problems.

A proposal for the second phase of a risk reduction project, supported by the British Department for International Development (DFID) has been developed in consultation with the two targeted IRCS branches of Bihar and Rajasthan. A team from the Federation's India delegation and South Asia regional delegation facilitated a meeting with Rajasthan state and district branches and incorporated the outcome into the final proposal. The projects will focus on public awareness and community-based mitigation efforts, as well as exchange of lessons learned and documentation of good practices.



Four-year-old Raju takes water from the tube well raised by Indian Red Cross in Bihar: "The well is magical. It gives me sweet water," he says.

In the state branches of Gujarat and Orissa, community training and awareness raising on disaster preparedness are ongoing. The projects target the general public with special focus on the village disaster preparedness committee members. The training includes basic first aid, search and rescue, hazard and vulnerability/capacity mapping, etc.

Impact

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

Disaster monitoring and related communication between the IRCS national headquarters and branches has improved significantly, as was demonstrated in the fast and effective response to various small scale disasters

throughout the country. At the same time, effective interaction with external stakeholders has helped strengthen the IRCS visibility and understanding of its role in disaster preparedness and response at all levels.

The local mitigation projects in Maharashtra (water-supply to the Barshi district) and Bihar (construction of raised tube-wells) has aimed at protecting the health of the population, particularly in relation to the incidence of water-borne diseases.

Constraints

There has been a high turnover of staff, including the resignation of disaster management coordinators in three branches (West Bengal, Andhra Pradesh and Gujarat), and deployment of the IRCS national disaster preparedness and warehouse coordinators in the Federation's tsunami operation in the Maldives. The departure of these key personnel has caused a significant slow-down in the programme implementation.

The lack of progress in the mitigation component of the floods 2004 operation and the replenishment of disaster preparedness stocks ([request for assistance 16/2004](#)) is of major concern, as this operation has been extended twice already. The crux of the problem has been IRCS national headquarters in approving the transfer of working advances to the state branches, which may further delay the implementation of this project, but also of other DM programme components. This issue is being pursued by the Federation.

A delay in the interim payment of construction contractors by the National Society has led to further postponement of the work on renovating the two warehouses. This, in its turn, necessitated extensions for completion and reporting deadlines.

The disaster management programme budget is under revision to include the allocation of funds donated by the Japanese Red Cross and to reflect the realistic implementation plan of delayed activities before the end of the year. The budget revision is pending extensive input by the National Society, which is yet to be received.

Humanitarian values

Background

The humanitarian values programme has been managed as a component of the organizational development (OD) programme since June 2005. In order to get a better understanding of applying humanitarian values in Red Cross programmes and activities, several discussions and coordination meetings were held with the regional humanitarian values coordinator (South Asia regional delegation) and programme managers of the India delegation. The delegation was also represented, with support from the South Asia regional delegation, at the humanitarian values workshop organized by the Bangladesh Red Crescent Society in June and at a youth camp hosted by the Nepal Red Cross Society in September.

The humanitarian values programme is still in the initial stages both at the Federation delegation and the IRCS. There is no focal point for the programme at the National Society's national headquarters, although some important humanitarian values concepts and issues continue to be addressed through most other programmes.

Overall goal: Bring about changes in people's behaviour, increasing mutual understanding and respect for human dignity through wider dissemination of humanitarian values and the IRCS activities.

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

Progress/Achievements

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

The stigma and discrimination project was conceptualized with the IRCS health department and was to be implemented through the HIV/AIDS consortium. However, there has been no progress on this project thus far,

partly due to the changes in the perceived profile and role of the HIV/AIDS trust, which is to manage those activities.

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

A national level community-based disaster preparedness workshop focusing on the rights of beneficiaries has not yet taken place. However, this issue is addressed through disaster preparedness capacity building workshops, such as the ones held in West Bengal and Bihar. The sessions included focus on vulnerable people, principles of conduct during disasters, the Humanitarian Charter and the Code of Conduct.

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

An induction course was organized in Delhi for the staff of the IRCS, India delegation, South Asia regional delegation and partner national societies. Twenty-two staff members participated in the course, including nine from the national headquarters and one each from the Gujarat and Andhra Pradesh state branches. For the first time in such a course, the concept of humanitarian values and its application were presented. The information material was distributed to all participants. Another induction course will be held in December 2005.

Branch development workshops which were initiated this year included interactive sessions on humanitarian values. One such workshop was conducted in Orissa in September 2005. In total, 22 staff participated. The IRCS Gujarat state branch carried out training on the Fundamental Principles and humanitarian values at Amreli and Bharuch districts, with the participation of 64 volunteers.

The following events were celebrated by the IRCS during this reporting period:

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

Impact

The implementation of interactive sessions on humanitarian values, which has occurred in a number of workshops, is enabling branches and the IRCS headquarters to better understand the issues involved with humanitarian values and help them design more focused and better tailored programmes.

Constraints

Execution of the programme has been generally slow due to low understanding of the importance of the subject within the National Society. All activities of this programme are implemented through the IRCS dissemination department. There is no other counterpart at headquarters level for humanitarian values activities.

Organizational Development

Background

The organizational development programme is focusing on strengthening the long-term capacity building efforts at branch level, through an integrated programme approach. In spite of a number of significant challenges, some progress has been made, particularly in facilitating the opening of a more substantial dialogue between the National Society’s headquarters and branches. In addition, through a series of state-level workshops, branches were provided with tools to better assess their needs and plan their long-term programmes accordingly.

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

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

Progress/Achievements

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

The strategy to assist selected branches in developing their long-term development plans based on their priorities and needs and through identifying their own strengths and weaknesses has yielded some results. During the period April – September, inter-sectoral coordination has improved, particularly with disaster management and health programmes, but also efforts to develop a more coordinated approach to branch development with the ICRC. During the integrated disaster management capacity building workshops held in the states of Bihar and West Bengal in May 2005, the theory of branch development was introduced. It was also introduced and discussed at length during the disaster management conference held in New Delhi in July.

A state-level branch-development workshop was held in August in Orissa, and was attended by 27 participants. The workshop was facilitated by the Federation and supported by the German and Spanish Red Cross representatives based in Orissa. The aim of the workshop was to assist the branch in identifying its priorities in the coming years. The state branch has taken the responsibility of taking the planning process further through consultation with district and sub-district branches. A similar exercise has been planned by the Andhra Pradesh and the Gujarat branches in October and November this year respectively.

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

A conference of IRCS state branch secretaries was held in July, with facilitation and support of the organizational development programme. The annual plans for organizational development, disaster management, humanitarian values and health were discussed at the conference. The conference provided another opportunity for the IRCS branch secretaries to critically review the performance of the IRCS national headquarters and its branches, including a review of its rules and procedures. For the first time in several years, this internal conference was open to delegates from the Federation (both country and regional delegations), ICRC and partner national societies.

Following the conference, a meeting of the IRCS governing board was convened in August. Among other issues discussed in the meeting, steps were agreed for recruiting a full-time secretary general of IRCS.

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

Resource mobilization and fundraising are being addressed through branch development and capacity building workshops. However, a comprehensive resource development strategy continues to be a big challenge for the IRCS as it is closely linked to several other organizational challenges and issues that the society is faced with. Some of the branches, such as Andhra Pradesh and Maharashtra, reported having mobilized substantial resources locally to address the needs of the tsunami and floods survivors. These branches are, however, yet to initiate a long-term partnership with potential donors.

In Gujarat, the state branch is exploring various possibilities for income generation and programme sustainability. A branch development planning exercise and a feasibility study are planned for the last quarter of the year.

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

While communication development, information and reporting continue to be emphasized through various workshops and training at branch levels, there has been little progress at the national level in this area. The publication of the IRCS newsletter continues to remain suspended, in the absence of an IRCS information officer.

However, the IRCS headquarters succeeded in entering into agreements with new service providers for its internet connections and web space. Consultations are also in progress with external consultants on developing a communication system for selected branches to be able to share information faster in the event of emergencies. The plan is also to link this system to a volunteer mobilization scheme.

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

There were continued discussions between the delegation and the IRCS regarding streamlining of working advance reporting procedures. It is expected that some conclusive decisions will be taken when the cooperation agreement between the Federation and the National Society is taken up for review.

Navision software installation and customization has been completed by the project consultants. The IRCS finance and accounts department are currently using the software. Some departments, however, have still not started working on the software. At the same time, release of payment from the IRCS to the consultants is also pending due to lengthy internal procedures.

The planned finance management and reporting training for branches is yet to take place, as well as the work on a comprehensive accounting manual for IRCS and its branches.

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

The concept of volunteer development and management is presented in disaster management capacity building workshops and state disaster response team training. There has been renewed interest among branches for volunteer development and this needs to be supported through stronger coordination from the headquarters.

Meanwhile, the Red Cross volunteer training project, supported by the health programme, has been postponed due to the departure of the IRCS counterpart at the national headquarters, as well as due to the changes in the delegation's health team. This also resulted in the postponement of the planned national level consultation meeting to discuss a draft IRCS volunteer policy developed by the headquarters.

In Gujarat, volunteer management training is planned to take place during November and December targeting over 100 volunteers recruited in the flood-prone districts of Valsad and Navsari.

The proposed dates for the inter-state youth exchange programme in Gujarat is yet to be finalized, and a state level youth workshop in Goa has now been rescheduled to mid-November.

Expected Result 7: A human resource development system and phased training program for governance, volunteers and staff developed and established

There has been an increased turnover of staff at the IRCS headquarters during the reporting period, further affecting the already understaffed headquarters. The issue was taken up for discussion during the governing board meeting in August and it is understood that the matter would be addressed soon after the recruitment of the new secretary general.

Discussions on the recommendations of the feasibility study of the central training institute complex is expected to be taken up in the next governing board meeting.

Impact

In the face of ongoing challenges, there has been some progress, particularly in branch development. There has been increased dialogue with branches and the headquarters decision to hold the conference for branch secretaries has been instrumental in this process. The need to support beneficiaries through branches that are closer to the community is being supported by the national headquarters.

The headquarters also reiterated the need for IRCS branches to work on improving their National Society's visibility, so that people are aware of the organization, its principles and work.

The introduction of branch development has brought about recognition by certain branches of the need to improve their planning processes. A number of workshops have been conducted to help these efforts. A major focus of most branches is on volunteer development and their retention policies. The value of volunteers and volunteering are being increasingly recognized.

The need to restructure the IRCS financial management systems is being felt even stronger both at the headquarters and the branches in order to speed up financial transfers to branches and financial reports to funding partners.

There generally has been greater interaction and coordination among the different programme sectors, partner national societies, South Asia regional delegation and the ICRC during the reporting period.

Constraints

Departure of certain key counterparts at the IRCS headquarters has been a major constraint. The existing counterparts are overburdened with a large number of responsibilities. The issue has been discussed at the conference of the state branch secretaries, as well as at the governing board meeting in July.

A change in the financial approval procedures at the national headquarters during the reporting period, leading to even lengthier approval procedures, further delayed the payments as well as implementation plans. It is hoped that this will be addressed as soon as the new leadership assumes office.

Implementation and management

Coordination, cooperation and strategic partnerships

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

Effective representation and advocacy

Representation and advocacy activities were mainly tsunami-focused, in light of the recently approved tsunami implementation plan.

Delegation management

The Federation delegation provided strategic support to the IRCS during the absence of a full-time secretary general to help implement the planned annual programmes.

Operational budgets for organizational development and health programmes have been revised during this period to make the targets more achievable and realistic. This implies that log frames have been revised.

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

APPEAL No. 05AA047

PLEDGES RECEIVED

13/12/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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CASH

					TOTAL COVERAGE	
REQUESTED IN APPEAL CHF ----->				5,843,372		136.1%
OPENING BALANCE				6,862,663		
BRITISH - DIFD				402,200	01.05.05	DISASTER REDUCTION PHASE II
ITALIAN - RC		50,000	EUR	77,275	10.10.05	RELIEF ITEMS
OPEC FUND F. INTERN. DEVELOPMENT		200,000	USD	256,100	13.10.05	PROCUREMENT MATTRESSES, TENTS
SWEDISH - GOVT		900,000	SEK	153,900	29.03.05	HIV/AIDS
SUB/TOTAL RECEIVED IN CASH				7,752,138	CHF	132.7%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CANADA	DELEGATE(S)			9,800		
GREAT BRITAIN	DELEGATE(S)			106,400		
SWEDEN	DELEGATE(S)			73,000		
DENMARK	DELEGATE(S)			8,800		
SUB/TOTAL RECEIVED IN KIND/SERVICES				198,000	CHF	3.4%

ADDITIONAL TO APPEAL BUDGET

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