

Annual report

 International Federation
of Red Cross and Red Crescent Societies

Afghanistan

Appeal No. MAAAF001

This report covers the period 1 January
to 31 December 2010.

29 April 2011



In order to highlight the World Red Cross and Red Crescent Day, the Afghan Red Crescent youth volunteers in Jalalabad city in eastern Afghanistan donated their blood in the month of May.
Photo: IFRC

In brief

Programme outcome:

- Reduced the number of deaths, injuries and impact from disasters.
- To improve the health status of vulnerable people in selected areas of high health vulnerability, to reduce the number of deaths, illness and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- To strengthen the Afghan Red Crescent Society (ARCS) for the best practice of the principles and values and to advocate for gender and marginalized groups.

Programme(s) summary:

The major activities during the reporting period include the following:

Disaster management: ARCS and the International Federation of Red Cross and Red Crescent Societies (IFRC) were very busy in provision and distribution of humanitarian assistance to the affected population by persistent natural disasters. In April an earthquake with a magnitude of 5.3 on the Richter scale occurred in Samangan province while flash floods in May 2010 affected 101 districts in 20 provinces. In order to strengthen the disaster management (DM) capacity of the national society, a six-day national disaster response team (NDRT) course was conducted followed by an earthquake simulation exercise at the

headquarters. ARCS was supported in developing the DM standard operation procedures (SOP) and the IFRC guidelines for assessment in emergencies as well as community-based disaster risk reduction (CBDRR) training package was translated. ARCS has been supported in the planning, budgeting and conducting of the DIPECHO project-supported school children drawing competition on disaster risk reduction (DRR) in three regions (Kabul, Herat and Jalalabad). Four ARCS and IFRC DM staff participated in the regional advocacy training on DRR in Sri Lanka.

Relief assistance of food and non-food items were provided to a number of 5,040 families affected by different frequent disasters in the eastern, western, central and northern regions of Afghanistan. Assistance of food and non-food items under the Italian government contribution was distributed to the man-made and natural disasters affected families in Badghis, Ghor and Herat provinces.

Community-based disaster preparedness (CBDP) and DM trainings were organized by the national society and a number of 295 newly recruited volunteers were trained in the central, eastern, western and northern regions. Furthermore, 300 DRR stationery kits provided by the South Asia regional office were handed over ARCS for distribution to school children for their further awareness and encouragement on DRR approach. The ARCS vice president participated in the fourth Ministerial Conference on DRR in South Korea on 25-28 October 2010. The IFRC DM delegate, together with the ARCS head of DM, attended the 8th disaster management working group (DMWG) meeting in Sri Lanka. One ARCS DM staff participated in the regional DRR festival in Bangladesh on 25 October 2010. Three ARCS and IFRC DM staff participated in the training of trainers (ToT) training on CBDRR and lessons learnt workshop on 6-11 December 2010 in Delhi. ARCS, IFRC and International Committee of Red Cross (ICRC) joint coordination meetings were held focusing on enhancement of relief management activities and developing of the relief management guidelines as well as other DM related activities.

In addition, various project proposals for the Canadian International Development Agency (CIDA)/ Canadian Red Cross, Italian government/Italian Red Cross and Japanese Red Cross were developed and the Danish government supplementary contribution was confirmed.

Health and care: 2010 was a productive year for the national society health programme as they achieved to be successful in a number of areas.

After almost three years of the ARCS comprehensive community-based health intervention (CCBHI) (water and sanitation) project has being implemented in three districts of Balkh province. The national society, with the support of IFRC, was able to conduct a mid-term evaluation which was led by a British Red Cross health advisor. Similarly, ARCS commenced the roll out of the new community-based health and first aid (CBHFA) in action approach by conducting a seven-day CBHFA in action master facilitator workshop and training 275 previously trained volunteers.

The emergency mobile units (EMUs) were actively involved in response activities following several disasters that occurred throughout Afghanistan which included response to the earthquake in Dar-e-Sof district of Samangan province, flood operations in Jawzjan and Baghlan provinces and response to a diarrhoea disease outbreak in Nangarhar province. In the west, the EMU teams took part in an H1N1 vaccination campaign coordinated by the ministry of public health (MoPH).

The signing of the memorandum of understanding (MoU) was done with MoPH regarding the involvement of ARCS volunteers in the elimination of polio in the southern region of the country (Kandahar) where security is very tense and MoPH cannot reach the population.

Moving forward on the recommendations highlighted in the external evaluation of the clinics in 2009, regular tripartite meetings among the Movement partners were held. They were mainly focused to work on quality improvement. A number of activities contributing to quality improvement were conducted during the reporting timeframe such as establishing of delivery rooms in six clinics and training on integrated management of childhood illness.

Despite not having sufficient funds during 2010, ARCS still continued its HIV/AIDS prevention project with more focus on free of cost youth peer education trainings, and orientation sessions to school authorities, students and parents in the project sites.

Organizational development: The third harmonized operational plan has been developed following result-based approach which this year was further improved by the adoption of a participatory approach involving ARCS regional offices and branches. For better organizing the regional Movement coordination meeting, a term of reference (ToR) is developed and eight Movement coordination meetings were conducted in different regions to better engage the field in the harmonization process and provide a greater degree of transparency and collaboration in planning.

The South Asia regional office finance development delegate visited Afghanistan three times to contribute to the finance development project. In the last 10 to 15 years, ARCS did not have its opening and closing balances and with the technical support of an external audit company, the financial statements of the last five years (2005-2009) have been completed and opening and closing balances have been developed. The audit of book accounts is completed for five years, January 2005 to March 2010 and the report is submitted. QuickBook software has been installed, necessary training for the finance staff has been provided at the headquarters and the newly developed finance management system is now functioning following endorsement and approval by the ARCS governing board.

A fundraising unit under the ARCS organizational development (OD) department umbrella has been established and equipped with all the necessary office equipment and a three-day fundraising workshop has been conducted for the ARCS fundraising unit and 10 provincial branches. Capacity assessment has been carried out in 16 branches of ARCS and necessary support is provided to the branches. The ARCS monitoring and evaluation (former audit and inspection) department staff have been trained in planning, monitoring, evaluation and reporting (PMER). Two training sessions on result-based management (new project planning process (PPP)) were conducted for the ARCS senior staff and a planning workshop is conducted for the ARCS central zone (12 branches) facilitated by the IFRC organizational development department.

The recruitment policy is developed and approved by the management. A total of 150 staff were trained in English, computer, management, planning, reporting and communication skills at both ARCS headquarters and branch levels and also two management courses were conducted for the senior staff. English and computer training courses started to train the ARCS regional offices staff. The ARCS OD head and two other staff from the international relations department participated in the intensified capacity building workshop on October in Washington DC, USA. The membership programme carried out in all branches of the national society has increased the recruitment of new members in order to prepare them for the establishment of branch-based governance bodies. A three-day membership training workshop is conducted for 34 branches of ARCS to speed up the membership programme, membership regulation and guideline is developed and distributed. A total of 1,210 members, including 280 women, are recruited in 34 branches and three local assemblies are established. Two meetings with the membership team leaders have taken place in Jalalabad and Kabul regions to provide necessary support to the membership programme to enable the establishment of branch and general assemblies.

Around 28,000 youth, volunteers, members in schools and communities took part in various activities and have been trained through a variety of programmes. Kapisa youth club has been fully equipped with the necessary resources for use by the youth volunteers. Youth volunteers participated in the 8 May World Red Cross/ Red Crescent Day and International Women's Day celebrations. Three more youth clubs were established in three provincial branches of Faryab, Jawzjan and Takhar. Altogether there are 13 youth clubs and 8,500 youth volunteers trained, of which 45 per cent are girls. The youth supervisor's meeting is organized for 50 youth supervisors representing all 34 branches; a youth girl participated in the Asia Pacific Conference in Jordan and two youth delegates from ARCS participated the youth international friendship programme in Tokyo, Japan. More than 3,000 youth have participated in the social activities such as blood donation, hygiene promotion, giving first aid to the affected people and establishment of 20 additional youth corners at schools. A ToR for the volunteering assessment have been developed and finalised. A joint volunteering assessment is conducted by ARCS, IFRC and ICRC in five regional offices and a plan of action is developed, basic steps to develop volunteering database were taken. The final draft of the ARCS volunteering policy is finalized after accommodating feedbacks from stakeholders and submitted to the ARCS leadership for final approval.

The IFRC OD delegate and OD manager, together with the ARCS OD manager and Norwegian Red Cross delegate, participated in the South Asia regional OD forum in Nepal. The Afghanistan-Pakistan partnership meeting was held in Kuala Lumpur, Malaysia, and ARCS, along with the IFRC and ICRC country offices, participated. A tripartite Movement coordination meeting is conducted to discuss the implementation of the operational plan and general assembly. The tripartite MoU between ARCS, IFRC and ICRC has been revised and submitted to heads of components for their review and feedback. Joint IFRC and ARCS cooperation and coordination workshop is conducted to speed up the implementation process of the ARCS operational plan.

Humanitarian values: Humanitarian values are important as being incorporated into all ARCS operational programmes, it helps ARCS to replace the culture of tolerance among staff and volunteers whilst rendering services and enhance the credibility and mutual understanding of between the beneficiaries, community and the national society. Throughout the free discussion amongst youth volunteers, the spirit of co-existence, respect for human dignity and diversity is promoted. It does help to change behavior into positive; this contributes to decrease the discrimination and consequently the violence.

Good attitude and behavior of ARCS staff and volunteers during the operations demonstrate a sound practice of the Movement principles, which builds more trust of ARCS in the community and created an opportunity to

ARCS to have accessibility to very remote areas where-ever their intervention, is required for the most vulnerable.

Financial situation: The total 2010 budget was CHF 6,092,840. Coverage is 108 per cent while expenditure from January to December 2010 is 92 per cent of the total 2010 budget.

[Click here to go directly to the financial report.](#)

No. of people we have reached:

Programme title	Total number of beneficiaries		
	Male	Female	Total
Health and Care	462,751	801,080	1,263,831
DM	82,500	67,500	150,000
OD	45,690	27,780	73,470
HV	8,500	5,500	14,000

Our partners: In addition to the Red Cross Red Crescent Movement, partners include key government ministries, United Nations agencies, international organizations and non-governmental organizations (NGOs) that are recognized under the government's national disaster management plan.

On behalf of the Afghan Red Crescent Society, IFRC we would like to thank all partners for their support.

Context

During the reporting period, the security situation remains volatile all over the country with number of attacks against the government and non-governmental organizations particularly due to the pre- and post-parliamentary election in Afghanistan. Three candidates have been killed during the campaign period while there have been several attempts on the lives of others, some of which have resulted in the deaths of campaign workers. In a tally kept by the Free Election Foundation of Afghanistan, 11 campaign workers have been killed since late June. On Election Day, at least 14 people were killed. The Taliban also fired rockets in several cities – including Kabul – and set off bombs at a polling station and by the governor of Kandahar's convoy.

The 2010 Afghan parliamentary election to elect members of the Wolesi Jirga took place on 18 September. There are 2,584 candidates across 34 provinces, including 406 women candidates. On 24 November, the election committee released almost all the final results from its controversial parliamentary election after massive fraud saw nearly a quarter of votes cancelled and 24 winners disqualified. The independent election commission named winners of 238 seats, leaving 11 still unconfirmed due to "technical problems" from the southern province of Ghazni, where Afghanistan's largest ethnic group, the Pashtuns, apparently suffered a crushing defeat.

The Kabul Conference was held on 20 July 2010 in Afghanistan's capital, Kabul. Hosted by the Government of Afghanistan and co-chaired by the United Nations, the conference was envisioned by the government as a renewed commitment to the Afghan people. Over 60 envoys, among them some 40 foreign ministers and including the U.S. Secretary of State, attended the conference. The Afghan president laid out a timeframe for Afghan police and military to take responsibility for security, allowing foreign combat troops to withdraw by the end of 2014.

A new survey says more Afghans think their country is heading in the right direction, even though many believe it is still plagued by a lack of security. In a poll released by the Asia Foundation, 47 per cent of those surveyed said Afghanistan is on the right track. That is up from 42 per cent in 2009. A lack of security was listed as the nation's top problem, followed by unemployment and corruption. This year's survey showed a large jump in the number of Afghans who say they support efforts to negotiate with armed groups. More than 83 per cent of those surveyed said they back talks with insurgents, up from 71 per cent in 2009. The Asia Foundation surveyed more than 6,400 Afghan adults in June and July.

A new report from an Afghan rights group says 2010 was the deadliest year for Afghan civilians since the war began. In a report released recently, the Kabul-based Afghanistan Rights Monitor said at least 2,421 civilians were killed last year, and more than 3,270 were wounded. The report says insurgents were responsible for 63 per cent of the total civilian deaths. Improvised explosive devices, like roadside bombs, took the most lives. International forces were blamed for about one-fifth of civilian deaths, while the rest were attributed mostly to Afghan forces. The rights group criticized insurgent groups for deliberately

targeting civilians. It also criticized US and NATO forces for labelling nearly every war casualty as being a “suspected insurgent.”

Due to the unstable situation in Afghanistan highlighted above, Movement partners were restrained from conducting monitoring and evaluation visits to the field. Although the International Federation of Red Cross and Red Crescent Societies (IFRC) programme managers have visited the field occasionally, they still rely heavily on the programme monitoring and evaluation conducted by the national society that enables IFRC to produce reports.

Progress towards outcomes

Disaster management

Outcomes/Expected results

Programme component	Outcome
1. Building safer communities.	The resilience and self-reliance of individuals and communities are increased and the impact of disasters in targeted disaster prone areas is reduced.
2. Strengthening disaster response and preparedness for responses.	The capacity of ARCS in human and material resources, systems and procedures to enable a more effective response to meet the needs of those people affected by disasters is improved.

Achievements

Component 1:

The provision of technical advice at regional and headquarters levels to support development of disaster preparedness (DP) within the Afghan Red Crescent Society (ARCS) continued. The areas of focus attention include building safer communities, particularly implementing community-based disaster risk reduction (CBDRR) activities (phase one), prepositioning of DP stocks (non-food items), planning, development and budgeting processes; Movement harmonized plan and implementation of various disaster management (DM) activities. All have been assisted through an integrated approach with other programmes which resulted to the improvement of ARCS institutional and human resource capacities and better coordination among the Movement components. The ARCS and IFRC DM departments were busy most of the time in responding to disasters, monitoring and developing organizational preparedness.

The concept note for regional school competition was translated in local language Dari and along with competition materials were handed over to ARCS regional DM officers on 20 April 2010. The CBDRR training materials were translated in local language and proof-reading, editing, design and printing of these materials has gained significant progress. The school competitions final top entries were sent to the South Asia regional office and Afghanistan won the second position in this competition. The South Asian association for regional cooperation (SAARC) drawing competition under the title “My city, my future and making SAARC countries safe from disasters” was conducted in Kabul and Herat regions. A project proposal on disaster risk reduction (DRR) activities to be supported by USAID was developed and sent to Zone office DM unit.

A total of 295 newly recruited volunteers through organizing CBDP training workshops in the central, eastern, northern and western regions and numerous DP committees were established. The aim is to increase community knowledge to mitigate the impact of disasters on vulnerable people. With the support of IFRC, the ARCS branch conducted a three-day assessment, distribution and reporting workshop in Herat for 30 ARCS staff and volunteers.

The ARCS emergency operation centre (EOC) became active and have the ability to collect data and information from the provincial branches on disaster situations and share it with the Movement components and other stakeholders in particular with the Afghan national disaster management authority (ANDMA). The well prepared national society (WPNS) self-assessment questionnaire was completed and sent to the South Asia regional office.

The IFRC DM manager attended a three-day meeting in the South Asia regional office to consolidate the DM work plan for 2010 in consideration of regional and country appeals and identify priorities and needs of the national society. The meeting was also an opportunity to familiarize the new members with the overall developments at the regional and global levels.

The loan agreement for four disaster response unit (DRU) vehicles under the Danish Red Cross project was signed between ARCS and IFRC and the vehicles were handed over officially to ARCS on 8 March 2010. The national disaster response team (NDRT) workshop final evaluation completed and sent to the South Asia regional office.

The DRUs at provincial levels started revision of integration modalities which were developed at the 7th DM and health regional meeting in Sri Lanka. Joint DRU and EMU trainings and lessons learnt workshops were organized in Kabul, Jalalabad and Mazer-e-Sharif. The IFRC regional office DIPECHO project manager was updated on the progress made on DRR activities in Afghanistan.

To strengthen the ARCS DM capacity, one of the national society staff was introduced to IFRC DM department as a staff on loan who started working from 18 April and continued until 27 January 2011. The aim was to acquire better knowledge and experience within IFRC and assist the DM colleagues in the national society when returning to his previous position.

ARCS was supported in developing an integrated project proposal as result of which the Danish government confirmed their contribution for development of disaster response capacity for 2010-2011.

ARCS and IFRC staff participated in several meetings and trainings hosted by the Asia Pacific and South Asia regional offices such as fourth Ministerial conference on DRR in South Korea , 8th disaster management working group (DMWG) meeting and regional disaster response team (RDRT) refresher training in Sri Lanka and ToT CBDRR training in Delhi. The DM team also participated in several external partnership meetings with Canadian, Danish, Italian and Japanese governments through their respective embassies in Kabul.

Component 2:

ARCS, with the support of IFRC, made significant progress during the reporting period. ARCS's response capacity was built up through various trainings and establishment of a national disaster response team and the development of a contingency plan for floods and earthquake. Tools and equipments including IT, transportation, development of standard operation procedures (SOP), and construction of warehouses and preparing DP stocks in strategic provinces were also the major DM activities.

The emergency operation centre plays a key role at the national and regional levels in coordinating emergency operations throughout the country. In Kabul, the Movement task force was established to draw up plans of action and allocate the necessary logistical needs in response to the annually recurring spring floods while the national society coordinated with ANDMA, the UN agencies, Movement partners and relevant stakeholders through the DM information systems (DMIS) website. Several DIMS reports were placed on the IFRC website relative to natural disasters that occurred during the reporting period in Afghanistan.

ARCS was assisted in developing the SOP, guidelines and standards for deployment of DRUs and NDRT teams to facilitate information management, needs and requirements of the affected population and to coordinate response activities with ICRC, UN and other agencies in case of any potential future disaster.

The ARCS DM staff conducted a number multiple assessments and response operations, the Samangan earthquake and flash floods in some 20 provinces across the country. The activities carried out mitigated the impact of disasters on affected and vulnerable communities through assisting them with food and non-food items.

The table below indicates the number of families assisted during the reporting period:

Region		Non-food items/pcs							Food-items/ kg							No of families
		tent	blanket	tarp	Jerry cans	Kit sets	Plastic sheets	stoves	Rice	Beans	Floor	oil	sugar	salt	tea	
Central	IFRC	420	2000	100	200	420	0	0	0	0	0	0	0	0	0	100
East	ARCS	743	7719	1487	1461	1417	125	62	115275	27525	5000	16785	5585	22	2274	1703
	IFRC	50	788	100	100	147	24	0	0	0	0	0	0	0	0	147
South West		0	200	0	100	0	0	100	0	0	0	0	0	0	0	100
West	ARCS	322	2570	609	604	268	0	0	5400	0	0	0	0	0	20	611
	IFRC	100	400	100	200	100	0	0	0	0	0	0	0	0	0	100
North	ARCS	792	7306	933	6709	996	0	0	7445	1350	18300	4696	430	18	212	1704
	IFRC	500	1988	175	200	347	24	0	0	0	0	0	0	0	0	575
Total:		2927	22971	3504	9574	3695	173	162	128120	28875	23300	21481	6015	40	2506	5040

In order to replenish the DP stocks, with the funding support from the Canadian, Italian and Japanese governments through bilateral agreements with IFRC, following food and non-food items procured and stored in the strategic provinces:

Food items: (254mt rice, 80mt cooking oil, 50mt beans, 5mt tea and 35mt sugar).
 Non-food items: (2,700 tents, 3,500 jerry cans, 2,700 kitchen sets, 4,200 tarpaulins).

The table below indicates the relief distribution food and non-food items under the Italian government-funded project for 5,000 disaster affected and vulnerable families in Badghis, Ghor and Herat provinces of the western region. Each relief package consists of 49kg rice, 16 litres oil, 10kg beans, 7kg sugar, 1kg tea, 2 blankets, 1 jerry can, 1 kitchen set, and 1 tarpaulin.

Province	No of families	Food item					Non-food items			
		Rice/kg	Oil/lit	Beans/kg	Sugar/kg	Tea/kg	Blankets	Tarpaulins	Jerry Can	Kit Sets
Herat	1000	49000	16000	10000	7000	1000	2000	1000	1000	1000
Ghor	2000	98000	32000	20000	14000	2000	4000	2000	2000	2000
Badghis	2000	98000	32000	20000	14000	2000	4000	2000	2000	2000
Total	5000	245000	80000	50000	35000	5000	10000	5000	5000	5000

Constraints or Challenges

The safety and security of humanitarian workers remain a serious and significant impediment in delivering assistance. As the armed conflict intensifies and spreads wider, many parts of the country remains off-limits for humanitarian organizations. The increasing targeting of main roads by armed opposition forces, targeting of foreign aid workers are causes of concern, the severe winter conditions and accessibility to remote areas of the country constitute serious constraints on the part of the humanitarian aid workers. Poor road network and inconsistencies in in-land flights for field monitoring are other factors.

Low staff salaries and incentives which tantamount to extensive staff turnover with an associated loss of skills and institutional memory within ARCS.

Poor communication and coordination across ARCS and vertically within the DM department headquarters and regions, and poor reporting.

Institutional, human resource capacities and logistics and financial systems of the national societies still needs further improvement at the ARCS at the headquarters and branch levels.

The implementation of the DRR activities is another challenge in the context of Afghanistan for the national society as well as the governmental organizations because of the ongoing conflict situation in the country.

Health and care

Outcomes/Expected results

Programme component	Component outcome
1. Community-based first aid.	Improved health status and capacity of communities to cope with health and disaster challenges through integrated community-based health and first aid.
2. Comprehensive community based health intervention (water and sanitation).	Access to safe drinking water, sanitation facilities increased, and positive health and hygiene practices of community people improved in the targeted areas.
3. Public health in emergencies.	Access to curative and preventive health services improved in target areas during disasters and normal situations.
4. Basic health centres.	Improved access to targeted vulnerable population for curative and preventive health services. Improved maternal, newborn and child health care.
5. HIV and AIDS.	Vulnerability to HIV and its impacts reduced through preventing further infections and reducing stigma and discrimination, as well as improved access to safe blood for children and mothers.

Achievements

Component 1:

At the start of 2010, ARCS with the support of IFRC, organized project planning process (PPP) and result-based management (RBM) workshops for ARCS heads of department and regional programme officers to work on the operational plan for 2010. The training workshops were followed by individual departments establishing working groups in order to develop programme operational plans with supporting logical frameworks. During the planning period, the CBHFA working group together with Movement partners discussed the proposed plan for the rollout of the implementation of the new approach to CBHFA throughout the country.

To initiate the CBHFA in action new approach, the ARCS youth and volunteer department conducted a seven-day CBHFA in action master facilitator workshop targeting 27 participants mainly CBFA supervisors and trainers from 13 provinces of the central and northern regions. This paved the way for the development, further implementation and rollout of the CBHFA in action approach at the community level in Afghanistan. As a result the ARCS was able to train, 275 existing CBFA volunteers in first four modules of the CBHFA in action guideline. Prior to implementing the approach, ARCS, with the support of IFRC, translated the CBHFA in action guideline and manuals to Dari and Pashto versions and printed them accordingly, so that the volunteers utilize them properly.

Similarly, to refresh the knowledge of the CBHFA team leader a refresher training was conducted in the northern and in central regions. Besides this, a training of trainers (ToT) on Influenza A (H1N1) facilitated by qualified Ministry of Public Health (MoPH) trainers was conducted in Balkh province targeting CBFA supervisors and trainers. A total of 3,075 CBHFA volunteers and youth peer educators have now been trained on AH1N1 in Kabul, Parwan, Bamyan, Balkh, Nangarhar and Herat provinces.

The CBHFA volunteers and trainers, with the support of ARCS Jawzjan branch, were actively involved during the flood response in their province in early May 2010. During this operation, the volunteers and CBHFA trainers provided first aid to 162 injured people and assisted 208 families during the evacuation of households who were at serious risk. They also took part in the assessment and relief distribution, chlorinated 25 water sources and provided house-to-house health education.

A total of 352 CBHFA and youth volunteers (including 24 young women) actively participated in the national immunization days (NIDS) polio eradication campaigns from 14 to 16 March and 2 to 4 May. They also played a monitoring role during in the campaigns during which CBHFA volunteers vaccinated 84,444 people against polio and another 31,648 with Vitamin A. Similarly the volunteers in Jowzjan and Sar-e-Pul vaccinated 1,415 children under five during the polio eradication campaign.

To facilitate the work of CBHFA team leaders, and also to assist in monitoring their respective volunteers, a number of bicycles and seven motor bikes were procured and distributed in the northern and central regions. This was greatly appreciated by the volunteers. Meanwhile, refill of first aid materials for the distributed to volunteers on quarterly bases. In addition for visibility purposes, dosards, first bags, caps and badges were produced and distributed to volunteers accordingly.

ARCS has been supporting MoPH in the expanded project on immunization (EPI) through its clinics as one of their routine activities and through the volunteers. This support was more on an ad hoc basis throughout the country. After the ARCS president's participation in the UN-millennium development goals (MDG) high-level plenary meeting of the General Assembly (MDG Summit) on polio eradication in New York, the national society was requested by MoPH to contribute formally in polio eradication in the southern region (Kandahar) where the government cannot reach the population. ARCS agreed to the request which was followed by a memorandum of understanding (MoU) with MoPH. As per the MoU, official contribution to polio eradication campaign has started as of March 2011. From the start of 2011, ARCS has taken practical steps in the eradication campaigns.

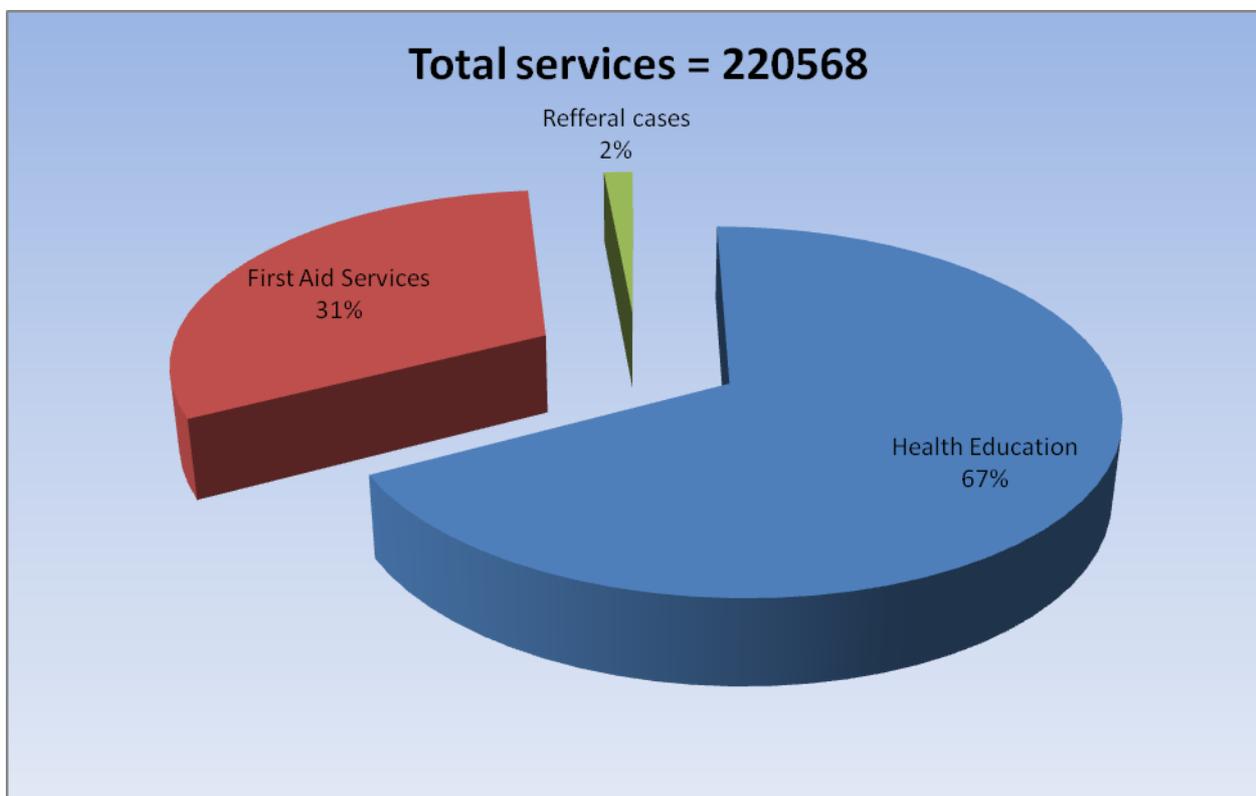
Taking into consideration the emerging trends of outbreaks across the country and the potential to further strengthen ARCS volunteers to be better prepared and more effective in responding to such health emergencies, the ARCS health department with support from IFRC conducted the first masters training in the Asia Pacific region on epidemic control for volunteers and household water treatment in emergencies in the last week of December 2010. This training saw 30 people develop their skills as CBHFA master trainers, regional CBHFA supervisors and regional health officers from all regions. In preparation for the training, the epidemic control for volunteers (ECV) training manual, tools and household water treatment guidelines have been translated and printed in Dari and Pashto.

The ARCS central zone, with the support of the Movement partners, organized regular one-day meetings with CBHFA trainers at the zone office, in which all trainers from 12 provinces participated. Conducting such a coordination meeting will be continued each month regularly, which will really pave the way for trainers to share their experiences and present their progress, activities and challenges of their programme. Similarly, a two-day planning and reporting workshop was conducted for CBHFA trainers in the northern region to enhance the skills and knowledge of trainers in better management of CBHFA programme.

The CBHFA volunteers took active part in the ARCS special week activities from 17-23 October in different provinces in northern region. In addition, the volunteers in Badakhshan took active part in fire fighting in houses in Deh Bala village. Similarly, in Shekh Ali village of Takhar province a mother and her child who were burnt through a fire at home were provided with first aid and then were taken to the nearest hospital by two volunteers.

The programme was regularly monitored and supervised by provincial CBHFA officers and regional supervisors. In addition, the IFRC health team together with their ARCS counterparts conducted regular field visits to field in order to follow up the projects.

The following chart shows the achievements of CBHFA volunteers in 12 IFRC supported provinces in 2010.



Component 2:

After three years of implementation, a mid-term evaluation of the comprehensive community-based health intervention (CCBHI) project was conducted successfully in the targeted areas during the reporting period. The evaluation was led by the British Red Cross health advisor. Since women within the community were required to participate in the survey, the national society hired 11 couples (11 men and 11 women) of surveyors and trained them through a two-day training before they were deployed to the field. Based on the sample calculation, 273 households were surveyed in six villages from three districts. In order to get qualitative data, three focus group discussions (FGD), including one for women, were conducted in Khulm and Shortepa districts. The analysis is still under process and the evaluation report will be completed in next few months.

During the reporting period, the project has been implemented smoothly and achieved major gains in the software segment. As a result, 100 male and 120 female volunteers were trained in health and hygiene promotion and first aid in the project areas. They have been utilized for health and hygiene promotion activities within their respective areas. In working towards widespread change in attitudes and behaviour in improving health hygiene practices, two one-day health and hygiene promotion campaigns were

launched in Balkh and Shortepa districts in which 280 community representatives participated. The aim of these campaigns was to achieve a widespread and long-term change in attitudes and behaviour, and to improve health and hygiene practices.

In order to show the impact of working towards the improvement of women's' health in Afghanistan, particularly in rural areas, an attempt will be made to capture a longitudinal documentary/case study which will aim to follow two newly recruited CBHFA female trainers in their roles over a period of time. During this period, the targeted areas under the CCBHI project will be the focus of this initiative.

The CCBHI team carried out mapping of existing water sources and wells which have already been constructed by other NGOs to ensure that the programme would avoid unnecessary duplication. The CCBHI team also assessed the area where new wells are to be dug. ARCS was able to dig 43 wells (20 during the reporting period) and 192 latrines (115 during the reporting period). Meanwhile, another nine wells which were dug by other NGOs and were not functional were rehabilitated by the national society in the target areas.

The CCBHI project expanded in Sar-e-Pul province of the northern region. So far, the national society was able to establish a health committee and select a number of volunteers and train them accordingly. The volunteers will play a major part in prioritizing health needs in their communities (CBHFA approach). So far, ARCS has trained 20 volunteers in one of the selected districts. The project in Sar-e-Pul is funded by the Finnish Red Cross for a period of three years. Meanwhile, the British Red Cross will be supporting three new villages (two in the existing project areas and one in new district of Balkh province) in 2011.

As part of the capacity building, the CCBHI project manager was introduced to a five-day professional planning and designing project management training workshop organized by a local institute (Ibn-e-Sina) in Kabul. In order to have close coordination with the relevant stakeholders, the project manager and regional health officer attended the water, sanitation and hygiene (WASH) cluster meeting led by the UNICEF sub-office in Balkh province. In terms of monitoring the progression of the project, regular monitoring visits continue to be carried out by ARCS CCBHI project staff members, regional health officer and the IFRC sub-office manager and field officer.

Component 3:

ARCS, with the technical support from IFRC, successfully carried out EMU workshops along with other ARCS programmes, including DRUs and CBHFA, in each of the regions as part of an internal evaluation of the EMU programme. The main purpose of the workshop was to identify key strengths, constraints and potential opportunities to consider for the future of the EMU as well as to identify areas for greater integration between EMUs and other ARCS programmes during normal and emergency situations. Key findings from these workshops will be incorporated into the ARCS health strategy which is now under development. The internal assessment highlighted a great need of including emergency water and sanitation services within ARCS overall emergency health operational capacity. Taking this recommendation into account, ARCS incorporated emergency water and sanitation in their public health in emergencies (PHiE) sector plan, and they already commenced prepositioning water and sanitation disaster response kits into the regions and will receive a water treatment in early 2011.

In order to follow up and implement all the PHiE related activities and manage the EMU teams properly, the national society recruited a PHiE officer within their headquarters structure following a standard recruitment process. After the completion of the internal evaluation of ARCS EMU teams activities, it was clear that the mobile teams were mostly involved in response to diarrhoeal disease (cholera and semi-cholera). Taking this issue into account, ARCS, with the support of IFRC, organized a four-day specialized PHiE training with specific focus on response to epidemics (cholera and semi-cholera) in the first week of August. A total of 27 people, including doctors and nurses of mobile teams from all regions, participated. The training was facilitated by MoPH and ARCS PHiE trained staff. To complement an effective emergency health response, 25 key CBHFA trainers including regional health officers were trained on the household water treatment (HHWT) and safe storage as master trainer from 26-30 December 2010. This will be followed by training on ECV and HHWT of volunteers and conducting a simulation exercise using field school approach in Jalalabad region in 2011.

The Kandahar EMU team was mobilized following an Afghan and international military operation in Marja district of Helmand province which left many people displaced and profoundly affected by the fighting. During this volatile situation, the EMU team operated in Marja for 20 days where they mostly provided essential medical services for the wounded and those most vulnerable including women, children and elderly people. The EMU teams also arranged regular health education sessions as a means of mitigating further health risks.

In addition, the eastern region mobile teams in close coordination with MoPH were involved in responding to the cholera outbreak operations in Momandarih, Ghanikhil, Achin and Dor Baba districts of Nangarhar province from 15 August to 22 September. The teams set up two health camps in the affected areas. Meanwhile, MoPH provided intra veins fluid and oral rehydration solutions (ORS) for the mobile teams. In total, 437 in-patient department (IPD) and 479 patients received out-patient department (OPD) services through the mobile teams. The EMU teams with the support of CBHFA volunteers were able to provide health education sessions to 10,695 people and chlorinated more than 900 water resources. The active contribution of mobile teams was greatly appreciated by MoPH. Similarly, the eastern region mobile teams participated in the flood response operation in Nangarhar province. The teams assisted 180 patients mainly on health problems such as diarrhoea dysentery and acute respiratory infection (ARI) diseases and also conducted health education sessions on specific topics (water-borne diseases and preventive measures) to a total of 500 people. The Kunduz EMU team was deployed to respond to emergency health needs of people affected by avalanche in Iftal district of Badakhshan province from 1-15 October. The team provided health services to more than 400 needy people.

Following the earthquake operation, the Mazar EMU team was deployed to a flood operation in Jawzjan province in the first week of May. During this same period, the central EMU team was mobilized to respond to the Baghlan floods. The Herat EMU teams took part in an H1N1 vaccination campaign coordinated by MoPH. During the vaccination campaign, the EMU team members, ARCS Herat clinic staff, HIV peer educators, CBHFA volunteers, Herat ICRC orthopaedic centres and IFRC staff were also vaccinated by the Herat MoPH. The EMU teams in Herat, Mazar and Jalalabad provinces were involved during the NIDS polio eradication campaigns from 14 to 16 March and 2 to 4 May.

In addition to their routine activities, the Mazar EMU teams were mobilized to provide health and first aid services on the main route of Kabul-Balkh province during celebration of the New Year festival. While along the route, nine health posts were established by the ARCS northern region health department. During this period, 138 cases received first aid and response was provided to 24 car accidents in which patients received first aid and in some cases were transferred to MoPH health centres. The EMU teams were also actively involved in response to the earthquake operation from 21 April to 1 May in Dar-e-Sof district of Samangan province. The teams provided health services to 988 affected people and provided dressing services to 84 injured as well as providing life-saving intervention to a person suffering from shock. The EMU teams also referred two seriously injured people to Kabul by helicopter.

ARCS Emergency Mobile Units Achievement from Jan - Dec 10													
Activity													Total
Out-Patient	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Under 5 male	1550	1534	1420	1448	1593	1573	1629	1514	1145	1555	1880	2026	18867
Under 5 female	1451	1127	1170	1248	1527	1258	1388	1423	1065	1382	1812	1848	16699
Over 5 male	1076	2188	1598	1385	1515	1511	1442	1425	1318	1757	1973	1967	19155
Over 5 female	1847	2486	2298	2658	2448	2351	2803	2094	2108	3125	3036	3103	30357
Sub-Total	5924	7335	6486	6739	0	6693	7262	6456	5636	7819	8701	8944	85078
Dressing	300	387	443	271	412	292	445	390	415	439	629	560	4983
Health Education Individual	1490 2	1109 2	1068 5	1399 8	1396 3	1380 8	9671	1732 1	1140 7	1053 8	1017 8	1035 4	14791 7
Health Education Group	2702	2827	3344	2683	6520	5142	6624	1215 1	4887	1072 3	1600 4	1468 4	88291
Sub-Total	1760 4	1391 9	1402 9	1668 1	0	1895 0	1629 5	2947 2	1629 4	2126 1	2618 2	2503 8	23620 8
Immunization													
Children (DPT3)/BCG/Measles /Hpt	310	148	45	293	97	210	256	90	91	151	136	142	1969
TT (women)	123	65	19	130	147	192	208	134	223	141	227	248	1857
Sub-Total	433	213	64	423	244	402	464	224	314	292	363	390	3826
Grand totals	2426 1	2185 4	2102 2	2411 4	656	2633 7	2446 6	3654 2	2265 9	2981 1	3587 5	3493 2	33009 5

Component 4:

The national society, with the support from IFRC, has started to develop its health strategic plan for the next three to five years in line with the overall ARCS organizational strategic plan. So far, ARCS has organized two separate training workshops in this regards targeting ARCS and IFRC field officers and programme managers respectively. The main purpose of the workshops was to train the field staff and managers in regards to strategic planning process and to involve them in the planning process from the

very beginning. The planning process will take between four to six months.

Moving forward on the recommendations highlighted in the external evaluation of the clinics in 2009, ongoing tripartite meetings between the Movement partners were held in order to review ARCS clinics in terms of performance and quality of services based on a standard criteria. Following the analysis of these reviews, ARCS acknowledged that some of the clinics were no longer as relevant as they once were and that consolidation of some clinics was necessary in order to move forward. As a result, ARCS will focus on consolidating the number of clinics with the closure of some over the coming two years. So far, ARCS has closed three of its clinics which have low service quality. On the other hand, ARCS has rehabilitated delivery rooms in its six clinics. Meanwhile, ARCS is concurrently investing significant resources to improve with the overall quality of the clinics and standards of the mother and child health (MCH) component for those clinics that remain relevant to the existing needs of the supported population. This will ensure that the ARCS clinics are greater aligned with the MoPH basic package health services (BPHS) standards. The ARCS Bamyan clinic was re-located from Foladi Valley to Shiran district as part of the evaluation recommendation. The clinic was replaced with comprehensive health centre of MoPH.

Rehabilitation and renovation of Jawzjan clinic was successfully completed during the reporting period. To certify the completion of work of the construction company, a team consisting of the ARCS northern regional health and IFRC field officers paid a monitoring visit to the clinic.

To enhance the knowledge and skills of clinic doctors and nurses and taking the evaluation recommendations into account, ARCS succeeded in training a total of 14 clinic doctors/nurses on integrated management of childhood illness (IMCI) in north region with the training being facilitated by MoPH. IMCI training in the western region will be held during the month of December/January 2011.

Through close and ongoing cooperation and coordination with Marie Stopes International (MSI), a one-day training workshop on family planning for 12 ARCS clinic doctors and midwives from Balkh province was carried out by MSI, with all costs for the training covered by MSI. MSI also proposes to carry out an additional training sessions on family planning for 10 CBHFA female volunteers and two trainers in the coming months. ARCS greatly appreciates MSI support and looks forward to future support with such initiatives.

An Australian Red Cross representative carried out a monitoring visit of the ARCS health programme in Afghanistan. The representative visited a number of ARCS clinics supported by Movement partners in the central, northern and eastern regions and observed an EMU/CBFA workshop being conducted in the northern region. The representative also attended official meetings with IFRC, ARCS health staff and ARCS senior management. The representative was very positive in terms of the quality of the ARCS clinic services, EMU and CBFA programme.

To review achievements, constraints faced during the first half of the year and to look ahead at the second half of the year's plan, management related issues as well as the modality support from IFRC sub-offices to the national society; a one-day in-country health meeting was organized from 4-5 July 2010 in the ARCS headquarters. The regional health officers, CBHFA supervisors and IFRC sub-office field officers participated.

MoPH has been working on health financing (national health account (NHA)) system since 2009. The general meeting is conducted every six months, in which all national and international non-governmental organisations, authorities and other relevant sectors from Ministry of Finance (MoF) as well as NHA participate. The ARCS health director and IFRC health manager are members of the steering committee and participate regularly at these meetings. The main aim of NHA is to find out the real expenditure of the Afghan population in health and care, so that MoPH can use it for planning proposes in the future.

Considering the importance and needs of psychosocial support (PSP) interventions throughout the South Asia national societies the South Asia regional office initiated and organized a regional ToT master trainers workshop from 22- 29 of November 2010, hosted by Sri Lanka Red Cross. Four people from ARCS and IFRC country office participated. ARCS has showed its interest for having PSP interventions as a cross cutting issue in its future health programme activities.

In summary, the curative and promotional services provided by ARCS through their 37 clinics supported by IFRC continue to contribute to the provision of access for mothers and pregnant women to essential reproductive health services such as antenatal, postnatal, delivery and family planning.

The following chart shows the achievements of 37 clinics of the national society supported by IFRC.

Category	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total
Category 1:													
OPD activities													
OPD visit under five years Male	6598	5771	6870	6019	7095	6927	6076	7597	6128	6284	6692	6539	78596
OPD visit under five years Female	6469	5531	6885	5441	6889	6430	5762	7109	5835	5972	6275	5984	74582
OPD visit over five male	6816	7076	8083	7096	7992	7396	6708	7337	5763	6581	6714	5603	83165
OPD visit over five female	1952 6	1705 5	1838 8	1740 0	2074 4	1807 5	1672 2	1791 3	1408 5	1564 8	1483 0	1539 0	20577 6
Re-attendance	8545	8816	9028	8898	9355	9048	8553	8955	6415	6747	3451	6549	94360
Sub- Total													53647 9
Category 2													
Immunization													
BCG	1984	1720	2076	2143	1609	1670	1521	1904	1589	1990	2076	1896	22178
DPT / Polio	982	1961	2217	2540	2696	2793	2637	2424	1883	2345	2187	2438	27103
DPT2 / Polio2	2244	1977	2009	2308	2273	2443	2165	2336	1964	2146	2037	2319	26221
DPT3/Polio3	1874	1857	2069	2171	1805	1965	1661	2335	2000	2023	1904	1980	23644
Measles	1952	1129	1939	1926	1497 1	1667 4	1408 5	2065	1624	2097	1430	3245	63137
TT women	8997	7071	7159		1271 1	1386 4	1202 4	7506	5416	2023	1022 6	8708	95705
Sub- Total													25798 8
Category 3													
MCH activities													
Family planning	3388	2311	3269	2827	2780	3461	3408	2765	1665	2942	2528	3093	34437
Antenatal care	4094	3315	4006	3546	4724	4376	4296	3199	2864	3380	2954	3523	44277
Postnatal care	1086	808	1124	1208	1202	2265	1337	1098	968	1404	975	1245	14720
Children growth monitoring	1567	1682	2285	1848	2576	2142	2142	2161	1745	1845	1526	1673	23192
Deliveries	18	15	15	19	38	34	22	14	15	18	15	17	240
Sub- Total													11686 6

Category 4													
Dressing	3780	1501	2422	3248	3918	3508	3918	3795	3429	3355	3487	3765	40126
Grand Total													951459
Health Education													
Group health education	16668	14031	16211	15546	36730	34032	30581	14462	14376	14703	15291	16595	239226
Individual health education	13665	15333	15279	29691	42593	38885	35121	16062	14312	16560	16439	15987	269927
Total Health Education													509153
Note: Health Education has been a part of the other activities such as OPD, MCH and vaccination, so it is not counted in the total beneficiaries.													

Component 5:

Though the initial Swedish International Development Cooperation Agency (SIDA)-funded five-year HIV/AIDS project ended in March 2010, ARCS through innovation on their part and with support of IFRC through limited funds available under the annual appeal, continued to carry out key activities where possible. However, further support from donors under the annual appeal is very necessary in order to keep the programme moving forward and consolidate the great work that has been already achieved. The HIV/AIDS end-term evaluation was successfully completed. The team members who conducted the evaluation consisted of the South Asia regional office senior health manager, HIV consultant, ARCS project manager and the IFRC health programme officer.

Despite the lack of funding during 2010, ARCS continued its HIV/AIDS prevention project with a greater focus on free of cost youth peer education (YPE) trainings and orientation sessions to school authorities, students and parents in the project sites.

World AIDS Day was marked by ARCS along with MoPH and other stakeholders in Kabul as well as in the regions. Prior to World AIDS Day, ARCS carried out two awareness, anti-stigma and discrimination campaigns in Jalalabad city. In general, the national society contributed to develop and print IEC materials as well as to mobilize its volunteers to welcome guests in the gathering and distribute IEC materials to the guests.

As the project was newly expanded to Jalalabad city, a Tot targeting 25 trainees which included school teachers and students of class 10 and 11 was conducted in the city. The HIV officer of ARCS Kabul carried out a supervisory visit to Jalalabad where he also cooperated in facilitation of Tot.

Orientation sessions were conducted on HIV/AIDS issues for more than 65,640 peers and community representatives (31,899 women and 33,741 men) by YPE trainers and YPE in Kabul, Maser-e-Sharif, Herat and Jalalabad cities. While 1,500 teachers, students, and relatives were oriented through teachers and YPE in Kabul city, YPE were also active in providing orientation to 54 male waiters and truck drivers on the facts of HIV/AIDS. Similarly, through an integrated approach, orientation sessions on HIV/AIDS and its related issues were conducted for 1,285 people through CBFA trainers and volunteers.

The voluntary counselling testing centre (VCT) of Mazar was visited by 20 new YPE trainers. During the visit, ten YPE trainers tested their blood for HIV and other blood-borne infections. A total of 2,080 people at a community level (840 female and 1,240 male) received information through 400 posters, HIV notebooks, pens and brushes. Moreover, 625 youth peer educators (YPEs) were also trained on H1N1 influenza in Herat city, funded under the humanitarian pandemic preparedness (H2P) project.

The local HIV coordinators attended coordination meetings with school principals and provincial health directors (PHD). Similarly, the monthly voluntary non-remunerated blood donation (VNRBD) committee meeting was held during which the volunteers worked on a plan of action for 2010. In close coordination

with the national AIDS control department, the ARCS HIV/AIDS programme coordinator was invited to participate in a behaviour change communication training workshop from 22 to 28 March.

The ARCS HIV/AIDS coordinator also participated in several external meetings, including the United Nations General Assembly Special Session (UNGASS) on HIV/AIDS for monitoring the declaration of commitment on HIV/AIDS. During the special session, the national society responded to a questionnaire developed by UNGASS which was appreciated by MoPH. The national society was also selected as a civil society organization working towards combating HIV and AIDS. Meanwhile, ARCS shared their HIV prevention project annual plan with MoPH. This will be incorporated in the national harmonized plan for the new operational year.

The most important event during the reporting period was the organizing of reproductive health (RH) and family planning training which was organized by the Afghan Family Guidance Association (AFGA) and facilitated by AFGA master trainers in which 40 youth peer educators and trainers participated. At the end of training, each participant received one bicycle. The Jalalabad HIV district coordinator officer participated in two days training on HIV/AIDS organized by Health Net International and Action Aid.

To refer the suspected cases of HIV patients to the VCT centre, the Balkh MoPH has distributed referral sheets to ARCS clinics which were coordinated by HIV local coordinator. In addition and in order to enhance the knowledge on H1N1, awareness sessions was conducted in Mazar-e-Sharif, 30 students gained knowledge of H1N1 and 400 copies of H1N1 related IEC materials was distributed to 400 community people and students.

The programme was regularly monitored and supervised by the HIV officers in their respective regions.

Constraints or Challenges

Other than the search for additional resources following the end of the SIDA-funded HIV/AIDS programme in March, the main constraint faced by ARCS as well as many other humanitarian organisations within Afghanistan continues to be the high level of insecurity which varies throughout the country. In some regions, the environment is constantly changing making it difficult to direct much needed assistance to vulnerable populations. This also places additional stress on ARCS staff in being able to carry out regular monitoring visits to remote areas where ARCS health projects are being implemented.

Turnover of staff is also constraint for implementation of the project. During reporting period, the ARCS's Herat HIV/AIDS local coordinator resigned and joined MoPH, while the central zone HIV local coordinator was assigned as one of ARCS clinic doctor in Kabul city.

Organizational development

Outcomes/Expected results

Programme component	Programme outcome
1. Supporting the national society organizational development process.	The service delivery capacity of ARCS is enhanced at all levels (headquarters and branches) and achieving towards the status of strong and well-functioning national society will provide effective services to the vulnerable countrywide.
2. National society leadership and management development.	Capacity of the ARCS's governance board members and senior management to effectively lead the organization and its service delivery is improved.
3. National society youth development.	The ARCS base of youth volunteers is strengthened.
4. National society volunteering development.	ARCS volunteer mobilization and management system is improved and strengthened.

Achievements

Component 1:

Following the parliamentary election in Afghanistan, the working situation is very calm and quiet in ARCS, thus implementation of some strategic issues are behind the scheduled plan. The ARCS structure has been provisionally approved for the solar year 1389 (21 March 2010 to 20 March 2011). The ARCS

president assigned a working group under the supervision and guidance of the ARCS vice president to assist the human resource (HR) development process and provide all necessary documents to an HR expert who has been started working on the project. The HR project plan has been developed and approved by the ARCS leadership and management following several meetings with an HR expert from Bakhtar University. The first phase of HR development will start with the development of HR policy and this policy will provide guidance for the recruitment process. The second phase will be interviewing the key line management positions (heads of department) for their positions following which it is likely that some necessary changes will be required during the year. To this end, the president has embarked on an HR reform programme that will free up all management positions for open competition. This process aims to attract qualified and experienced people into the organization through an independent recruitment process. The recruitment policy prepared by the consultant is based on the current ARCS requirement following the Afghanistan labour law and reform commission recommendation given to the Afghan government. If the national society applies the recruitment policy after it is finalized by the ARCS leadership, some of the problems in human resource management will be solved. There might be a concern regarding the capacity of ARCS in relation to implementation of the policy. However, unless the HR section is strengthened and functions properly, the sustainability of the ARCS development and quality service delivery cannot be ensured. The leadership is therefore strongly committed to bring about change to the ARCS HR system.

The ARCS logistics staff at headquarters received training on warehouse management. The IFRC procurement manual has now been translated into Dari which has been used as reference document for drafting the ARCS procurement manual by ARCS logistics. A short-term medical-logistics delegate was deployed by the ICRC to work primarily with the ARCS and Norwegian Red Cross logistics development delegate to further support the development of a medical-logistics capability in ARCS.

The ARCS senior managers (heads of department) received training on the planning process which has assisted them to give direction to their respective departments and the organization in general, and also in developing the ARCS strategic and operational plans.

The ARCS planning process was discussed at a forum where the national society leadership, programme managers, IFRC and ICRC programme delegates and officers were in attendance. It was agreed that the ARCS 1389 (2010-2011) operational plan would be developed following the result-based approach through a participatory process. Subsequently, two training sessions on the IFRC new project planning process, a mixture of result-based management (RBM) and programme cycle management (PCM), were conducted by the IFRC organizational development department for heads of department at headquarters, heads of regional offices and programme supervisors.

The ARCS organizational development department developed and presented a planning process mechanism for the current year to the ARCS leadership for feedback. Accordingly, different technical working groups and a supervisory committee have been appointed to speed up the planning process and ensure participation at all levels. Through a week-long planning meeting involving programme supervisors from branches and heads of regional offices together with the national society programme managers at ARCS headquarters, the first draft of the ARCS operational plan for 1389 (2010) was developed and has since been finalized, compiled and translated into English. The ARCS financial support for the 2010 plan has also been finalized by the finance department. With the technical support of the IFRC country office, the planning skills of the ARCS programme staff have been enhanced and a results-based plan has been developed following a bottom up participatory planning approach.

A planning training workshop was conducted for 12 branches of the ARCS Kabul central region. The head of branches trained on the planning process and they will start working on their plans for the coming year 1390 (2011-2012). The main objective of the workshop was to make sure that the ARCS branches' heads know how to plan and identify problems and design objectives while working on their plan. The training was facilitated by the IFRC organizational development programme. Since the ARCS branches are playing a vital role in planning process, therefore, it is necessary to build their planning skills to understand how to develop a plan.

A ToR for the ARCS planning, monitoring, evaluation and reporting (PMER) unit is in developing stage. Once the PMER unit is operational, most of the problem in relation to monitoring and reporting is expected to be solved. Staff members and some selected heads of the ARCS inspection department received monitoring and evaluation training. The training was facilitated by the Bakhtar University to enhance the capacity of the ARCS senior staff in monitoring, evaluation and reporting on programme activity and how to improve service delivery projects for the vulnerable people.

The draft tripartite MoU between Movement components was revised by the IFRC organizational development and ICRC cooperation departments together with the ARCS deputy secretary general and submitted to heads of component for their feedback and agreement.

A tripartite meeting held with the ARCS organizational development department, IFRC and ICRC cooperation departments to study the implementation process of the ARCS operational plan and speed up the implementation rate. Both the ARCS and IFRC organizational development managers had a joint meeting with the representative of Swedish Red Cross on organizational development issues. The ARCS and IFRC 2011 plan was presented, and the Swedish Red Cross representative appreciated the achievements of the organizational development in the last few years.

The ARCS president has vested responsibility in the oversight of the finance development process to one of the ARCS board members. He has been also requested to study and advise on possible restructuring of the finance department. Re-structuring as recommended in the system review and auditor report is under review and necessary action will be taken in due course. This significant intervention demonstrates the willingness and commitment of ARCS leadership to speed up the development process.

In addition to the Manual book keeping, an Accounting Software QuickBook has been installed, necessary training for the finance staff has been provided at the headquarters and the newly developed finance management system is now functioning following endorsement and approval by the ARCS governing board. New forms are edited according to the finance Manual and use of these forms was approved by the ARCS board. The capacities of the ARCS finance departments and staff were enhanced by the provision of necessary office equipment including computers, printers and accounting software.

The audit company has submitted its final report on its findings. This report mainly highlighted the ARCS financial management and control mechanisms. In addition, the audit company and ARCS finance department have come up with a provisional figures of opening and closing balances of previous years 1383-1388 (2004-2009), the closing balance of 2009 will be used as ARCS opening balance for the Afghan solar year 1389 (2010). However, the previous balance figures have not yet been officially published externally. The audit company completed the financial statements and balance sheet for 1384 to 1388 (2005 to 2009) and submitted to ARCS and subsequently, the leadership and management have approved the opening and closing balances. A financial audit has also been completed for 1384 to 1388 (2005 to 2009) and the management report is submitted to ARCS leadership.

The South Asia regional office finance development delegate visited ARCS three times, reviewed the finance development process and met with the ARCS leadership (president, vice president, secretary general, and IFRC related programmes). The finance development delegate was quite happy with the progress in finance management system and commitment of staff. The finance development delegate mentioned that ARCS finance development is now on the right track. Whether the people working in finance are meeting the requirements or not will be seen in the next stages. The delegate has submitted his mission report which has been shared with the concerned parties in ARCS and IFRC.

Several meetings are conducted with the ARCS organizational development and finance department; the development process of the finance department reviewed and the existing challenges in the finance department have been discussed. The ARCS organizational development department developed a report regarding the existing challenges of the ARCS finance department.

Following the establishment of a fundraising unit under the ARCS organizational development department, 500 donation boxes have been installed in airports, government ministries, public places, mosques and similar public places in different provinces.

ARCS organized an open exhibition of their activities and cultural displays incorporating Afghan literature and handicraft. Some dignified personalities including members of parliament, government authorities, foreign missions, IFRC and ICRC country delegations staff members and the general public visited the exhibition. A percentage of the income from the sale of the exhibits was donated to the ARCS fund.

A three-day fundraising training workshop was conducted for the ARCS headquarter related staff and 10 branches. The workshop was facilitated by an external consultancy company named Focus. ARCS is a rich and potential organization in terms of properties and assets therefore, it is needed to start working on the fundraising project and proper management of the properties to make sure the national society is moving towards self-sustainability.

ARCS organized an inauguration ceremony observing ARCS Special Week in Kabul and other regions. It is an annual fundraising campaign of ARCS held in third week of October. Every year volunteers and members are able to raise a significant amount during this special week. Many high officials from the

government, elites and dignitaries, along with the IFRC and ICRC representatives, were present in the launching ceremony.

The Afghanistan-Pakistan partnership meeting was organized in Kuala Lumpur, Malaysia in November. The IFRC and ARCS organizational development programme provided technical support to the leadership and management of ARCS in connection with the necessary preparation for the Afghanistan partnership meeting. A six-member ARCS team, along with IFRC and ICRC country office representatives attended. So far, 13 partner national societies confirmed their participation in the two-day long meeting and it was very fruitful for all of partners, including ARCS.

ARCS took further steps towards becoming a member-based national society, which was done throughout the recruitment of 1,210 members in branches, 280 of the total number are women. The current number of ARCS members is around 12,000 which is a significant development towards organizing the election for the branch and general assembly of the ARCS in order to be truly representative bodies of the national society in the future. Various training has been conducted and planned for the membership team leaders to accelerate the establishment of provincial assemblies. Membership guideline, which is approved by the ARCS leadership distributed to the branches and further explained on how to be used for the action in the field. The ARCS membership guidelines will help the membership programme to give proper orientation to the newly and already recruited members, elaborate their rights and responsibilities for electing the assemblies, and governance board of the national society.

In Panjshir branch, 300 members received training on members' roles, local governing boards and establishing and conducting local and provincial assemblies. The orientation was organized by the ARCS membership staff. The promotion and membership campaign were very effective and included the distribution of dissemination material including watches, key rings and pens with the ARCS logo and membership themes to the ARCS members.

A membership workshop was held for 34 membership officer from 34 ARCS branches, the impact of the workshop will be to accelerate the membership programme in the branches and to get ready for the establishment of the provincial assemblies in the near future. The ARCS membership officer in all 34 branches organized monthly meeting with all members and organized them in the groups, besides that local assemblies was organized in Kapisa, Panjshir and Takhar branches. More branches were identified for the establishment of local assemblies following a monitoring visit by the ARCS headquarters membership staff to the northern branches. Implementation of the group management of the membership and progress on preparations for the organization of provincial assemblies in Daikundi, Bamyán, Logar and Wardak branches of central region were supervised through a follow up visit.

Under the ARCS organizational development project, English language and management training courses were organized in 18 branches of the national society. Similar training has been organized in Kandahar region with the financial support of ARCS. It is expected that following this training, branches will be able to manage their problems more effectively. Functionality, efficiency and productivity of 16 ARCS branches improved after receiving IT equipment through a needs and capacity assessment conducted by the organizational development programme. The ARCS headquarters is planning to expand these initiatives to other branches.

The ToR for the Movement coordination meeting at the regional level has been developed, discussed, revised and finally signed by the heads of the three components (ARCS, IFRC and ICRC) following a long consultative process. This ToR will help all three (ARCS, IFRC and ICRC) components of the Movement in the country to jointly conduct these coordination meetings, which will help to identify the problems jointly and monitor the implementation of the operational plan at the branches level. The ToR will be considered as guidance for the regional movement coordination meeting. Eight Movement coordination meetings at branch level were conducted in Jalalabad, Kandahar, Herat Mazar-e-Sharif and Central regions in order to provide guidance and receive inputs for the formulation of the ARCS operational plan.

Due to different reasons especially the parliamentary election in the country, the ARCS branch presidents meeting which was scheduled for August had to be postponed until next year. In this meeting, all heads of the ARCS branches, head of regional offices, head of ARCS programme departments, leadership including members of the ARCS governance board, IFRC and ICRC country offices related programme managers will present.

The IFRC organizational development delegate and manager, together with the head of ARCS organizational development department and Norwegian Red Cross delegate, attended the South Asia regional organizational development forum in Kathmandu, Nepal. The development process of the ARCS harmonized plan was presented in the forum. In addition to the harmonized process presentation, the

IFRC country office organizational development plan for 2011 and its priorities have been discussed, and the required support from the South Asia regional and zone office have been highlighted.

Four individuals from ARCS, IFRC and ICRC were nominated for the intensified capacity building training workshop conducted in Washington DC, USA. Of the four, two from ARCS attended, as one each from the IFRC and ICRC country offices could not attend because of late submission of visa application to the embassy. The main objective of this intensified capacity building training is to make sure the systematic development and peer to peer training and research. After the training, they suppose to work in a bigger team in ARCS, in addition to do a research with two other national societies but unfortunately ARCS was unable to take part in the C-BAR research following of the training due to lack of capacity and internal crisis of the national society.

Two exchange study visit are conducted one is between Kandahar and Jalalabad and another one is between Herat and Mazar regional offices in order to build capacity of staff through knowledge sharing and learning and enhance their operational capacities to provide necessary support to ARCS branches. The main objectives of this initiative is to help the ARCS senior management to learn from their peers in other regions how they plan, implement, build relations with other stakeholders and report to headquarters. The process will assist the ARCS regional staff to exchange their experience and knowledge in-between the regional offices, the process will be expanded to other regional offices.

Component 2:

Various ARCS development initiatives regarding further systematic training on leadership and management development were discussed in a meeting held between the ARCS president, IFRC organizational development delegate and ICRC cooperation coordinator.

An ARCS representative attended the regional secretary generals' forum and has submitted a report to the management and leadership on his participation. This is second time that ARCS secretary general has withdrawn his participation at the last minute and his translator (ARCS dissemination director) was nominated to represent him. A four member delegation including the ARCS president attended the Asia Pacific Conference in Jordan and actively participated and played a vital role in all the business of the Conference. ARCS president also attended an IFRC MDG Summit side event on polio eradication in New York, USA and her speech was highly appreciated by the Secretary General of the IFRC through a letter of appreciation. The vice president of ARCS participated in the 4th Asian Ministerial Conference on DRR in South Korea.

The ARCS senior managers successfully completed the management training which started in November 2009. This training is expected to assist the ARCS senior staff to more effectively manage their day-to-day activities. The ARCS and IFRC organizational development programme managers attended the organizational development facilitation skills course in India which addressed wider organizational development and capacity building issues.

A tripartite heads of Movement coordination meeting is conducted in the ARCS president office between the heads of the three components, ARCS secretary general, ICRC cooperation coordinator, IFRC organizational development manager and head of ARCS organizational development department. Strengthening of governance and importance of convening the ARCS general assembly was discussed in the meeting. The ARCS president agreed to meet with the ARCS governance board to discuss the points or issues raised in the meeting. The president will also discuss about preparation of the general assembly.

Component 3:

During 2010, around 8,500 youth have attended various ongoing programmes in 13 youth clubs, including three newly established in Faryab, Jawzjan and Takhar branches of ARCS in the northern region. Youth clubs are helping to enhance the personal capacity of the youth throughout the national society by providing courses on selected topics, boosting youth morale and strengthening the links of ARCS to their respective communities. Organizing courses on school subjects for those who cannot afford to pay the fees of private courses; English, computer, music, theatre and tailoring skills are also offered to the youth club attendances. Orientation of humanitarian values and friendship are integral component of youth activities, throughout such type of activities it has been noticed that youth are the best situated to decrease level of discrimination and violence in those communities where they come from. Youth clubs are the best individuals in place to encourage and train youth to become ARCS volunteers, as a result 2,000 new youth volunteers have been recruited from 22 schools in ten branches of ARCS. A total of 45 per cent of the youth club attendances are young women which demonstrate a commitment towards gender equality.

One new youth club in ARCS Kapisa branch has been established and equipped with furniture, computers, and some sports materials. Two minibuses were delivered to Jalalabad and Herat branches through the Japanese Red Cross-supported youth friendship project of the last year. This will enable youth to benefit from activities in those branches and enhance the branch capacity in terms of human resources and volunteer access during emergencies and normal situations.

Around 28,000 youth, volunteers, members in schools and communities took part in various activities and have been trained through a variety of programmes. Youth volunteers are playing significant role by participating in the ARCS emergency operations and development and service delivery activities to assist the most vulnerable in the communities. More than 3,000 youth have participated in the social activities such as blood donation, hygiene promotion, first aid campaign to the affected people and participating in polio eradication campaign, World AIDS Day, 10th Moharram ceremony, Nawroz, rubbish cleaning in different cities. Moreover, youth have organized ten sport matches tournaments to convey disseminated ARCS principles and values, such activity is giving more recognition of the ARCS in the community and gets more support of the community to ARCS. All youth club attendants took part in some sport matches on the behalf of the ARCS special week and got themselves prepared to participate for the ARCS fundraising week. The first aid service delivery capacity of ARCS youth and volunteering programme in schools and youth corners was significantly enhanced in ten ARCS branches after 650 first aid kits were distributed. The ARCS youth and volunteering department visited several girls' schools in Kabul on the occasion of International Women's Day and distributed flowers, small gifts and chocolates to both students and teachers.

Nineteen new youth instructors were recruited to the Herat branch from schools and universities to teach youth in the branch youth club. Thirty youth volunteers received H1N1 training through health programme and it is expected that these volunteers will spread awareness to their peers in 15 schools within Herat branch. Awareness sessions to respond to seasonal disasters were also conducted in Herat, Mazar-e-Sharif and Jalalabad through DM programme to enable the youth members to respond to the spring flooding. The youth volunteers in the branches are playing a key role in raising the awareness of the DP programme in their communities. Many also took part in the earthquake operation in Samangan and flood response operation in the western and northern regions initiated by the ARCS DM programme.

The ARCS Mazar-e-Sharif youth have initiated theatre shows for greater visibility of their activities. They were able to attract the attention of the media and as a result produced a serial titled "From a Drop to a River" with the local TV station covering ARCS activities.

Youth volunteers in the western, northern, central, eastern and southern regions all participated in the 8 May World Red Cross and Red Crescent Day celebration. The youth and volunteers took part in dissemination activities and displayed the ARCS messages in public areas. They received and hosted guests at official functions sang ARCS songs and demonstrated ARCS activities during the celebration.

Youth supervisor and capacity building workshop was held for 54 youth supervisors, youth club managers and youth teachers from 13 branches. During the workshop, youth club activities and service delivery issues were discussed to be standardized. Mostly common problems were discussed and solutions from the experiences of the successful youth clubs. Overall, the workshop was considered to give positive impact to the activities to render effective services were shared. The aim of these trainings are to make sure the youth clubs are providing good, quality training to the youth volunteer and volunteer teachers will be trained how they should recruit more youth volunteers in their schools and communities.

Two youth volunteers are invited to participate in the youth volunteers gathering (camp) in Japan. The volunteers are identified and their names sent to Japanese Red Cross Society. A youth girl, who was the winner of drawing competition from ARCS Herat branch, was introduced and is nominated to participate in the South Asia DRR festival in Bangladesh but due to visa problems she could not make it. One youth volunteer of Kabul central region attended the Asia Pacific Conference in Jordan. Two more additional seats were given to ARCS to attend the Asia Pacific youth summit by the Asia Pacific organizational development and volunteering unit but unfortunately due to visa facilitation time constraints none of the three were able to attend the summit.

Component 4:

The integrated partnership (IP) volunteering project of ICRC-Swedish Red Cross has gained momentum with the arrival of a new delegate. The project was stalled from the beginning of the year due the absence of a suitably qualified delegate.

The ARCS volunteering policy has been revised jointly by ICRC volunteering IP project, IFRC and ARCS organizational development and volunteering departments. The first draft was finalized after a reference group meeting and through a consultative process engaging branches, volunteers and the leadership of

the national society. The first draft of volunteering policy was finalized within the volunteering management working group; it was translated into local language and shared with managers in the field for further comments and inputs. After the comments received from the field the second draft will be given to the ARCS leadership for approval. ARCS did not have any volunteering policy in the past. This policy will help the ARCS to have a clear direction and position towards voluntarism and it will help the volunteers to know their rights and expectation from the national society.

Assessments of volunteering issues that will enable better planning and implementation of the volunteering policy have been agreed between the ICRC IP delegate, IFRC and ARCS. With the finalization of terms of reference (ToR), plans of action and an agreed timeframe the assessment has begun with a desk study and field visits by the joint team of ARCS, ICRC and the IFRC country office. The zone organizational development and volunteering unit in Kuala Lumpur has been provided necessary technical feedback and support to the assessment of the ICRC Volunteering IP project.

For the overall studies and finding the gaps to intervene within the volunteering development, a joint assessment by the working group formed by the three partners of the Movement (ICRC, IFRC and ARCS) was conducted in five regions of the ARCS. In the assessment, the head of ARCS regional offices, head of branches and programme supervisors, programme officers/trainers volunteers team leaders, volunteers and some stakeholders all together 63 ARCS staff, two IFRC staff, five ICRC staff, three stakeholders and 164 volunteers and volunteers team leaders were interviewed. Findings of the assessment were compiled as a report and for better facilitation to prioritize the gaps. The Asia Pacific volunteering manager visited Kabul to support and facilitated the team in analysis and prioritizes the gaps as short-, medium and long-term development. The Asia Pacific volunteering manager also shared the experiences of volunteering development issues from other national societies in the region. Furthermore, the presentation of the report on the assessment findings to the reference group which is set up by IFRC, ICRC and ARCS and their recommendations also facilitated to adapt the approach on volunteering management in a more structured ways.

The ARCS CBFA volunteers provided first aid services to the people in Marja district of Helmand province affected by the recent military operation. The active role they played was highly appreciated by the public and the government. Parwan branch volunteers also took part in locating and rescuing people who were trapped in their vehicles by avalanches in Salang pass in February. More than 180 people were killed in this event after being swept from the road in their vehicles and trapped in deep snow and freezing conditions.

A total of 225 volunteers recruited through organizing CDBP training workshop in five regions by the DM programme.

Basic steps to develop a volunteering database were taken, in the preliminary meetings the fields and requirements of information for the volunteering database was discussed and agreed within the volunteering management working group. For better planning and understanding, the initial steps for the development of volunteering database, the South Asia regional office IT officer/manager visited and facilitated the working group with useful project presentation containing examples and experiences from other national societies who have developed databases in the past. The working group understood what directions to follow in order to have a successful and sustainable volunteering database project. The work is continuing for further development. The existing ARCS volunteering manual is reviewed and inputs such as system and procedures and adapted to it for better guidance of the volunteers' supervisors and managers at ARCS different levels.

Constraints or Challenges

Lack of clear job descriptions at all levels within the national society continue to cause problems coupled with lack of clear delineation of responsibilities, accountabilities and delegation of authority. Concerns over staff recruitment and deployment are also problematic and have not yet been resolved to meet the needs (harmonized and operational plan) of the programmes and branches.

The existing country political situation can be highlighted as one of the main constraints which have direct impact and influence on the ARCS activities. Crisis between the ARCS governance (president) and management (secretary general) in connection with power, position and stability continue longer than it was expected in last half of the year which resulted huge obstacle and delays in initiating and continuation of strategic volunteering development and capacity building issues.

Lack of close cooperation, coordination and communication between the ARCS management and governance has affected the implementation process of the ARCS operational plan. Concerns in

connection with staff deployment/recruitment have not yet been resolved to meet the needs and requirements of the ARCS strategic and operational plan at both headquarters and branches level.

Poor coordination and cooperation between the ARCS programmes as well as branches, weak systematic communication and reporting mechanism between management and leadership and between programmes and branches still remain areas of concern that need to be addressed as a priority. The organization remains to some extent dysfunctional due to none acceptance of the deployed personnel by the branches.

High level of insecurity is another restriction which slow down the humanitarian operation and makes life difficult for the ARCS staff and volunteers to reach the most vulnerable and destitute people living in the remote areas.

Humanitarian values

Outcomes/Expected results

Programme component	Programme outcome
1. Promotion of humanitarian principles and values.	The ARCS is perceived by the community as a humanitarian, well functioning organization through promotion of the Fundamental Principles.
2. Mobilization of Fundamental Principles and Humanitarian Values.	Beneficiaries and the community feel content, comfortable and honoured by the ARCS programme service delivery.

Achievements

Component 1:

Humanitarian values is incorporated into the ARCS youth and volunteers activities to promote mutual understanding, respect for human dignity, respect for diversity and to promote the principles and values of the Movement to the community. As a result, the youth are feeling comfortable joining the national society and the number of applicants for the ARCS youth club activities have increased and youth members in the youth clubs and schools are motivated and recruited as volunteers. Humanitarian values issues have been presented at several ARCS central region administrative coordination meetings and it is expected that the seven Fundamental Principles of the Movement will influence the behaviour of the branches programme officers and volunteers as 'principles in action'. Some volunteers who are religious leaders in Kabul city are regularly disseminating the Red Cross and Red Crescent principles and cultural values to encourage their communities to live in peace and collaborate each other when they are in need.

The ARCS gender policy is being drafted in 2009 and is planned to be part of the human resource development process which will clearly define the equality and value of the contributions of both male and female staff and members to the activities and services provided by the national society.

Principles and values presentation was given to volunteers and volunteers' managers and trainers in five regions of Kabul, Kandahar, Mazar-e-Sharif, Herat and Jalalabad. As a result, volunteers received more awareness and managed to adopt these values in their action and behaviour during the operations. Furthermore, the principles and values issue is placed in the curriculum of the youth club activities.

Application of humanitarian values (HV) with youth enabled the ARCS to intensify the youth programme and recruited many youth volunteers. Youth and volunteers are the best communicators of the ARCS values in their communities; it has been found that youth can easily convey the ARCS messages to the community.

Component 2:

According to observations by the ARCS dissemination and humanitarian value department from the field, whilst ARCS was engaged in the flood operations in the west and north and earthquake in the north, ARCS staff and volunteers did their best to render satisfactory services. The ARCS staff and volunteers who were involved in the operations were briefed on how to behave and approach the beneficiaries at all levels. The approach of the ARCS humanitarian services were broadcast by the media and were well received by the public. The minister of rural rehabilitation of the Afghan government was interviewed by IFRC in Samangan province in north Afghanistan and he expressed his appreciation at the way the ARCS approached the most vulnerable with compassion and sincerity following the earthquake in which many lost their homes and livelihoods.

Presentation on HV has been given to 30 ARCS membership officers from 30 ARCS branches and 54 youth managers and trainers from 13 branches. Additionally, 175 ARCS staff and volunteers from different national society programmes are given HV orientation in five regions. As a result, all the participants understood to incorporate the component of HV in their activities in order to render quality services while operating.

Constraints or Challenges

The ongoing conflict and ethnic rivalries in some parts of the country and the existence of the violence in the community are challenges to the application of humanitarian values. Also, the limited resources and capacity within ARCS make it difficult for them to access all remote areas where there are clear needs and problems to be assessed and dealt with.

The main constraint is the existing of huge demand on the humanitarian issues and limited capacity of the national society to respond. Lack of a clear policy on how to tackle the humanitarian concerns and social problems which are threatening the human dignity are increasing day-by-day in the country.

Working in partnership

The national society is working in partnership and collaboration with the Movement Components (ICRC and IFRC) delegations, government department such as ANDMA and 12 key ministries, UN agencies and other key stakeholders and NGOs and have managed to provide assistance to the most affected people countrywide through meetings disaster response operations. There have been bilateral agreements between the Italian, Danish, Canadian governments through their Red Cross societies as well Danish Red Cross and IFRC on developing ARCS capacities and relief assistance contribution.

ARCS roles and responsibilities in the national disaster management plan (NDMP) has recently been revised, finalized and submitted to ANDMA. This gives the national society overwhelming task in meeting its obligations as stated in the national plan. It further gives the national society the legitimacy to work with ANDMA and key ministries in preparing for and responding to disasters without infringing the Fundamental Principles of the Red Cross.

It is worthy to note that through effective cooperation with ANDMA, the national society with the active participation of the IFRC, succeeded in the incorporation of international disaster preparedness and response law (IDRL) in their domestic legal preparedness for major disasters. A Draft Bill:- Disaster Preparedness Law of the Islamic Republic of Afghanistan, Chapter 5, Miscellaneous and Final Orders, Articles 39 – 44. This draft legislation/bill is now under consideration by the Afghan Parliament.

The national society has been playing an active role in its auxiliary role to the government over the last year. ARCS is also a member of the HIV and AIDS coordination committee for Afghanistan, and participates regularly in coordination meetings with MoPH, UNICEF, World Health Organization, the Swedish Committee for Afghanistan and other stakeholders. The national society participates in the Inter Agency Standing Committee health and water and sanitation and health (WASH) cluster meetings at country level. In strengthening effective programme support for the ARCS health programme, particularly the clinics, tripartite meetings are held between the national society, ICRC and IFRC. These meetings have greatly contributed to provide harmonized support the national society and they have appreciated in the initiative taken.

Various ARCS programmes and projects of have been working with the departments and ministries of the Afghan government. Especially the youth, volunteers, membership, humanitarian diplomacy and some other projects and activities are implemented in their departments and territories. The national society has its youth programme in more than 280 schools. An agreement is signed with the ministry of education to allow ARCS to implement their youth and volunteer's activities in the schools and also to establish youth corners in the schools.

ARCS has developed a good working relationship with the community elders and school head masters to run its membership and volunteer's programmes in the communities. ARCS programmes have been delivering adequate services to the most vulnerable people through good relations, cooperation, coordination and a harmonized approach with the Movement partners, government departments and national and international organizations.

Regular meetings took place at various levels between the three components of the Movement in Afghanistan, mainly to assist in achieving the national society's objectives set out in the strategic and harmonized operational plan. There are several bilateral and multilateral projects that ARCS is implementing itself.

The IFRC organizational development programme is involved in the logistics development project supported by the Norwegian Red Cross under the umbrella of IFRC and also with the ICRC-Swedish Red Cross integrated partnership (IP) project on a volunteer management system development project under the umbrella of ICRC.

The ministries of education, public health and religious affairs have collaborated to apply principles and values for the youth volunteers in schools, clinics, mosques and the community. ARCS has also good collaboration from UNICEF to conduct humanitarian values sessions in the western branches.

The ministry of religious affairs has also been a partner through efforts to mobilize religious leaders to become ARCS volunteers and widely disseminate the Movement principles and values. The ministry of women's affairs is also assisting ARCS produce its own gender policy.

The ministries of education, public health and religious affairs have collaborated to apply principles and values for the youth volunteers in schools, clinics, mosques and the community. ARCS has also good collaboration from UNICEF to conduct humanitarian values sessions in the western branches.

Contributing to longer-term impact

The trained CBDP volunteers, local disaster preparedness committees in disaster-prone communities establishment of regional disaster response and NDRT units have promoted the national society images and were able to conduct rapid assessments and provided timely and effective humanitarian assistance to disasters affected people and those in need and build community capacity with the available resources. The ARCS staff and volunteers through the internal and external trainings/workshops have acquired better knowledge and skills which obviously resulted to the improvement of the national society capacity building in the area of disaster management.

The major outcomes and key achievements during the reporting period in the effective cooperation and partnership that the national society enjoys with the government, that is, by attempting or accepting to legalise the roles and responsibilities of ARCS in the national disaster plan and aspects of IDRL which can have long term impact should a natural disaster of a big magnitude occur.

The ARCS's long-term commitment to invest in the health and well-being of the population in Afghanistan can be seen through its strategic intention to focus on specific health projects under its health programme which aims to promote a continuum of health care through a combination of preventive, promotional and curative activities as well as through greater integration between existing health and disaster management programmes.

With greater focus on investing in mother and child health through enhancing the quality of vital curative and promotional services provided by the ARCS 37 clinics, ARCS will assist in contributing to improving access for mothers and pregnant women to reproductive health services, whilst increasing their knowledge and awareness on hygiene promotion and health education and influencing their attitudes long-term towards better hygiene practices.

The CCBHI (water and sanitation) project has contributed greatly towards improving the short and long-term health of the involved communities through provision of safe drinking water, construction of sanitary latrines as well as passing key health messages through trained volunteers and campaigns. The impact of such a holistic approach can already be seen since its inception with progressive changes in terms of behaviour and positive improvements in the health status of targeted communities.

Similarly, the curative and promotional services provided by ARCS through ten EMUs have greatly assisted vulnerable and isolated populations gain access to treatment for major, acute and chronic diseases. Other services provided by the clinics such as antenatal, postnatal, delivery and family planning have been instrumental in increasing the awareness of women and expectant mothers around their reproductive health rights. During emergencies, the ARCS EMU teams provide essential emergency health activities such as basic health services and deliver key preventive health messages in close cooperation with CBHFA volunteers and DRU teams. These assist communities to better understand key risk factors that exist and develop solutions to mitigate further vulnerability in the future.

The backbone of prevention, the ARCS CBHFA volunteers' unique presence within existing communities assists in ensuring that key public health preventative messages are relevant and appropriate to the current context of the community as life evolves. Such community involvement, participation and ownership are essential in the long-term in validation and endorsement of a preventive approach aimed at improving overall community health.

The EMU and CBHFA programmes together are able to reduce the number of deaths and illness caused by national disasters and public health emergencies. The greatest examples were the response to the cholera outbreaks in the eastern region, where both EMU and CBHFA assisted more than 10,000 people including 926 people suffering from the disease. The result could have been much worse if they had not responded on time.

Formulation of the third ARCS harmonized operational plan using a participatory approach together with the ARCS regional offices and provincial branches has added more credibility and value to the plan and given more responsibility to the branches. Since the branches are working directly with the communities, they know and understand the needs in the field and their inputs and involvement are both very important and necessary, which was not the case in the not-too-recent past.

A developed finance management system is practically in place and will continue equally with a manual accounting system which will assist the national society by enhancing credibility and confidence in their financial management systems. It will enable ARCS to adopt and establish a financial accounting system which is both transparent and reliable. Preparing financial accounts, balance sheets and conducting audit of books of accounts of last five years will, in turn, gain the trust of donors and ultimately lead to development of ARCS as a strong and self-sufficient national society able to properly manage its own resources.

Development of a human resource management system is another function which can assist the national society at various levels and will bring more energy to achieve the set objectives of the ARCS strategic and harmonized operational plan.

The orientation which has been provided to the members of the ARCS governing board will assist them to direct the organization towards achieving its goals and help the ARCS leadership in setting new objectives. Recruitment of new members to the national society is an essential step towards the establishment of provincial governing bodies at branch level.

Development of a volunteer policy will enable ARCS to organize and manage its network of volunteers and members in regions and branches. Bringing its youth members together from different social and ethnic backgrounds can also help the national society to reduce discrimination in the community and ultimately move towards national unity.

Formulation of gender policy will guide the national society to provide more attention towards gender balance, diversity and gender sensitivity in issues relating to all activities of the national society.

Conducting eight regional Movement coordination meetings has given more responsibilities to the branches and will bring all Movement partners together and ultimately involve branches in programme development and implementation.

Various training sessions have been conducted for the ARCS senior and middle managers at headquarters and branch levels to improve the existing management capacity. The logistic development process which has commenced at ARCS headquarters will help to establish and maintain robust procedures in procurement, warehousing and supply chain management.

Involvement of the ARCS governance board in the ARCS strategic decision making is assuring the smooth implementation of the strategic plan will assure/guarantee the well functioning of ARCS. The audit of books account will enable ARCS to have its expenditure and income records and will produce the report to its partners and will enable the national society to have its opening and closing balances, will assist the national society to enhancing its credibility and confidence in their financial management systems.

Equipment and training of the ARCS fundraising unit staff will assist ARCS to assure self sustainability of the national society. Developing the human resource recruitment policy will make sure the smooth implementation of the national society operational plan and will assure good services delivery to the beneficiaries. Recruitment of new members for national society is an essential step towards the establishment of provincial governing bodies at branch level and finally will enable ARCS to conduct its general assembly at the headquarters level.

Assessment of the volunteers situation in the country and development of volunteer's policy and database will enable ARCS to organize and manage its network of volunteers and members in regions and branches. Establishment of new provincial youth clubs and providing training to the youth volunteers assist the national society to reduce discrimination in the community and ultimately move towards national unity. Development of ToR and conducting the Movement coordination meeting is giving more responsibilities to the branches and will bring all Movement partners together. Various training has been

conducted for the ARCS staff, volunteers, members and youth at the national headquarters and branches level is improving the existing capacity of the operation. Logistics development project of ARCS will enable the national society to fasten the smooth implementation of ARCS programmes and reach the most vulnerable people and maintain procedures in procurement, warehousing and supply chain management.

The application of humanitarian values is contributing to the trust and credibility of ARCS in the community. By decreasing levels of discrimination and hostility in the community through awareness programmes that promulgate the principles and values of the Movement, it gives more chances to the people to know about their national society and its activities and support it. Volunteers of the national society are proud to be volunteers and more people are encouraged to become volunteers and members of the national society by the example of those already working within it.

HV is an issue which is highly needed for the Afghan community, since there have been countless problems born by the discrimination and war. By the application of HV, ARCS gets more credibility in the community, building trust and get more support to reach and advocate for the most vulnerable and marginalized groups in the remote area. Observation of the principles and values gave ARCS good recognition to be able to operate in the conflict area especially in the southern part of the country. Moreover, it helped ARCS to increase the number of the members and volunteers and through that delivered quality services during the emergencies and normal time.

Looking ahead

ARCS has a positive image and is recognized as one of the main humanitarian actors to respond to emergency situations in the country. However, the ARCS DM staff and volunteers still require further refresher trainings in the areas of planning, monitoring, evaluation and reporting to improve the quality of implementation of its services, programming, and accountability. Accordingly, IFRC presence will be needed for long-term to assist and build sustainable capacity of the national society for taking on further responsibility at all levels as a well functioning national society.

ARCS with the technical support of IFRC will continue to cooperate and coordinate further with ANDMA and intends to improve the way of working with the aim to revise and test the two contingency plans of (Kabul major earthquake and that of floods for 21 disaster-prone provinces) during 2011.

ARCS has modest involvement in CBDRR. This approach is among the top priorities of the national society taking into account of the situations in the country.

Within the overall ARCS organizational strategic plan (2008-2012), the health strategic plan component is currently being reviewed and revised. This will aim to ensure that the strategic document remains a key guidance for the health programme over the next three to five years.

Organizational development programme of the ARCS with the support of Movement partners will continue to achieve the set activities/objectives of the ARCS operational plan. The ARCS plan will contribute to the future of Afghanistan through acknowledgement, ongoing investment and commitment towards the significant role they play and support at national, regional and local levels in carrying out the key activities set in plan.

Finance management system development is key project that need to continue with IFRC technical and financial support. Human resource system development is another important project to ARCS and need our technical and financial support. Strengthening the PMER unit to monitor and evaluate the harmonized operational plan is very important areas for the ongoing development process. Recruiting more members and working towards the establishment of provincial level governance board and facilitate to conduct the ARCS general assembly. Support will be provided to the logistics and procurement and med-log development process to avoid delays in procurement. Providing training to the youth volunteers through the youth clubs and recruitment of more youth volunteers in schools and communities, more youth clubs will be established. Expanding the youth corners to more schools will be another area of our work. Continue providing technical support and working with the ICRC-Swedish Red Cross volunteering management development IP project will be an important area of ARCS volunteering management development. Conducting Movement coordination meetings with the ARCS regional office will be another key element which needs Movement partners' contribution. For better support of the ARCS harmonized operational plan, joint Movement (ARCS, IFRC and ICRC) coordination meetings will be conducted at the headquarters and branches level. Branches development programme will be continued and various training will be conducted to all ARCS staff, volunteers, youth and members. Technical and financial support will be provided to the ARCS fundraising unit. Revision of the ARCS constitution, provision of orientation training to the ARCS governing board and working on the ARCS strategic plan revision is another key element of organizational development. Revision of the ARCS constitution, division of task

between the governance and management, general assembly, human resource management and development are the important strategic issues to be discussed and further action will be undertaken in the future.

The humanitarian values programme is an area requiring monitoring and reinforcement of the behaviour and actions of staff and volunteers. The ARCS strategic plan outlines humanitarian values as one of the core areas until 2012. The harmonized plan of the ARCS for 2010 is emphasizing the application of principles and values across all ARCS operational programmes. Humanitarian concerns will be more focused and will be flagged to draw the attention of the concerned programmes to tackle them. More sessions for the youth, community-based first aid (CBFA) and community-based disaster preparedness (CBDP) volunteers will be held for better service delivery and more awareness sessions will be held for the ARCS humanitarian values unit to facilitate programmes for the staff on humanitarian values. The aim will be to find gaps at levels of the service delivery make necessary changes and provide advice at all levels.

As the humanitarian value is a part of the ARCS strategic plan for 2012 it will continue to be incorporated into all ARCS operational programmes specially the youth and volunteers. For the better management in the IFRC country office it will give support to the ARCS under the OD programme. It is planned to expand the orientation sessions of the Humanitarian values for the coming years and eventually to approach the communities through the work of the volunteers.

All Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to:

Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

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[<financial report below; click to return to title page>](#)

International Federation of Red Cross and Red Crescent Societies

MAAAF001 - Afghanistan

Annual Report 2010

Selected Parameters	
Reporting Timeframe	2010/1-2010/9998
Budget Timeframe	2010/1-2010/12
Appeal	MAAAF001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
A. Budget	2,754,515	2,511,346	670,812	23,529	132,637	6,092,840
B. Opening Balance	1,081,991	6,133	130,802	1,246	15,763	1,235,935
Income						
Cash contributions						
Australian Red Cross		23,465				23,465
Australian Red Cross (from Australian Government)		469,785				469,785
British Red Cross		75,399				75,399
British Red Cross (from DFID - British Government)		266,808				266,808
Canadian Red Cross	97,831					97,831
Canadian Red Cross (from Canadian Government)	502,048	0				502,048
Danish Red Cross	46,827					46,827
Danish Red Cross (from Danish Government)	350,515					350,515
DFID - British Government		-26,149				-26,149
Finnish Red Cross		82,207	0			82,207
Finnish Red Cross (from Finnish Government)		618,735	0			618,735
Germany Red Cross			0			0
Italian Government	117,642					117,642
Japanese Government	719,547					719,547
Japanese Red Cross	36,140	84,327	0			120,467
New Zealand Red Cross		0				0
Norwegian Red Cross (from Norwegian Government)		649,207	432,805			1,082,011
Swedish Red Cross		18,785				18,785
Swedish Red Cross (from Swedish Government)		450,833	180,509			631,342
United States - Private Donors			12,186			12,186
C1. Cash contributions	1,870,551	2,713,402	625,500	0	105,823	5,209,452
Inkind Personnel						
Australian Red Cross					61,800	61,800
Danish Red Cross	46,250					46,250
C3. Inkind Personnel	46,250				61,800	108,050
Other Income						
Services Fees					44,023	44,023
C4. Other Income					44,023	44,023
C. Total Income = SUM(C1..C4)	1,916,801	2,713,402	625,500	0	105,823	5,361,524
D. Total Funding = B + C	2,998,792	2,719,535	756,302	1,246	121,585	6,597,459
Appeal Coverage	109%	108%	113%	5%	92%	108%

II. Balance of Funds

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	TOTAL
B. Opening Balance	1,081,991	6,133	130,802	1,246	15,763	1,235,935
C. Income	1,916,801	2,713,402	625,500	0	105,823	5,361,524
E. Expenditure	-2,749,867	-2,110,814	-644,244		-112,016	-5,616,941
F. Closing Balance = (B + C + E)	248,925	608,721	112,058	1,246	9,569	980,519

International Federation of Red Cross and Red Crescent Societies

MAAAF001 - Afghanistan

Annual Report 2010

Selected Parameters	
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Budget Timeframe	2010/1-2010/12
Appeal	MAAAF001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination		
A		B					A - B	
BUDGET (C)		2,754,515	2,511,346	670,812	23,529	132,637	6,092,840	
Relief items, Construction, Supplies								
Shelter - Relief	700,000	692,772					692,772	7,228
Construction - Facilities		-31,230	18,412				-12,818	12,818
Construction Materials	106,426	73,876	5,769				79,645	26,781
Clothing & textiles	165,000	147,406	177				147,584	17,416
Food	450,000	441,183					441,183	8,817
Water, Sanitation & Hygiene	162,725	48,123	156,339	10			204,472	-41,747
Medical & First Aid	519,602	13,814	386,429	10			400,252	119,350
Teaching Materials	7,000		9,085	340			9,425	-2,425
Utensils & Tools	226,000	225,642	27				225,669	331
Other Supplies & Services	36,315	949	16,573	4,123			21,646	14,669
Total Relief items, Construction, Suj	2,373,068	1,612,535	592,813	4,482			2,209,830	163,238
Land, vehicles & equipment								
Vehicles	13,845		15,146				15,146	-1,301
Computers & Telecom	45,200	6,987	5,416	57,952		1,118	71,473	-26,273
Office & Household Equipment	4,000			4,105			4,105	-105
Medical Equipment	12,000							12,000
Others Machinery & Equipment	2,700	894	168	56		-1,118	0	2,700
Total Land, vehicles & equipment	77,745	7,881	20,729	62,113		0	90,723	-12,978
Logistics, Transport & Storage								
Storage	48,000	20,029	42,082	1,043		166	63,321	-15,321
Distribution & Monitoring	204,000	180,578	30,195	1,329		29,040	241,142	-37,142
Transport & Vehicle Costs	278,200	105,839	124,967	24,009		-34,420	220,395	57,805
Logistics Services		45,799	9,144				54,943	-54,943
Total Logistics, Transport & Storage	530,200	352,245	206,389	26,381		-5,214	579,801	-49,601
Personnel								
International Staff	645,080	167,933	160,513	144,210		67,253	539,909	105,171
National Staff	592,893	196,711	342,496	141,196		43,885	724,289	-131,396
National Society Staff	244,468	30,491	175,335	15,373		137	221,337	23,131
Total Personnel	1,482,441	395,135	678,344	300,780		111,275	1,485,535	-3,094
Consultants & Professional Fees								
Consultants	15,000							15,000
Professional Fees	5,000		3,028				3,028	1,972
Total Consultants & Professional Fe	20,000		3,028				3,028	16,972
Workshops & Training								
Workshops & Training	341,100	78,413	156,424	106,553		2,335	343,725	-2,625
Total Workshops & Training	341,100	78,413	156,424	106,553		2,335	343,725	-2,625
General Expenditure								
Travel	350,479	26,399	46,358	29,438		64	102,259	248,220
Information & Public Relation	116,925	1,869	130,515	8,989			141,374	-24,449
Office Costs	125,216	9,692	33,533	27,303		43,827	114,356	10,860
Communications	61,260	12,176	13,635	7,751		27,085	60,647	613
Financial Charges	30,000	8,244	199			86,704	95,148	-65,148
Other General Expenses	193,250	58,439	74,841	46,194		-157,120	22,354	170,896
Total General Expenditure	877,130	116,820	299,081	119,675		561	536,138	340,992
Depreciation								
Depreciation	19,200							19,200
Total Depreciation	19,200							19,200
Operational Provisions								
Operational Provisions		-2,801	7,154	-19,625			-15,272	15,272
Total Operational Provisions		-2,801	7,154	-19,625			-15,272	15,272

International Federation of Red Cross and Red Crescent Societies

MAAAF001 - Afghanistan

Annual Report 2010

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Budget Timeframe	2010/1-2010/12
Appeal	MAAAF001
Budget	APPEAL

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure						TOTAL	Variance
		Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination			
A								B	A - B
BUDGET (C)		2,754,515	2,511,346	670,812	23,529	132,637	6,092,840		
Indirect Costs									
Programme & Service Support	371,957	163,677	126,945	38,648		3,059	332,329	39,628	
Total Indirect Costs	371,957	163,677	126,945	38,648		3,059	332,329	39,628	
Pledge Specific Costs									
Earmarking Fee		25,061	16,586	4,957			46,604	-46,604	
Reporting Fees		900	3,320	280			4,500	-4,500	
Total Pledge Specific Costs		25,961	19,906	5,237			51,104	-51,104	
TOTAL EXPENDITURE (D)	6,092,840	2,749,867	2,110,814	644,244		112,016	5,616,941	475,899	
VARIANCE (C - D)		4,648	400,532	26,569	23,529	20,621	475,899		