## Red Cross participatory community development project

<table>
<thead>
<tr>
<th>Goal and objective</th>
<th>Indicators</th>
<th>Sources of verification</th>
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</thead>
<tbody>
<tr>
<td><strong>Programme goal</strong>&lt;br&gt;The Red Cross Society of Georgia is a key humanitarian actor working in partnership with local authorities to improve living conditions of people in need.</td>
<td>The Red Cross Society of Georgia meets the characteristics of a well-functioning national society.</td>
<td>• Red Cross programme progress and final reports.&lt;br&gt;• Self-assessment reports.&lt;br&gt;• Federation monitoring &amp; evaluation reports.&lt;br&gt;• Data on volunteers.&lt;br&gt;• Community development reviews.&lt;br&gt;• Media coverage.</td>
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<td><strong>Programme objective</strong>&lt;br&gt;The Red Cross Society of Georgia has become a better functioning national society helping people prevent and alleviate suffering.</td>
<td>• The national society has stronger headquarters supporting its branches in assisting people in need.&lt;br&gt;• It has stronger branches delivering sustainable, focused and responsive services to vulnerable communities.&lt;br&gt;• It has active, trained volunteers across the country involved in various Red Cross activities and participating in the management of the organisation through youth volunteer boards.&lt;br&gt;• It is accountable to its beneficiaries and partners. It has an effective financial management system enabling it to produce accurate reports for partners.</td>
<td>• Self-assessment reports.&lt;br&gt;• Participatory evaluation reports.&lt;br&gt;• Vulnerability and capacity assessment documents.&lt;br&gt;• Programme progress, monitoring and evaluation reports.&lt;br&gt;• Policy and strategy documents.&lt;br&gt;• Financial monitoring results.&lt;br&gt;• Feedback from beneficiaries, partners and media.</td>
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<td><strong>Project objective</strong>&lt;br&gt;Living conditions of vulnerable people have improved by empowering targeted communities and strengthening the capacity of Red Cross branches to deliver tailored services through the participatory community development approach.</td>
<td>By the end of 2005:&lt;br&gt;• Three branches of the Red Cross have designed and implemented together with local communities in Telavi, Akhaltsikhe and Khelvachauri three projects based on local vulnerability and strategic directions of the national society.&lt;br&gt;• Number of community members involved in the needs identification, design and implementation of the community projects.&lt;br&gt;• The Red Cross has established partnerships with local government authorities, non-governmental organisations and businesses.&lt;br&gt;• Local authorities, communities and partners actively participate in the community project design and implementation.</td>
<td>• Monitoring/evaluation reports.&lt;br&gt;• Public opinion surveys.&lt;br&gt;• Members/volunteer database.&lt;br&gt;• Annual report.</td>
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<tr>
<td>Project expected results</td>
<td>Indicators</td>
<td>Sources of verification</td>
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</table>
| **Project expected result 1**  
The Red Crescent branches in Telavi, Akhaltsikhe and Khelvachauri have developed and implemented three micro-projects in targeted communities through participatory community development approach. | - Each branch has recruited and trained on PCD methodology 10 volunteers to work rapid appraisal teams in each targeted communities.  
- Communities have identified their needs through participatory rapid appraisal methodology and designed three micro-projects that are in line with the vision, mission and strategic priorities of the Red Cross.  
- Vulnerability of the targeted communities to identified needs has reduced. | - Project progress and monitoring reports  
- Need assessment reports.  
- Community meeting minutes/records.  
- Feedback from beneficiaries, partners and media. |
| **Project expected result 2**  
Staff and volunteers of the targeted branches have strengthened their planning and implementation capacities based on participatory community development. | - The branches have recruited 30 volunteers to assist the national society in implementation of the PCD approach.  
- Red Cross branch staff and PCD coordinators have learned and practice participatory community development and rapid appraisal methodologies as well as Project Planning Process, the Federation’s main planning tool.  
- Performance of Red Cross staff and volunteers has improved.  
- The branches produce better and timely reports to the headquarters and partners. | - Project progress and monitoring reports.  
- Feedback from beneficiaries, partners and media. |
| **Project expected result 3**  
The Red Cross branches have strengthened partnership with local authorities, non-governmental organisations and businesses to increase their participation in solving the community needs. | - Local authorities, communities and partners actively participate in and support development and implementation of community projects. | - Project progress and monitoring reports  
- Community meeting minutes/records.  
- Feedback from beneficiaries, partners and media. |
### Activities to achieve project expected result 1

1.1. Recruit and train three participatory community development and rapid appraisal volunteer teams of 10 people in each from within the targeted communities, Red Cross staff and volunteers, representatives of local authorities, businesses and other organisations;

1.2. Conduct needs assessment in three communities in Telavi, Akhaltsikhe and Khelvachauri using the participatory rapid appraisal (PRA) methodology;

1.3. Organize community meetings to discuss PRA results and prioritize needs;

1.4. Develop and implement projects based on prioritized needs and strategic directions of the national society;

1.5. Monitor the progress of the projects and report findings to communities;

1.6. Carry out evaluation of the projects with the involvement of the target communities.

### Resources

- Personnel
- Office equipment
- Vehicles
- Stationery
- General administration support

### Sources

- Federation appeal
- ICRC
- Partner national societies
- USAID, who expressed interest for renewed programming with the Red Cross
- Other international agencies, present in the country
- Government of Georgia

### Activities to achieve project expected result 2

2.1. Train Red Cross branch staff and PCD coordinators on participatory community development and rapid appraisal methodologies as well as Project Planning Process, the Federation’s main planning tool;

2.2. Conduct regular meetings with each targeted community to encourage their participation in Red Cross planning and programme implementation;

2.3. Conduct regular meetings between Red Cross branch staff and PCD coordinators in all targeted regions to share information, knowledge and experience.

### Resources

- Construction material for rehabilitation;
- Personnel
- Office equipment
- Office furniture
- Vehicles
- Stationery
- General administration support

### Sources

- Federation appeal
- ICRC
- Partner national societies
- Local authorities

### Activities to achieve project expected result 3

3.1. Initiate a dialogue with key actors in the targeted communities – local authorities, businesses and other organisations;

3.2. Organise regular meetings with key local actors to discuss needs and problems of the communities and try to find solutions to them through advocacy;

3.3. Work with local authorities, communities and partners to increase their participation in Red Cross activities.

### Resources

- Supplies of hygiene items
- Supplies of food and non-food items
- Personnel
- Office equipment
- Vehicles
- Stationery
- General administration support

### Sources

- Federation appeal
- ICRC
- Partner national societies
- Other international agencies, present in the country
- Local authorities
1. Background

1.1. Context
Since its independence in 1991, Georgia has experienced a decade-long disaster. It has suffered from economic collapse, crushing poverty, disintegration of its social welfare and health systems, mass population movements, recurring political and military conflicts.

The people of Georgia have endured periods of civil war and unrest as well as violence related to the independence aspirations of the breakaway regions of Abkhazia and South Ossetia. It has resulted in the deaths of more than 100,000 people, displacement of another 300,000 people, skilled personnel emigrating en-masse from Georgia and industry virtually ceasing. Large-scale famine has only been avoided through substantial external humanitarian aid.

Despite a recent improvement, the country remains in desperate circumstances. The Georgian economy is sluggish. Living standards continue to plummet. Everyday life is an unrelenting struggle for the most vulnerable groups of the population. Findings from recent assessments indicate the main source of vulnerability in Georgia still lies in the socio-economic crisis. This affects mostly elderly people living alone and internally displaced persons because lack of or insufficient access to services of social and health institutions. The republic remains among the poorest countries of the former Soviet Union.

The new government, elected earlier this year, committed to revive economy, combat corruption and cement democratic reforms. It will take time, however, until the benefits of the ongoing changes trickle down to local communities, particularly the most vulnerable people, who continue to face massive humanitarian challenges.

The Red Cross Society of Georgia, as an auxiliary to the Government, has a moral obligation to help these people. It is the oldest humanitarian organisation in the country with a network of branches in most of the regions. Though varied in their level of capabilities and resources, the Red Cross still remains the only indigenous and community-based organisation regarded by many people in the country as a partner that can help solve their problems.

In 2003, the Red Cross has stated the process of rebuilding the organisation that ceased operating during the years of uncertainty over its leadership. A significant progress has been made in:
- Enhancing the knowledge and understanding of Red Cross and Red Crescent Movement, Fundamental Principles and mandate among the new leaderships and senior management staff of the national society;
- Establishing a clear understanding of roles and responsibilities of management and governance functions in line with the provisions of the Red Cross Statutes;
- Developing a national society mission statement;
- Identifying national society priorities;
- Initiating strategic planning process; and
- Consolidating the Red Cross legal base.

The focus in 2003 was made on the national society headquarters because it was believed that a strong headquarters would ensure the unity of the Red Cross in the country and the ability of branches to implement effective and relevant programmes.

While reform at the headquarters level will continue in 2005, the efforts will concentrate on strengthening branch capacities to help them reconnect with the communities they spring from. To achieve this, the Red Cross will launch a pilot initiative, which would encourage its targeted branches to work in a participatory
community development (PCD) approach. PCD is supporting people to reduce the causes of their own predicaments and mobilise community action. Red Cross community networks will bring vulnerable groups together with local government, non-governmental organisations and other relevant parties, asking them to identify problems, design projects to address them, and make the most of local resources.

By involving communities in decisions directly affecting their lives, the Red Cross believes beneficiaries will not be just passive recipients of aid but active partners of the national society. Increased participation of communities in designing and implementation of projects, will, at the same time, contribute to strengthening the sustainability of Red Cross operations and reduce the organisation’s dependency on international funding by mobilising locally available resources.

The Red Cross has experience of implementing similar projects in the past. Few years ago it was working with some 49,000 internally displaced people living in 30 collective centres in western and eastern Georgia. The project, formerly supported by the Federation, had five components:

- Developing social activities in the community rooms, established within the project in each targeted collective centre.
- Offering skills training to interested individuals.
- Extending income-generating loans to approved applicants.
- Creating and supplying existing kitchen gardens with seeds and tools to supplement household diets, and
- Community organisation encouraging the formation of effective communities to provide the basis for collective decision-making, advocacy and action.

The current project continues the work piloted in 2004 in two Red Cross branches in eastern Georgia (in Gardabani of Kvemo Kartli region and Kvari in Kakheti region). For 2005, the Red Cross identified three branches, in Telavi of Kakheti region, Akhaltsikhe of Samtskhe-Javakheti region and Khelvachauri of Adjara region, to launch the PCD approach based on the analysis of the branch assessment results and pre-determined criteria, including:

- Capacity of the branches - foundation, basic infrastructure, committed management, and the number of members of volunteers.
- Branch location to enable effective management and monitoring of the project activities, and
- The level of vulnerability: access to basic health and social welfare services.

To help the Red Cross branches pilot the new approach, their staff and volunteers will be trained on participatory community development, as well as, participatory rapid appraisal methodologies. Both approaches aim to increase community involvement in Red Cross work.

The project will be piloted in three communities – one community in each targeted region. Branch activities will be based on needs assessment and within the strategic priorities of the national society.

1.2. Problems and needs

**Main problem(s):** Increasing vulnerability of communities to poor health and social conditions.

**Causes:**
- Fragile socio-economic situation despite recent political changes in the country;
- Increased gap between social needs of people and resources/capacity of the local authorities.
- Widespread poverty.

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1 Former hotels, sanatoriums or abandoned government buildings accommodating internally displaced people.
• Lack of food, health and social services.

Effects
• Increased morbidity and mortality.
• Poor living conditions.
• Isolation of vulnerable groups from the rest of the community.
• Unemployment.
• Migration of workforce.
• Dependency on international support.
### 1.3. Stakeholders

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<tr>
<th>Stakeholders</th>
<th>State institutions</th>
<th>Federation</th>
<th>Local communities</th>
<th>Red Cross branches</th>
<th>Local non-governmental organisations</th>
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</thead>
</table>
| **Problems** | • Lack of resources to meet the needs of the community;  
  • Dependency on external humanitarian assistance to support vulnerable people;  
  • Widespread unemployment and low social activity that creates a breeding ground for the spread of criminality, drug addiction and nihilism in the communities.  
  • Limited capacities of the Red Cross to help people in need.  
  • Lack of qualified volunteers in Red Cross branches to work with and encourage local communities to participate in new developmental approaches.  
  • Lack or low access to social care and health services;  
  • Weak coping mechanisms to disasters.  
  • Widespread unemployment;  
  • Lack of knowledge sharing within the larger community.  
  • Migration from rural to urban areas due to unemployment and low social activities.  
  • Increased isolation of vulnerable groups within the community.  
| **Interests** | • Assist the National Society in building its institutional capacities at all levels to help vulnerable people.  
  • Assist the Red Cross in developing effective volunteer recruitment and management system.  
  • Improve image of the Red Cross by involving local communities and volunteers in participatory planning and project implementation.  
  • Improve living conditions and increase access to social and health care services;  
  • Participate in PCD micro-projects that will decrease unemployment and stimulate active social life;  
  • Build household capacity through a participatory community development approach.  
  • Improve volunteer engagement;  
  • Access local resources through improved image;  
  • Disseminate the PCD concept to encourage other communities to implement the similar micro-projects.  
  • Expand the network of trained volunteers.  
| | • Improve coordination and cooperation in community development efforts;  
  • Reach more community groups avoiding duplication of efforts;  
  • Share knowledge and experience with other actors working in community development.  
| **Red Cross branches** | • Lack of communication and coordination with other branches of the Red Cross.  
  • Poor capacity to deliver services.  
  • Low number of Red Cross volunteers and members.  
| **Local non-governmental organisations** | • Reduce unemployment.  
  • Lack of wider community participation in self-support projects.  
  • Lack of knowledge and skills sharing among various actors in community development approaches.  

### Interests

- Improve living conditions of the local population and improve their access to social and health care;
- Strengthen community coping mechanisms through the Red Cross work and strong volunteer network;
- Assist the National Society in building its institutional capacities at all levels to help vulnerable people;
- Assist the Red Cross in developing effective volunteer recruitment and management system;
- Improve image of the Red Cross by involving local communities and volunteers in participatory planning and project implementation.
<table>
<thead>
<tr>
<th>Potential</th>
<th>The local authorities will:</th>
<th>The Federation, through its delegations in Tbilisi and Ankara, will:</th>
<th>Local communities are the key stakeholders of the project. They will be directly involved in local needs identification, design and implementation of mini-projects to improve their living conditions and strengthen self-help mechanisms. The Red Cross will encourage them to contribute whatever they can to the project ensure their needs are met.</th>
<th>The Red Cross branches will:</th>
<th>Local NGOs will:</th>
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<tbody>
<tr>
<td>• Availability of some technical resources and funds; • Improved cooperation and coordination with all stakeholder parties including RC.</td>
<td>• provide the Red Cross with necessary information and data on targeted beneficiaries. • Promote the Red Cross work within the project. • Help the national society establish partnerships with other stakeholders and mobilise local resources.</td>
<td>• work closely with the Red Cross Society of Georgia to help it improve service delivery to vulnerable people through PCD approach. • provide necessary training and consultation to the Red Cross in the areas of community development, work with communities and volunteer management.</td>
<td>• Enthusiasm and willingness of community members; • Increasing interest and contribution to strengthening of the communities their live in.</td>
<td>• mobilise the communities to recruit volunteers for the project implementation; • coordinate and support PCD implementation; • ensure reporting requirements are met.</td>
<td>• be part of a coordinated humanitarian effort to reduce vulnerability in the country. • Be actively involved in identification of community needs, design and implementation of the Red Cross supported PCD micro-projects in the targeted communities. • Be encouraged to contribute to meeting the community needs within the current project. • The Red Cross will bond partnerships with local NGOs to meet health and social needs of the local communities.</td>
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1.4. Internal analysis of the Red Cross Society of Georgia

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<thead>
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<th>Internal</th>
<th>External</th>
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<tr>
<td><strong>Strengths</strong></td>
<td>• A country-wide network of branches at local and regional levels, though varied in their level of capabilities and resources.</td>
<td><strong>Opportunities</strong></td>
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<td>• A well-defined auxiliary role of the Red Cross to the local authorities in providing humanitarian assistance.</td>
<td>• The Federation’s re-engagement in Georgia.</td>
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<td>• Commitment of the Red Cross leadership to ensure effective service delivery to vulnerable people through participatory development approach.</td>
<td>• International Red Cross Red Crescent Movement back-up.</td>
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<td>• Institutional memory and experience in community development work through past internationally supported programmes.</td>
<td>• Increased donor and media interest in participatory community development approach.</td>
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<td><strong>Weaknesses</strong></td>
<td><strong>Threats</strong></td>
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<td>• Weak material and technical resource base to maintain work with the communities;</td>
<td>• Low awareness of participatory community development approach among the population and other organizations.</td>
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<td>• Lack of trained volunteers as a result of poor volunteer management both at the headquarters and branch levels;</td>
<td>• Low interest of the government in community development and strengthening the civil society.</td>
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<td>• Lack of communication and technical facilities.</td>
<td>• Lack of funding and dependency on external support.</td>
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<td>• Fluid political situation.</td>
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<td>• Continuing poor image of the Red Cross in the public eye: even successes may be questioned and unfairly scrutinised.</td>
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2. **Programme goal**: The Red Cross Society of Georgia is a key humanitarian actor working in partnership with local authorities to improve living conditions of people in need.

**Indicators**: The Red Cross Society of Georgia meets the characteristics of a well-functioning national society.

**Verification sources**:
- Red Cross programme progress and final reports.
- Self-assessment reports.
- Federation monitoring & evaluation reports.
- Data on volunteers.
- Community development reviews.
- Media coverage.

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2 A set of indicators established by the Federation to help National Societies plan and measure their progress in capacity building. These ‘customised assessment and performance indicators’ list 120 checkpoints towards achieving the defined characteristics of a well-functioning National Society.
3. **Programme objective:** The Red Cross Society of Georgia has become a better functioning national society helping people prevent and alleviate suffering.

**Indicators:**
- The national society has stronger headquarters supporting its branches in assisting people in need.
- It has stronger branches delivering sustainable, focused and responsive services to vulnerable communities.
- It has active, trained volunteers across the country involved in various Red Cross activities and participating in the management of the organisation through youth volunteer boards.
- It is accountable to its beneficiaries and partners. It has an effective financial management system enabling it to produce accurate reports for partners.

**Verification sources:**
- Self-assessment reports.
- Participatory evaluation reports.
- Vulnerability and capacity assessment documents.
- Programme progress, monitoring and evaluation reports.
- Policy and strategy documents.
- Financial monitoring results.
- Feedback from beneficiaries, partners and media.

4. **Project objective:** Living conditions of vulnerable people have improved by empowering targeted communities and strengthening the capacity of Red Cross branches to deliver tailored services through the participatory community development.

**Indicators:** By the end of 2005:
- Three branches of the Red Cross have designed and implemented together with local communities in Telavi, Akhaltsikhe and Khelvachauri three projects based on local vulnerability and strategic directions of the national society.
- Number of community members involved in the needs identification, design and implementation of the community projects.
- The Red Cross has established partnerships with local government authorities, non-governmental organisations and businesses.
- Local authorities, communities and partners actively participate in the community project design and implementation.

**Verification sources:**
- Monitoring/evaluation reports.
- Public opinion surveys.
- Members/volunteer database.
- Annual report.

5. **Project expected results**

5.1. **Project expected result 1:** The Red Crescent branches in Telavi, Akhaltsikhe and Khelvachauri have developed and implemented three projects in targeted communities through participatory community development approach.
Indicators:
- Each branch has recruited and trained on PCD methodology 10 volunteers to work as rapid appraisal teams in each targeted communities.
- Communities have identified their needs through participatory rapid appraisal methodology and designed three micro-projects that are in line with the vision, mission and strategic priorities of the Red Cross.
- Vulnerability of the targeted communities to identified needs has reduced.

Verification sources:
- Project progress and monitoring reports
- Need assessment reports.
- Community meeting minutes/records.
- Feedback from beneficiaries, partners and media.

5.2. Project expected result 2: Staff and volunteers of the targeted branches have strengthened their programme planning and implementation capacities based on participatory community development approach.

Indicators:
- The branches have recruited 30 volunteers to assist the national society in implementation of the PCD approach.
- Red Cross branch staff and PCD coordinators have learned and practice participatory community development and rapid appraisal methodologies as well as Project Planning Process, the Federation’s main planning tool.
- Performance of Red Cross staff and volunteers has improved.
- The branches produce better and timely reports to the headquarters and partners.

Verification sources:
- Project progress and monitoring reports
- Feedback from beneficiaries, partners and media.

5.3. Project expected result 3: The Red Cross branches have strengthened partnership with local authorities, non-governmental organisations and businesses to increase their participation in solving the community needs.

Indicators:
Local authorities, communities and partners actively participate in and support development and implementation of community projects.

Verification sources:
- Project progress and monitoring reports.
- Community meeting minutes/records.
- Feedback from beneficiaries, partners and media.
6. Activities:

6.1. Activities to achieve project expected result 1
1.1. Recruit and train three participatory community development and rapid appraisal volunteer teams of 10 people in each from within the targeted communities, Red Cross staff and volunteers, representatives of local authorities, businesses and other organizations.
1.2. Conduct needs assessment in three communities in Telavi, Akhaltsikhe and Khelvachauri using the participatory rapid appraisal (PRA) methodology.
1.3. Organize community meetings to discuss PRA results and prioritize needs.
1.4. Develop and implement projects based on prioritized needs and strategic directions of the national society.
1.5. Monitor the progress of the projects and report findings to communities.
1.6. Carry out evaluation of the projects with the involvement of the target communities.

6.2. Activities to achieve project expected result 2.
2.1. Train Red Cross branch staff and PCD coordinators on participatory community development and rapid appraisal methodologies as well as Project Planning Process, the Federation’s main planning tool.
2.2. Conduct regular meetings with each targeted community to encourage their participation in Red Cross planning and programme implementation.
2.3. Conduct regular meetings between Red Cross branch staff and PCD coordinators in all targeted regions to share information, knowledge and experience.

6.3. Activities to achieve project expected result 3.
3.1. Initiate a dialogue with key actors in the targeted communities – local authorities, businesses and other organisations.
3.2. Organise regular meetings with key local actors to discuss needs and problems of the communities and try to find solutions to them through advocacy.
3.3. Work with local authorities, communities and partners to increase their participation in Red Cross activities.

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<tr>
<th>Activities</th>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
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<th>November</th>
<th>December</th>
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<td>Project expected result 1.</td>
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<td>1.2. Recruit and train three participatory community development and rapid appraisal volunteer teams of 10 people in each from within the targeted communities, Red Cross staff and volunteers, representatives of local authorities, businesses and other organisations;</td>
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<td>1.3. Conduct needs assessment in three communities in Telavi, Akhaltsikhe and Khelvachauri using the participatory rapid appraisal (PRA) methodology.</td>
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<td>1.4. Organize community meetings to discuss PRA results and prioritize needs.</td>
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<td>1.5. Develop and implement projects based on prioritized needs and strategic directions of the national society.</td>
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<td>1.6. Monitor the progress of the projects and report findings to communities.</td>
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<td>1.7. Carry out evaluation of the projects with the involvement of the target communities.</td>
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<td>Project expected result 2.</td>
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<td>2.1. Train Red Cross branch staff and PCD coordinators on participatory community development and rapid appraisal methodologies as well as Project Planning Process, the Federation’s main planning tool.</td>
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<td>2.2. Conduct at least two meetings with each targeted community</td>
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<td>2.3. Conduct regular meetings between Red Cross branch staff and PCD coordinators in all targeted regions to share information</td>
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<td>Project Expected result 3.</td>
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<td>3.1. Initiate a dialogue with key actors in the targeted communities – local authorities, businesses and other organisations.</td>
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<td>3.2. Organise regular meetings with key local actors to discuss needs and problems of the communities and try to find solutions to them through advocacy.</td>
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<td>3.3. Work with local authorities, communities and partners to increase their participation in Red Cross activities.</td>
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8. Monitoring and Evaluation
Monitoring of the project implementation will be carried out by an internal monitoring group of six to seven members - technical people from disaster preparedness and health departments, a regional and district (rayon) coordinator as well as representatives of the Federation delegation, local community and local authorities.

The monitoring group will:
- regularly contact and consult the local communities and volunteers to collect information on the progress of the PCD work;
- monitor PCD implementation against planned activities to ensure appropriate management of the project;
- visit the targeted regions at least twice during the implementation period to provide guidance and advice where and as appropriate;
- provide recommendations to a PCD national coordinator regarding project management and future planning;
- conduct a final evaluation of the PCD implementation in the targeted communities through beneficiary interviews and pre-developed questionnaire.

9. Precondition
- Red Cross staff at the headquarters and regional branches are committed to the new approach.
- Local communities are willing to take part in the participatory community development approach.

10. Risks/assumptions
- Lack of willingness of communities to participate in the PCD approach.
- Dedication and commitment of volunteers.
- Lack of communication and coordination with national society branches.
- Low level of enthusiasm and unwillingness of other organizations to cooperate with the Red Cross.
- Lack of support from local authorities and potential donors.
- Unexpected political changes in the country.

11. Sustainability
The capacity of the Red Cross to implement community-based work is poor and demands support. Development, however, takes time and requires a long-term commitment. The branches will not be self-sustainable by the end of 2004. What is realistic to achieve by then is to improve their capacities, help them train staff and volunteers and build trust and links with the communities, as well as government authorities and other organisations. Once the trust is built, there is a potential to increase the contribution of the key stakeholders to the Red Cross work and reduce the organisation’s dependency on international support.

National society mirrors the complex environment it operates in. The success and sustainability of the participatory community approach, therefore, very much depends on the general development in the country as well as the willingness of other actors at local levels, including local communities, authorities, businesses and other organisations, to cooperate with the national society in responding to the local needs.

The Federation is committed to helping the Red Cross branches in continuing strengthening their work with the local communities. Impact of the project will be evaluated at the end of the year 2005 and findings will form the basis for future planning.