

# Plan 2009-2010



## ERITREA AND DJIBOUTI

### ERITREA

#### Executive Summary

The Red Cross Society of Eritrea (RCSE) programmes have been designed in line with the Global Agenda goals offering a solid legal base that allows strong leadership and a well functioning organizational structure. Through volunteer-based activities, the programmes will contribute to the reduction of the potential losses from natural and man-made disasters and improve the capacity of the NS, volunteers and community at large.

The **disaster management** programme will contribute to the scaling up of response to increased vulnerability to risks/disasters and food insecurity; and to the response to common disasters of drought, flooding, road accidents and fire accidents by strengthening the National Society's disaster preparedness, response and recovery capacities. The programme will aim at achieving the following outcomes: improved ability of community members in Eritrea to predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences; community members having improved ability to reduce loss of life and disabilities caused by disasters and; improved capacity of RCSE core staff and volunteers to respond effectively during disaster; strengthened RCSE logistical capacity of RCSE; improved food production, accessibility and food utilization at household and; increased awareness on climate change and increased community resilience to the impacts of climate change.

**Organizational development** programme will focus on ensuring that RCSE has a well functioning organization with sustainable systems, procedures and staff with desired level of managerial and technical competencies; strengthening new partnerships and forming new ones.

To ensure a coordinated and realistic implementation, the programmes also addresses the concepts of sustainability, programme resources and expenses, monitoring and evaluation, implementation and management arrangements as well as risk identification. Furthermore, programmes will promote gender equity and diversity, Red Cross/Red Crescent collaboration, partnership and civil society management, accountability and quality assurance, in addition to capacity building and knowledge sharing, ultimately enabling the National Society to work within the new Federation Operating Model. Current Movement partners include the

Federation, the International Committee of the Red Cross (ICRC), Danish, Finish, Netherlands, Swedish and Spanish Red Cross Societies.

The total 2009-2010 budget is CHF 2,310,739 (USD 2,112,193 or EUR 1,471,808)

[<Click here to go directly to the attached budget summary of the plan>](#)

## Country Context

Eritrea gained its independence in 1991 after 30 years of struggle that left the country with both its infrastructure and economy in ruins. In 1998, another war broke out with the neighboring Ethiopia and this war had great negative impacts on the socio-economic and humanitarian situation of the country. Today, a fragile peace prevails and Eritrea faces the gigantic tasks of rebuilding its infrastructure and of developing its economy after more than 30 years of fighting.

The unresolved border issue compounds other pressing problems. These include Eritrea's inability to provide enough food; two thirds of the population receives food aid. Moreover, economic progress is hampered by the proportion of Eritreans who are in the army rather than the workforce. This has resulted to critical shortage of professional, skilled and semi skilled work force in both the public and the private sectors.

Added to post-war challenges, Eritrea faced five years (1999-2004) of drought which resulted in widespread crop failures. However, the 2005/2006 rains resulted in a promising, crop production, vegetation and pasture for livestock. Despite these positive trends, it is estimated that it will take 3-4 consecutive good rain seasons for a full recovery of the agriculture and livestock sectors as well as replenishment of ground water.

**Table 1: Eritrea Profile** (Source: UNDP 2006, and Ministry of Health (MoH) Report 2007)

Category	Figures
Rank	157 out of 177 countries (HDI, 2006)
Population	4.2 million (2004)
GDP per capita	USD. 977 (2004)
Life expectancy at birth	54.3 yrs (2004)
Adult Literacy rate	56.7 % (2003)
Infant mortality rate per1000 live births	52 (2004)
Under 5 years children mortality rate per 1000 live births	82 (2004)
Maternal mortality rate per 100,000 lives births	630 (2004)
Fertility rate (births per woman)	5.5 (2005)
Under weight children (aged under five)	40% (2004)
Access to clean water	60% (2004)
Access to sanitation facilities	9% (2004)
Access to hospital delivery	28% (2004)
Adult (15-49) HIV prevalence	1.28 (2007 MoH Report)
Total HIV infected population	37,668 (2007 MoH Report)
Adult ( 15 and over) living with HIV	34,554 (2007 MoH Report)
Women (15 and over) living with HIV	20,538 (2007 MoH Report)
Annual death due to AIDS	2,726 (2007 MoH Report)
Children under 15 years living with HIV	3114 (2007 MoH Report)
All AIDS orphans	17,991 (2007 MoH Report)

Percentage of pregnant women receiving treatment to reduce mother to child transmission	11.1% (2007 MoH Report)
Percentage of HIV infected women and men receiving ART	3.8% (Total 1,301 beneficiaries, 54% women and 46% men-2007 MoH report)
Condom distribution	Male =639,9760; Female =10,000 (2006)

## National Society Priorities and Current work with partners

The Red Cross Society of Eritrea is a National Society in formation, waiting for official recognition from the State of the Government of Eritrea. Nevertheless, with the current *de-facto* recognition, the RCSE manages to deliver its humanitarian services as an auxiliary to the public authorities; it has established a very good foundation with its partners toward building their confidence.

The National Society's presence stretches in the six zobas (regions) of the country. It's conducting a wide range of activities in more than 200 villages with an established community volunteer facilitation system. The National Society has five major programmes developed on the basis of the Federation's Global Agenda and Strategy 2010. These are Disaster Management, Health and Care, Organizational Development, Humanitarian Values and Tracing.

The National Society is supported financially by Partner National Societies (PNS) as its bilateral partners, and the Federation and International Committee of the Red Cross (ICRC). The National Society has drafted the Cooperation Agreement Strategy (CAS) document in order to ensure continuity of service and to attain long-term partnerships. Furthermore, efforts are exerted to enhance capacity and ownership of the projects by the community for a sustainable participation of beneficiaries and measurable impacts,

Together, ICRC, PNS working internationally and the Federation have been assisting the ever increasing needs of the most vulnerable. With the self assessment that it has undergone, the RCSE is conscious to identify its potential and limitations.

The 2009-2010 plans are part of the RCSE five-year Strategic Plan. This two-year support plan will address the development of strong leadership, workable organizational system/structure, consistent and long term partnership, quality assurance, effective volunteer networking and volunteer management through its organizational and human resource development programme.

The Disaster Management programme is contributing to the scaling up of response to increased vulnerability to risks/disasters and food insecurity; and to the response to common disasters of drought, flooding, road accidents and fire accidents by strengthening the National Society's disaster preparedness, response and recovery capacities.

The organizational development programme will allow the National Society to perform its function efficiently with a legal base, in providing different humanitarian service to all the vulnerable. Staff and volunteers will improve their capacity being equipped with the required skills. Staff will improve their capacity for efficient and clear planning process.

# Secretariat Supported Programmes in 2009–2010

## Disaster Management

### a) The purpose and components of the programme

<b>Programme purpose:</b>
<b>Global Agenda Goal 1: Reduce the number of deaths, injuries and impact from disaster</b>

The disaster management programme budget is CHF 1,000,000 (USD 914,077 or EUR 636,943)

<b>Programme component: Disaster management planning</b>
<b>Component outcome:</b> Improved ability of community members in Eritrea to predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences.

#### Outputs

- VCAs are conducted in 24 coaching areas and disaster preparedness plan is developed accordingly.
- Community members from the 24 coaching areas are aware of the nature, causes and possible consequences of disasters

<b>Programme component: Disaster preparedness and risk reduction</b>
<b>Component outcome 1:</b> By 2012, 10,000 community members will have improved their ability to reduce loss of life and disabilities caused by disasters.
<b>Component outcome 2:</b> By 2012 the capacity of RCSE core staff and volunteers to respond effectively during disaster will have improved

#### Outputs

- RCSE has improved the capacity of 10,000 community members on the field of first aid and road safety programmes.
- Commercial first aid is strengthened and provided to interested authorities, companies and associations.
- RCSE has established, equipped and strengthened 35 disaster response teams and 35 Red Cross Action Teams (RCATs) at all levels
- The disaster management department is provided with necessary personnel and administrative supports.

<b>Program component: Disaster Response</b>
<b>Component outcome 1:</b> By 2012 the logistical capacity of RCSE is strengthened
<b>Component outcome 2:</b> The effects of disasters in 24 coaching areas are mitigated/reduced by 2012

#### Outputs

- RCSE has procured and pre-positioned at national headquarters and branch warehouses 15,000 sets of emergency stocks
- 300 water and soil projects are designed and implemented in 24 coaching areas

<b>Program component: Disaster risk reduction (Food security)</b>
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<b>Component Outcome</b> Improved food production, accessibility, and utilization at household level in order to have healthy and productive community
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**Outputs**

- Improved food production of 15,000 households by 2012
- Improved food accessibility of 15,000 vulnerable households
- Strengthened knowledge of RCSE staff and volunteers on food security concept

<b>Program component: Climate change</b>
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<b>Component Outcome 1:</b> Increased awareness on climate change
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<b>Component outcome 2:</b> Increased community resilience to the impacts of climate change.
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**Outputs**

- Climate change adaptation projects are developed and implemented in target villages

**b) Profile of target beneficiaries: (180 villages)**

- Community members living in the disaster prone areas.
- Drought affected community members
- Food insecure community members
- Sick and injured
- Community members affected by emergency disasters.

**c) Potential risks and challenges:**

- High turnover of trained staff and volunteers
- Funding situation
- Rising of food prices
- Continuous drought
- Recurrent war
- High community needs

## Health and care

**a) Goal and Programme Components**

<b>Goal</b>
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Reduce the number of deaths, illnesses and impact from diseases and public health emergencies
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The health and care programme budget is CHF 511,381<sup>1</sup> (USD 467,441 or EUR 325,720)

<b>Programme Component: Water and sanitation</b>
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<b>Outcome:</b> Improved access to safe water, sanitation and hygiene services
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**Outputs:**

- Changed behavior and attitude of target communities in improvement of hygiene and sanitation

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<sup>1</sup> Global WatSan initiative

- The vulnerable communities in the target area have access to safe water supply.
- The targeted vulnerable communities receive supplies of materials for transportation and storage of water.
- The capacity of targeted communities to manage health-related problems (malaria and diarrhoeal diseases) is strengthened.

## Organizational Development

### a) The purpose and components of the programme

The programme is prioritizing improving efficiency of its system, creating conducive working environment, enhancing accountability, volunteer development and gaining more support from partners. For more progress, official recognition and election of board members will take place.

<b>Programme Purpose</b>
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<b>Global Agenda Goal 3:</b> To increase local community, civil society and Red Cross capacity to address the most urgent situation of vulnerability
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The Organization and Human Resource Development programme budget is CHF 440,000 (USD 402,194 or EUR 280,255)

<b>Programme component: Well-functioning National Society</b>
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<b>Component outcome:</b> RCSE has a well functioning organization with sustainable systems, procedures and staff with desired level of managerial and technical competencies
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#### Outputs

- By 2012 all Instruments of effective institutional infrastructure are available
- By 2010 RCSE work systems are updated and standardized at all levels
- By 2009, RCSE will have a conducive working environment and accountability is assured
- Improved productivity and quality of service
- Information Technology in place
- Enhanced perception of participatory role at all levels
- Improved accounting systems for better short term and long term management decisions and accurate financial reports

<b>Programme component: Financial sustainability</b>
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<b>Component outcome:</b> Existing partnerships are strengthened and new ones formed
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#### Outputs

- Clarified role relationship with all partners by 2009
- Enhanced income generating schemes

<b>Programme component: Branch development and/or volunteer management</b>
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<b>Component outcome:</b> Availability of skilled volunteers who are able to provide effective and efficient humanitarian service.
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#### Outputs

- A well functioning volunteer network at branch and community level is developed by 2012.
- The capacity of RCSE staff and volunteers in volunteer management is enhanced.

### **b) Profile of target beneficiaries**

This programme will allow a well-functioning National Society with a legal base, efficiency in performance in giving different humanitarian service to all the vulnerable. Staff and volunteers will be guided with clear policy, strategy and working guidelines/systems. Staff will improve their capacity for efficient and clear planning process. Communities will benefit from having their own volunteer networking system. Beneficiaries' capacity to own their own programmes will enable them to be active in disaster preparedness and response. This will lead to community's self-reliance.

Youth in and out of school, community members and professionals will be targeted for volunteer recruitment and development.

### **c) Potential Risks & challenges**

The existing situation in Eritrea "No Peace, No War" remains a challenge to development programmes in the country. The world wide food and oil price increase has many socio-economic challenges such as inflations and irregular supply of fuel and other basic items.

The delay of the legal status to the National Society remains a challenge to the RCSE. The question of governance is crucial in that policies and guidelines need to be in place. Long-term partnerships have to be assured with all partners; this is always another challenge to the RCSE in following its strategic plan.

High rate of volunteer turn-over is a challenge to volunteer development/management. Also, competition from other volunteer-based organizations poses a challenge.

To overcome the risks and challenges, the strategy that the National Society is using is through involving the community and increased coordination with its stakeholders. This brings about local support. Volunteer management will be enhanced to motivate volunteers for retention.

## **Role of the Secretariat**

The coordination budget is CHF 359,358 (USD 328,481 or EUR 228,890).

In order to implement the planned programmes, RCSE will need technical, partnership development, coordination and advocacy support from the Federation. The Federation delegate assigned since 1993 liaises with the National Society in all Movement activities.

### **a) Technical Programme Support**

Official recognition of the RCSE is envisaged to take place in 2009, so there will be a need of preparedness for technical support in facilitation of the necessary procedures, policies and instruments. Once the board members are elected, technical support on training/dissemination of Red Cross/Red Crescent Fundamental Principles, IHL, the Movement's mission and mandate is a priority and this will need great support from the Federation.

The other component that will need technical support is information technology (IT). An IT upgrade is envisaged to enhance and sustain the National Society's efforts to meet its mission and objectives.

### **b) Partnership development and coordination**

In order to gain from the support of partners, the consistency and long-term relationship with partners needs to be assured; the Federation can play a role through effective Cooperation Agreement Strategy.

### **c) Representation and Advocacy**

The Federation can be a strong organization, if only it has strong and well functioning National Societies with full capacity to render humanitarian services. The RCSE is in great need of Federation support to have its legal recognition and become a full member of the Federation. This is the crucial time for the Secretariat support to the National Society's representation and advocacy work on behalf of its own organizational and programme goals.

### **d) Valuing the non-monetary resources**

The budget for the organizational development programme is always under funded. The ICRC, PNS and the Federation need to change perception of overhead costs. Maximum attention need to be given to all the underlying activities that contribute to the programme management sources, such as:

- Time spent to conceive, prepare, support and review materials
- Short falls
- Integrity assurance
- Coordination
- Audit
- Leadership
- Infrastructure
- Services
- Maintenance of RC/RC identity, cultural aspects

## Promoting gender equity and diversity

The RCSE promotes the Fundamental Principles and seeks to preserve the good values of upholding principles of the Movement and respecting human dignity. RCSE needs to have a gender balance in its volunteer recruitment, women need to also have positions of leadership in the National Society; but most important, RCSE needs to have specific programmes that enhance the capacity of vulnerable women. RCSE staff and volunteers will be trained to have a clear concept of "gender equity and diversity", and the main gender issues and obstacles in the Eritrean community. Understanding the values, norms and practices related to gender, population and reproductive health will enable the National Society to engage in initiatives that are conducive to sustainable development while upholding gender and human rights.

RCSE upholds gender equity and diversity. Its programmes aimed at developing capacity of women and vulnerable groups are developed from baseline surveys and National Health profiles. The National Society encourages all these vulnerable groups to play roles from programme inception to implementation.

## Quality, accountability and learning

To improve the quality of work strengths, weaknesses, opportunities and threats/limitations (SWOT/L) analysis is done annually. The self-assessment indicates the basis for the National Society and its staff to identify the areas that need improvement and learn lessons. In order to assist staff to improve their performance, the National Society has a performance appraisal system in place.

To be more result oriented, stakeholders and beneficiaries are included in identifying and prioritizing their needs, during planning and implementation. Branches work together with stakeholders during project planning, monitoring and follow-ups. Partners are given regular updates through narratives and financial and audit reports. This has greatly improved transparency and accountability.

### Budget summary

Programmes	2009 budget (CHF)	2010 budget (CHF)	Total budget (CHF)
Disaster Management	600,000	400,000	1,000,000
Health and care	511,381	-	511,381
Capacity Development	250,000	190,000	440,000
Coordination	179,679	179,679	359,358
<b>Total</b>	<b>1,541,060</b>	<b>769,679</b>	<b>2,310,739</b>

### How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

#### Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses 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.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

### Contact information

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# Plan 2009-2010



## Djibouti

### Executive Summary

The Red Crescent Society of Djibouti (RCSD) has been providing humanitarian services to populations in Djibouti for approximately 30 years. At its origin, the National Society aimed at responding to emergencies but has expanded its scope of activity over time to address various emerging challenges continuing to affect the most vulnerable populations, and in view of the complexities, the RCSD expects to remain relevant for the years to come.

In order to sustain its role in effective response to the needs of the most vulnerable populations of Djibouti, the RCSD has undertaken a strategic planning process to guide its long-term vision. This process consists of keeping abreast with trends and issues linked to the humanitarian assistance in the field. During this process, the RCSD team has adopted a mission, vision and strategic objectives that are measurable and attainable.

**Health and Care:** The health and care programme will focus on water, sanitation and public hygiene and will aim at having improving access to water, sanitation and hygiene for the vulnerable communities.

**Organizational Development/Capacity Building:** Under OD the NS will focus attaining the following outcomes: strong, reliable and visible National Society across the national territory; improved competency in governance and management for better functioning of operations; functional PMER system/unit and; having sufficient financial resources to manage its programmes.

The National Society's approach to addressing humanitarian challenges is based on the following benchmarks:

- The Humanitarian Values decreed within the Fundamental Principles;
- Respect and dignity;
- Integrity and transparency

The NS targets about 60 percent of Balbala community who lack access to clean water; administrative and customary authorities from targeted communities; the communities at field operational levels; National Society staff and volunteers; members of the central committee of the Djibouti Red Crescent, and various partners (Government Ministries and NGOs).

The total 2009-2010 budget is CHF 196,000 (USD 179,159 or EUR 124,841)

[<Click here to go directly to the attached budget summary of the plan>](#)

## Country context

**Geography:** Djibouti is situated at the southern entrance to the Red Sea, forming a cross-road of major international maritime routes. With a surface area of approximately 23,000 Km<sup>2</sup>, Djibouti borders Somalia to the South-East, Ethiopia to the West and South-West, and Eritrea to the North-West. The country is poorly endowed with natural resources although a few important minerals such as salt, limestone and gypsum can be found.

**Demographics and human development:** The Djiboutian population is estimated at 833,000 inhabitants (UN 2007) with a population density of 30.3 inhabitants per square kilometre; the population growth rate is estimated at 3 per cent. Approximately one out of three of the population is working or involved in income generating activities. With increase in migration at about 3 per cent per year, statistics show that already 80 per cent of the population lives in urban areas with 68 per cent residing in the District of Djibouti. The average fertility index is 5.6 with the rates of infant mortality estimated at 104 for every 1,000 live births. Overall life expectancy is only 46.6 years. The lowest literacy rates have been reported among women at 33 per cent against 60 per cent among men.

Population movements into the country have been constantly witnessed as people taking refuge in neighbouring countries as well as internally displaced persons (IDPs) as a result of conflicts and persistent droughts return to their homes. Overall, the Somali community (Issas, Issak and Gadakboursi ethnic groups), constituting 60 per cent of the population is the largest ethnic grouping with the Afar community constituting 35 per cent which also includes an Arab community of Yemenite origin. In terms of religion, 94 per cent of the Djiboutian population is Muslim. The official languages of Djibouti are French and Arabic while the dialects most commonly used by the local populations are Afar and Somali.

**Socio-economic and political situation:** The existing political structure operating in Djibouti is a result of the constitution of 4<sup>th</sup> September 1992. Following the presidential elections, the head of state assumed control of Djibouti as president as well as head of government. He nominated the Prime Minister, who supervises the activities of various ministries among other functions. The National Assembly, whose members are duly elected concomitant to universal suffrage, manages the legislative arm of government. The first pluralist legislative elections were held in January, 2003 whereby the National Independent Electoral Commission (CENI<sup>2</sup>) was established to assure the organization and setting up a minimum quota of at least 10 per cent for women candidates.

Djibouti has continued to bear the brunt of both natural and man-made disasters like internal and cross-border conflicts, famine and drought. Today, the country hosts numerous refugees on its soil with more than 20,000 living in IDP camps in Holl-Holl and Ali Addé. These events have themselves echoed the emerging needs including infrastructure and assistance. The level of human development in Djibouti is weak as three quarters of the population live in poverty. Moreover, access to the already scarce

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<sup>2</sup> In French: Commission Electorale nationale Indépendante (CENI)

resources is unequal as women, more than men, find it harder to access basic services.

On the economic sphere, Djibouti has been generally perceived to enjoy relative economic stability in the region. The Djiboutian Franc (DJF) remains financially stable with one Franc selling at 0.47 US Dollars. However, the economy has evolved through ups and downs and has severally been affected by serious political disturbances including armed conflict as well as economic after-shocks due to severe droughts. The Gross Domestic Product (GDP) per capita is USD 1,050; economic growth is at 3 per cent and the rate of inflation is at 2 per cent. The overall economy is service-based notably the activities at the autonomous port whose total traffic weight of 2003 was estimated at 6,000,000 Metric Tonnes (MT). In 2001, the human development index (HDI) was at 0.462. Despite revenues per inhabitant estimated at USD 890, the country occupies the 153<sup>rd</sup> position among the 175 countries classified.

### Health

Djibouti is a developing country whose maternal mortality rates are among the highest in the world, estimated at 740 for every 100,000 live births and at 114 for every 1,000 live births. A total of 41 health facilities (including hospitals, health centres, sanatoriums and dispensaries) are available in Djibouti, each providing laboratory services, able to perform medical examinations for diagnosis of malaria.

A hygiene and epidemiological management team exists having a unit that is tasked to address vector-borne diseases, laboratory services, epidemiological surveillance unit, public and environmental units.

In year 2000, the constitution of medical and paramedical professionals was as shown in the table below:

Medical/paramedical specialists	Total number as in 2000	Implications
Doctors	101	One doctor for every 6,722 people.
Pharmacists	9	One pharmacist for every 75,442 people
Dentists	5	One dentist for every 135,795 people.
Nurses and supporting nurses	483	One nurse for every 1,405 people
Laboratory Technicians	51	One laboratory technician for every 12,549 people.

The primary causes of morbidity in Djibouti include:

- Respiratory infections: 37.9%
- Diarrhoeal diseases: 10.9%
- Fevers whose causes are unknown: 6.5%
- Sexually transmitted diseases: 2.8%
- Malnutrition of second level: 2.3%
- Skin infections: 4.8%
- Eye infections: 4.0%

The three primary causes of hospital mortality are as follows:

- Metabolic and nutritional diseases: 38%
- Infectious diseases and malaria: 21%
- Respiratory diseases: 16%

**Real and potential risks:** The present risks and frequent disasters in Djibouti include droughts, floods, epidemics, fire outbreaks, other disasters caused by humans, damages caused by earthquakes and pollution of the seas.

**Disaster preparedness and response mechanisms:** Despite all the disasters that Djibouti has experienced in the past and present time, it is noted that the country lacks an operational structure with favourable mechanisms for coordination aimed at managing disaster situations.

**Mechanisms at the national level:** The national mechanism constitutes the following components:

- A mechanism for relief organization referred to as 'ORSEC plan' whose goal is to provide First Aid during disaster situations. It constitutes a mechanism that establishes modalities for intervention for different ministries during emergencies. It was created in 1985 and was operational for the first time during floods of 1989.
- A mechanism designed for social and humanitarian assistance administered by the National Office for Assistance to refugees and Affected Groups (ONARS<sup>3</sup>). This was set up in 1978.
- An earthquake surveillance mechanism managed by the Djibouti Centre for Study and Research (CERD<sup>4</sup>) and including monitoring and evaluation of risks associated with earthquakes through the Geophysical Observatory of Arta.
- A drought preparedness and Food Security mechanism, with early warning service put in place with the support of Food and Agriculture Organization (FAO) and Intergovernmental Authority for Development (IGAD).

## National Society priorities and current work with partners

The strategic direction of the Red Crescent Society of Djibouti for 2009 to 2010 will refocus the National Society on ARCHI 2010 strategy. The local community involvement approach will remain at the centre of all the Red Crescent Society of Djibouti activities during the period. This direction aims at giving the National Society a new image that repositions it as a community actor, a first hand partner for national agencies as well as other development agencies working in Djibouti, in disaster management and addressing community health challenges. The general objective of this strategic direction is to contribute through community mobilization, reduction of preventable diseases among the most vulnerable populations and management of challenges arising from disasters on the Djibouti republic.

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<sup>3</sup> In French: Office National d'Assistance aux Réfugiés et aux Sinistrés (ONARS)

<sup>4</sup> In French: Centre d'Etudes et de Recherche de Djibouti (CERD)

As earlier mentioned, the strategy to attain this objective will focus on working closely with communities, identifying and strengthening the community capacities to spearhead their own health-related challenges and reducing the risks associated with occurring disasters. This will also go along with providing support to the RCSD to better adapt its approaches to the vulnerabilities and available capacities in the communities, this strategy will enhance the sustainability of the programmes.

The two main pillars of action of the National Society during 2009 to 2010 programming will therefore include community health, prevention and disaster management programme with a bias on identifying and reducing the risks from disasters. These areas of focus will be supported through activities on dissemination of Humanitarian Values and Fundamental Principles of the International Red Cross and Red Crescent Movement. These will be closely linked to the emergence of a new image of the National Society seen in the eyes of the populations, Movement partners and national authorities as credible, better understood and open to positive relations.

The National Society partners include the French Red Cross, German Red Cross, Finnish Red Cross, Emirates Red Crescent, Qatari Red Crescent, Kuwait Red Crescent, Iranian Red Crescent as well as the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC). The National Society also receives support from the Federation's Eastern Africa Zone office and the International Committee of the Red Cross (ICRC) Nairobi Delegation.

## Secretariat supported programmes in 2009-2010

### Health and Care

#### b) Goal and Programme Components

<b>Goal</b>
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies

The health and care programme budget is CHF 112,000 (USD 102,377 or EUR 71,338)

<b>Programme Component: Water, sanitation and public hygiene</b>
<b>Outcome:</b> Improved access to safe water, sanitation and hygiene services

#### Outputs:

- a. Changed behavior and attitude of target communities in improvement of hygiene and sanitation
- b. The vulnerable communities of Balbala receive safe water supply.
- c. The vulnerable communities of Balbala receive supplies of materials for transportation and storage of water.
- d. The capacity of targeted communities to manage health-related problems (malaria and diarrhoeal diseases) is strengthened.

**c) Profile of targeted beneficiaries: -**

The programme will target about 60 percent of Balbala community who lack access to clean water and sanitation services.

**d) Potential risks and challenges:-**

- The number of vulnerable people increasing within the Balbala zone
- Lack of sufficient resources notably for personnel as well as mobile materials involved in water supply

## Organizational Development/ Capacity Building

### a) Goal and Programme Components

<b>Goal</b>
Increase the capacities of the local rural and urban communities of the regional branches to prevent and alleviate suffering and improve living conditions of the vulnerable groups.

The organizational development programme budget is CHF 84,000 (USD 76,782 or EUR 53,503)

<b>Programme Component: Capacity Development</b>
<b>Outcome:</b> The RCSD is a strong, reliable and visible National Society across the national territory.

**Outputs:**

- The membership procedures are well known to the public
- The code of conduct of members of governance is disseminated at the level of the central committee, managing committee and regional committees.
- The self-assessment system for central committees, directing committees and regional committees is put in place and is operational.
- Statutory meetings are regularly held

<b>Programme Component: Leadership</b>
<b>Outcome:</b> The competency in governance and management of NS is improved for better functioning of operations.

**Outputs:**

- An administrative and financial management system is put in place at regional and local levels.
- 50 members of personnel and volunteers at headquarters, regional and local branches have capacity in administrative and financial management.
- A system of communication and regular exchange between the headquarters and regional branches is in place.
- Three regional offices are rehabilitated and equipped.
- Construction of headquarters administration block is realized.

<b>Programme Component: Financial Sustainability</b>
<b>Outcome:</b> The Red Crescent Society of Djibouti has sufficient financial resources to manage its programmes

**Outputs:**

- Funds Appeals Commission is set up.
- A resource mobilization strategy is put in place.
- Funds are mobilized from Movement partners, donor agencies and the general public.
- A financial audit of the Red Crescent Society of Djibouti is put in place and regularly practiced.

<b>Programme Component: Performance and accountability</b>
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<b>Outcome:</b> The Red Crescent Society of Djibouti has a functional PMER system/unit
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**Outputs:**

- A planning, monitoring, evaluation and reporting system/unit is put in place.
- The RCSD staff and volunteers at headquarters and regional branches are trained in planning, monitoring, evaluation of programmes and reporting (5 at headquarters, 10 at regional branches) during 2 training sessions).

**b) Profile of targeted beneficiaries:**

The organizational development programme will target direct and indirect beneficiaries as outlined below:

- Administrative and customary authorities from targeted communities
- The communities at field operational levels
- National Society staff
- National Society volunteers
- The members of the central committee of the Djibouti Red Crescent
- Different partners (Government Ministries and NGOs)

**c) The potential risks and challenges:**

Lack of adequate funds has been one of the biggest obstacles to National Society development in its efforts to realize set objectives. In order to address this challenge, the National Society needs to consolidate necessary efforts to work closely with local partners such as the NGOs and UN agencies present in the country as well as request for Federation's support to add to the process.

The second significant risk identified is the absence of reliable leadership in the National Society. However, the gaps resulting from poor leadership have often been addressed through Government support although its assistance remains limited.

Finally, the National Society consistently lacks adequate control and seems to lose its credibility among the local communities as a result of inflation and sharp increase in basic food prices in relation to the increase in prices felt at the global level.

## Role of the Secretariat

With the determination to implement the programme as outlined, the International Federation's Eastern Africa Zone has put at the disposal of the Red Crescent Society of Djibouti a representative based in Asmara, Eritrea who will equally cover Djibouti. The representative will continue to contribute to creation and functioning of projects funded by the Federation.

#### **a.) Technical support to the programmes**

Within the capacity development programme, an organizational development delegate deployed to the country would be desirable in order to support the Red Crescent Society of Djibouti in capacity building processes. Since the National Society lacks sufficient qualified personnel, the International Federation will be expected to support the Red Crescent Society of Djibouti in its programme implementation through recruitment of at least one qualified personnel in each programme, particularly in the domain of disaster management.

#### **b.) Partnership development and coordination**

In order to establish strong relations with humanitarian partners, the International Federation would serve as a reliable link between the Red Crescent Society of Djibouti and its partners in elaboration of operational alliances.

#### **c.) Representation and advocacy**

During 2003 and 2006, the International Federation was able to offer effective support to the Red Crescent Society of Djibouti with different Partner National Societies notably in the domain of revision of statutes and organization of the General Assembly. This supports needs to be maintained and strengthened.

## Promoting gender equity and diversity

The existing statute of the Djibouti Red Crescent, adopted on 26<sup>th</sup> December 2006 integrates gender equality in appointments and elections for office within the governance or management bodies and encourages female representation. For example, the first Vice President is a woman as well as every two out of five heads of regional committees.

The concerns surrounding this equilibrium have equally been put into consideration at the level of recruitment of volunteers. In addition, the National Society promotes diversity in its leadership functions by involving all groups that constitute the national fabric in governance and management of its operations.

Finally, the Fundamental Principles of the Movement, particularly aimed at addressing discrimination are strictly respected within the National Society.

## Quality, responsibility and learning

In order to improve the quality of its work, the Red Crescent Society of Djibouti organizes annual workshops on continued training of volunteers, National Society staff and governance. The volunteers are regularly trained in programmatic aspects in which they are involved. The National Society staff also benefit from training sessions organized by the Federation at regional, continental and international level. The governance too is periodically trained in National Society management when the General Assembly meetings are held.

In this regard, it is necessary for the International Federation to provide support to the training process. Meanwhile, regular inter-branch exchanges have been taking place each year in order to enable branch leaders to share their experiences and knowledge and address the challenges.

The NS is also planning to have a functional and effective planning, monitoring, programme evaluation and reporting system/unit is put in place. This will ensure

transparency and accountability and also, continued learning in programming and implementation, continuous monitoring during implementation, evaluation and reporting.

## Budget Summary

Programmes	2009 budget (CHF)	2010 budget (CHF)	Total budget (CHF)
Health and Care	82,000	30,000	112,000
Organizational Development	45,000	39,000	84,000
<b>Total</b>	<b>127,000</b>	<b>69,000</b>	<b>196,000</b>

## How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

### Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses 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.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

## Contact information

### For further information specifically related to this plan, please contact:

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