

Appeal 2003-2004



International Federation
of Red Cross and Red Crescent Societies

ARMENIA

Appeal no. 01.77/2003

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	2003 (In CHF)	2004 ² (In CHF)
1. Health and Care	207,890	200,000
2. Disaster Management	292,273	290,000
3. Organizational Development	309,694	52,000
4. Humanitarian Values	25,183	25,000
5. Federation Coordination	41,393	25,000
6. International Representation	31,873	40,000
Total	908,304¹	632,000

Introduction

Armenia, located in the southern part of the Caucasus region, has an area of 29,800 square kilometres and a population of about 3.8 million. The population is made up of 96 per cent Armenians, 1.8 per cent Kurds, 1.2 per cent Russians and 1.0 per cent others.

Armenia has undergone a difficult transition since 1991 when it gained its independence from the Soviet Union. In addition to the complicated political, economic and social problems faced by all states of the former Soviet Union, Armenia had to mitigate the consequences of the devastating 1988 earthquake, which was then aggravated by a transportation and energy blockade brought about by the conflict with Azerbaijan over the disputed land of Nagorno-Karabakh.

Although Yerevan, the capital city of the Republic of Armenia, is home to almost one-third of the country's population, agriculture is the leading economic activity. The general economic situation deteriorated as a result of the massive earthquake in 1988, the onset of the conflict with Azerbaijan in 1989 and the subsequent economic blockade, and the influx of hundreds of thousands of refugees and internally displaced persons (IDPs). Despite economic reforms by the government, foreign investment and assistance by international donor organizations, the economic recovery is very slow and the social situation continues to be dominated by poverty, very high unemployment rates, rising prices and the collapse of the health and social services. There is no immediate relief in sight.

Human Development Indicators at a Glance
(Source: UNDP HDR 2002)

¹ USD 623,149 or EUR 617,232.

² These are preliminary budget figures for 2004, and are subject to revision.

Human development index (HDI) rank, 2000	76
Life expectancy at birth (years), 2000	72.9
Adult literacy rate (% age 15 and above), 2000	98.4
GDP per capita (PPP\$), 2000	2,559
Life expectancy index, 2000	0.80
Education index, 2000	0.92

Country Strategy

Armenia is prone to natural and man-made disasters. The six most common hazards are earthquakes, wars, radiation leaks, mudslides, hailstorms, and floods. The most significant hazards from a historical perspective are earthquakes (accounting for 95 per cent of disaster threats). The earthquake in 1988 killed 25,000 people and brought about enormous damages to the infrastructure of the country. The armed conflict between Armenia and Azerbaijan over the issue of Nagorno-Karabakh produced many casualties and large population displacements. In 1988-1992 alone, some 300,000 ethnic Armenians were displaced from Azerbaijan to Armenia. In recent years 192,000 people were internally displaced due to border conflicts, earthquakes, floods and landslides. In addition, Armenia's ageing nuclear power plant, located in a seismically active area, poses a threat both to Armenians and to neighbouring countries.

A number of communicable diseases reemerged recently. Maternal and child health suffered in part due to diminished access to and poor quality of health care services. The degradation of poorly maintained water supply networks caused the outbreak of water-borne diseases. High prevalence of behavioural health factors like widespread smoking and the lack of health promotion and disease prevention programmes also cause the poor health status of the population. Malaria cases increased from 502 in 1995 to 1,156 in 1998. Although the malaria situation began to improve in 1999 and 2000, the number of active foci of malaria continues to rise and there is a trend of malaria spreading over the territory of the country. The 1990's witnessed an alarming increase in the number of tuberculosis cases. Compared to 590 cases in 1990, the incidence increased to 1,420 cases in 1998. At present the number of registered tuberculosis patients is 5,450. There are growing concerns about sexually-transmitted diseases (STD) and new cases of HIV/AIDS. According to the data released by the Ministry of Health in 2000, around 7,000 STD patients and 135 cases of HIV carriers are registered. The problem is that the actual number of patients having these diseases is much higher and is growing very fast. For example, the number of HIV carriers registered in 1999 exceeds fourfold the number of HIV carriers registered in 1998.

This notwithstanding, the health care system is not in a position to deliver adequate levels of health care as a consequence of prolonged socio-economic crisis and decline. A UNDP report indicates 60 per cent of the population surveyed resorted to self-diagnosis and treatment rather than seeking professional medical attention. The reasons are mainly of a social nature, i.e. the public at large has little or no access to health services; and user-pay services are often unaffordable. The situation is much worse in rural areas, where health facilities have virtually ceased to exist.

Poverty is another important cause of vulnerability in Armenia. According to the UNDP "Human Development Report - Armenia 2001", 55 per cent of the population is considered poor and 22.9 per cent extremely poor. Poverty is more devastating in the earthquake zones and among refugees, of whom 35 per cent of families have no means to earn money for food. The poor

nutritional status of people leads to widespread prevalence of diseases in the country. According to the nutritional survey carried out by UN agencies and non governmental organizations (NGOs) in 2000, acute malnutrition was 10 per cent among all children and 19.2 per cent among refugee children; the levels of chronic malnutrition ranged from 14-31 per cent with an average of 22 per cent.

The hardest hit in this crucial period of economic transition account for one-third of the population. They are mainly the single elderly, internally displaced persons, refugees, handicapped, large families of perished soldiers, and orphans living in institutions. These vulnerable people largely depend on humanitarian assistance from governmental and non-governmental organizations.

Working in a country with many socio-economic problems, the Armenian Red Cross Society (ARCS) has increased its role as an auxiliary body to the humanitarian services of the government with the support of the International Federation and partner national societies (PNSs). Through large-scale emergency relief operations in the late 1980's and early 1990's and subsequent developmental programmes, the ARCS has met the urgent needs of vulnerable people and achieved substantial progress in its capacity building efforts.

The Federation opened its delegation in Armenia immediately after the 1988 earthquake and provided assistance to the vulnerable people through the ARCS in the fields of emergency relief, rehabilitation, social and medical services, population movement, disaster preparedness and organizational development. Throughout this process, the Federation has focussed on building the overall capacity of the national society so that it can provide timely and efficient humanitarian services of good quality to the needy people.

The final step is to prepare the ARCS for taking over all operational and financial responsibilities for the implementation of the programmes from the Federation. This is a main objective of the Federation's Armenia Strategy for 2003-2004. The structure of the Federation's delegation will change in order to facilitate this process and align with the European plan for implementation of the Secretariat's strategy for change, by which a regional delegation in Ankara will cover Armenia, Azerbaijan, Georgia and Turkey. It is planned that a delegate of the Federation, supported by local staff, will be based in Yerevan to ensure a smooth phaseout.

National Society Priorities

The ARCS was founded in 1920 and, after its reorganization in 1992 following the independence of the country, was admitted into the Federation in 1995. The society has a countrywide network of 12 regional branches and 63 sub-branches, with 316 employees, 5,100 members and 2,650 volunteers. The main activities of the ARCS include social and health services, disaster management, first aid, youth, organizational development, population movement, information, tracing and dissemination. Also, the society was involved in the rehabilitation of patients with spinal cord injuries and resource development.

The ARCS adopted its Strategy 2010 at the 17th General Assembly Session held in 2001. In accordance with this Strategy, the ARCS strives to acquire the characteristics of a well functioning national society by laying a stronger foundation, building its capacity and improving its performance. It has identified disaster management, health and care, promotion of humanitarian values and organizational development as priority areas of its activities in the present decade. In accordance with the results of the SWOT analysis made at the end of 2001, the national society will focus on improving its resource mobilization system and developing sustainable activities in the years to come.

Red Cross and Red Crescent Priorities

The Federation and PNSs have supported the ARCS in different ways at different stages. In recent years the Federation has assisted the national society in the core areas and organizational development with the support of the PNSs from Norway, Finland, Britain, the Netherlands, Germany, Japan and other countries, as well as the UNHCR, European Commission's Humanitarian Office, and the Bureau of Population and Refugees Movements of the US Government. Besides the PNSs, the ICRC implemented a substantial number of bilateral projects through bilateral partnership and cooperation with the ARCS. The ICRC is supporting the ARCS in the fields of dissemination and tracing. The bilateral projects from the German Red Cross included a soup kitchen project, an ambulance project, organizational development (OD) training, first aid training for instructors, etc. The American Red Cross has implemented bilateral projects such as first aid competition and integrated management of child illness (IMCI). The Netherlands Red Cross assisted the national society in developing three regional branches and 12 community branches through a two-year bilateral organizational development project. The Hellenic Red Cross is implementing a one-year TB project in cooperation with the ARCS.

The overall goal of assistance by the Red Cross and Red Crescent partners is to build the capacity of the ARCS in specific programme areas and meet the humanitarian needs of vulnerable people to some extent. However, bilateral partnership was not properly coordinated between the parties concerned so far. An essential approach is to direct bilateral projects towards the society's priority areas and closely coordinate them in order to produce a more tangible impact on the capacity building of the national society and its overall organizational development. The Armenia delegation of the Federation and the national society have drafted a cooperation agreement strategy (CAS) with inputs from all parties concerned in addressing this problem by ensuring closer coordination between the Red Cross and Red Crescent partners supporting the ARCS. The draft CAS is planned to be finalized and approved by a partnership meeting scheduled for early 2003.

Priority Programmes for Secretariat Assistance

The objectives of the Armenia cooperation agreement strategy are:

- encourage Red Cross and Red Crescent partners to support the national society's priority programmes;
- assist and advise the national society in making its programmes responsive to local vulnerability and focused on the areas where it can add greatest value;
- assist the national society in implementing the Berlin Charter and the plans of action on health and migration adopted at the 6th European Red Cross and Red Crescent conference;
- help the ARCS take over all operational and financial responsibilities from the Federation, and the implementation of programmes by 2004; and
- ensure the sustainable development of the national society.

The Secretariat's programmes will complement the support provided directly by the PNS, the ICRC and other partners and focus on the following programme areas:

- ***Strengthening of the national society***
 - **Health and care:** Contributing to improving the health of vulnerable people by advocacy, timely interventions and "bridging the gap".
 - **Disaster management:** Increasing the disaster management capacity of the ARCS to effectively respond to disasters and reduce their impact on the vulnerable people.
 - **Promotion of the fundamental principles and humanitarian values:** Influencing the behaviour of the society's staff and volunteers, authorities and the community through dissemination activities.
 - **Organizational development:** Strengthening the national society to assume all operational and financial responsibilities for the implementation of the programmes by the end of 2004.

- **Federation's Coordination:** Ensuring the best resources of partner national societies and other organizations in supporting the ARCS priority programmes.
- **International Representation:** Promoting the Federation's policies and the national society's agendas to create an environment favourable to activities of the Red Cross in Armenia.

1. Health and Care w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

In accordance with its Strategy 2010 defining health and care in the community as one of its core activity areas, the ARCS implemented a number of health and care projects aimed at meeting the urgent needs of vulnerable people in the difficult transitional period and enhanced the image of the national society as an auxiliary to the government's health and social services. Such an effort complements the cooperation agreement strategy designed to increase the national society's complementary role and impact on community health and well-being.

With the disintegration of the country's health and social welfare systems, the ARCS is one of the few institutions with the national presence and infrastructure to help vulnerable people in terms of long-term prevention and treatment of diseases, and in times of emergencies and disaster, the ability to save lives in the immediate aftermath of tragedy.

After the devastating earthquake in Armenia in 1988, the national society, assisted by the Federation, implemented a number of emergency medical assistance programmes. In order to build new capacities in the field of health and care, by drawing on the experiences gained in the visiting nurses programme (VNP), social service centres (SSCs) were created to provide social, medical and advocacy services to the most vulnerable groups of the population. At present, the ARCS has 23 SSCs covering the whole territory of Armenia and serving as centres for health education, first aid services and training, and community-based programmes aimed at preventing and controlling different diseases.

The health and care programmes implemented by the national society include the campaign against intestinal parasites, campaigns against HIV/AIDS, TB and diarrhoea, and the anti-pediculosis programme. In recent years, the ARCS has gained rich experience in the course of implementing projects providing social, medical and advocacy services to vulnerable groups of the population such as lone elderly, youth, refugees, multi-children families, STD/AIDS-infected patients, female sexual workers, drug addicts, orphans, and disabled persons with spinal disorders. As part of its health promotion activities, the ARCS published and distributed many posters, leaflets, booklets and books and produced videotapes on various health issues. With the help of branches and volunteers, the ARCS increased the number of beneficiaries served in the SSCs. For the last two years more than 60,000 people received different types of assistance and services from the Red Cross, including second hand clothes, food parcels, medicines, and home care. In addition, more than 1,300 patients suffering from TB were given necessary anti-TB drugs. The ARCS has trained volunteers and staff on STD/HIV/AIDS now able to carry forward this project.

First aid (FA) is one of the main activities of the ARCS, and a central component of its national disaster preparedness programme. In 1996, the national society published the first Armenian FA manuals such as "Basic First Aid – Responding to Emergencies" and "First Aid Training – Instructor's Manual" and started training trainers and volunteers with these manuals. The creation of a first aid training methodological centre in February 1997 marked a turning point in developing FA activities. Since 1997, the ARCS has organized annual FA competitions to evaluate and enhance the skills of first aiders, recruit new volunteers and adjust the national society's FA standards to international standards. The meeting of the European Reference Centre

for First Aid Education held in Austria in 1998 confirmed the standards of the basic FA training courses of the ARCS to be in line with the requirements of the European FA standards, and awarded a European FA certificate to the national society. First aid activities such as competition and training were supported by the PNSs including the German and American Red Cross Societies. In 2003-2004 new funding will be sought through the Federation's appeal to develop community-based FA activities in six border regions.

In implementing the health and care programmes, the ARCS is cooperating closely with the ministries of health, science and education, internal affairs, the emergency management administration, the national institute of health, and other governmental and non-governmental organizations, and agreements and memorandums of understanding were signed with them to ensure coordination in respective areas. The national society is coordinating its activities with the UN agencies and international organizations such as WHO, UNICEF, MSF and UMCOR.

The ARCS is participating in the regional cooperation between Red Cross and Red Crescent Societies of Armenia, Azerbaijan and Georgia in the Southern Caucasus, particularly in the field of health and care. Through concerted efforts and with the help of the Federation, the three national societies adopted a regional health strategy for 2001-2006 which will be instrumental in developing a combined and integrated approach to solving health-related problems in the region.

The prevailing situation in Armenia highlights the need to increase the national society's complementary role and services to the vulnerable communities. As the overall socio-economic situation in Armenia shows no sign of improvement, more and more vulnerable people depend on support from non-governmental organizations. At present, governmental institutions are unable to provide even elementary health care and social support to the vulnerable. A big challenge facing the national society is to develop the human and material resources in a short span of time and implement targeted projects in order to deliver needy services to vulnerable people in relevant areas. These circumstances exist within an environment where the general external funding for health programmes has dropped in recent years.

On the basis of the experiences and lessons learned from previous projects, the current health and care programme will help the national society improve health and care services by bringing them closer to the communities it serves and develop regional and community activities. The programme focuses on such issues as STD/HIV/AIDS prevention, FA and socio-medical services to vulnerable communities. The ARCS will be able to serve more beneficiaries and develop its capacity at branch level. While continuing bilateral partnership with the partner national societies of the United States, Germany and Greece to meet specific needs in the fields of first aid, TB and IMCI, the ARCS is seeking multilateral support through the appeal to expand its services to other areas not covered by bilateral projects and maintain the services even after the completion of the bilateral projects in 2003.

Overall Goal

The complementary role of the ARCS and its impact on community health and well-being are maximized.

Programme Objective

The ARCS contributes to improving the health of vulnerable people by advocacy, timely interventions and "bridging the gap".

Expected Results

- The vulnerability of 20,000 young people to STI/HIV/AIDS is reduced by 2004 through peer education, public awareness campaigns, support to STI/HIV/AIDS centres and advocacy campaigns for the prevention of discrimination and stigmatization of people living with HIV/AIDS.

- A total of 12 first aid teams of the ARCS are formed in 2003 and provide sustainable community-based first aid (CBFA) services in six border regions of Shirak, Lori, Tavush, Gegharkunik, Vayots Dzor, and Syunik in accordance with a new streamlined first aid structure and guidelines and clearly defined role and responsibilities.
- A total of 23 social service centres of the ARCS provide the 50,000 vulnerable people (the single elderly, internally displaced persons, refugees, handicapped, large families of perished soldiers, and orphans living in institutions) with socio-medical services of better quality in cooperation with local authorities and NGOs working in the same field.
- Treatment in specialized health institutions of 400 TB patients in nine regions and the chronic malnutrition rates among children in 17 IMCI pilot villages of Gegharkunik are reduced by 25 per cent by 2004.

2. Disaster Management w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

In the light of the humanitarian challenges resulting from natural and man-made disasters in the country, the ARCS attached importance to disaster preparedness and response. Disaster response was the first challenge faced by the ARCS after its reorganization in 1992. In 1998 the society worked out a general framework and plan of action for disaster preparedness, serving as a guideline for the national society's DP activities. In its Strategy 2010, the ARCS has confirmed disaster management (DM) as one of the core activity areas in the present decade. The Federation will continue to support the national society's DM efforts in accordance with the cooperation agreement strategy aiming to build its capacity by strengthening the DM planning, building effective DM structures and raising public awareness and education.

Armenia is undergoing a long-term socio-economic crises and is exposed to many categories of disasters. The ARCS has continued to develop its DM capacity by taking advantage of its countrywide network of branches and volunteers. In the years following the 1988 earthquake and the Nagorno-Karabakh conflict, the ARCS increased its disaster response capacity and established a relevant structure at regional and community levels in the course of implementing a number of large-scale relief projects funded by the Federation, including rehabilitation and emergency food and medicine distribution. In recent years, the national society was implementing population movement projects aimed at facilitating the integration and naturalization of refugees and increasing their job opportunities.

The ARCS initiated its DM programme in 1998, in close cooperation with the government and other participating NGOs, and with the funding support from the Finnish and Norwegian Red Cross Societies. The ARCS conducted numerous DM training workshops and simulation exercises in the capital and regions. It has set up a countrywide DM structure consisting of sub-offices in regions and communities and stockpiled emergency stocks to serve 1,500 homeless people in the regional warehouse and subunits in regional offices. In addition, the society has rapid response teams in all regions and three DM zonal centres that coordinate DM activities in the central, northern and southern parts of the country. The national society has produced and distributed many DM-related leaflets, posters, booklets, special training modules and did a great deal of work for public awareness.

In implementation of the DM programmes, the ARCS has cooperated with government agencies such as Emergency Management Australia (EMA), crisis management institute (CMI), the national survey for seismic protection (NSSP), fire brigade, ministry of internal affairs, ministry of health, and other ministries. In 1999, a memorandum of understanding was signed between the ARCS and EMA regarding their coordination in the areas of search and rescue, first aid, information and dissemination, tracing, material resources, and the utilization of the national society's international post-trauma rehabilitation centre complex. Governmental agencies and

non-governmental organizations take part in ARCS-sponsored training workshops and simulation exercises with their own teams. The national society coordinates its DM efforts with embassies, UN agencies and international organizations including UNDP, UNICEF, USAID and UMCOR.

The ARCS has become one of the most active and effective players in the Armenian DM establishment and raised its image among the general public and governmental agencies. At present, the national society is taking the lead in drafting a national disaster plan. The ARCS is taking an active part in the development of the DM capacity of neighbouring national societies by sharing experiences with them.

However, frequent changes in the government's structures and staffing make it difficult to work with governmental agencies and caused a long delay in drafting the national disaster plan. In addition, due to the harsh socio-economic situation in the country, it is difficult to get due support to the DM efforts in the country and, as a result, the national society continues to largely depend on external funding in implementing the DM programme.

The current DM programme will help the national society continue to facilitate the integration of refugees and build up its DM capacity in accordance with its Strategy 2010.

Overall Goal

The vulnerability of the population to disasters and their impact are reduced.

Programme Objective

The disaster management capacity of the ARCS is increased to effectively respond to disasters and reduce the impact on the vulnerable people in high-risk areas by effective response and public awareness campaigns.

Expected Results

- Preparation of 70,000 people living in high-risk communities for disasters are developed through public awareness, training, simulation exercises and the creation of ten community-based disaster management models by the end of 2004.
- The effective disaster management mechanisms of the ARCS are built with skilled staff and volunteers, sufficient material and technical resources and its DM activities are closely coordinated with relevant governmental agencies and other organizations working in the same field, including the ICRC and UNDP.
- The integration and naturalization of 5,000 refugees are facilitated through vocational training of socio-medical assistance and public awareness and in cooperation with the government's department for migration and refugees and the UNHCR.

3. Organizational Development w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

Organizational development is a process leading to change in a planned and systematic manner. The ARCS undertook a of sequence of steps aimed at strengthening its capacity to achieve its humanitarian purposes. The OD process in ARCS started in 1988 and has progressed in three phases.

In Phase I, beginning in 1988, the ARCS developed its operational capacity to become an implementing partner of virtually all Red Cross humanitarian relief projects in the country.

Phase II, starting in 1997, saw a major shift in the national society's operation, from implementation of large relief projects to the development of branch capacities in delivering community-based services throughout Armenia. In 1998, a new organizational and management

structures was set up in both headquarters and in the regions; decision-making processes were decentralized; and the management tools were built to support vigorous development of the national society's regional offices. By late 1999, the infrastructure of each regional office included the skills, material and human resources to deliver services in each area of social services, disaster preparedness, relief, first aid, youth, health and dissemination. In 1999-2000, a nationwide vulnerability and capacity assessment, SWOT analysis and strategic planning processes were used to determine the next steps in the development process.

Phase III, starting from 2000, has focused on the implementation of the Strategy 2010 of the ARCS, aimed at improving the foundation, performance and activities of the national society. The engagement and development of national society's staff and volunteers focused on its capacity building process. The ARCS is currently working for improved volunteer management, better programme implementation, financial resource development, more effective overall management and solid governance-management relations.

The ARCS regards it as an important component of its development to put a transparent and efficient financial management and accounting system in place. In recent years, the national society took a number of steps to this end. The need for financial restructuring was identified as an ARCS priority in 1997-1998. Over a dozen meetings were held between the national society leadership, the Federation and a consulting and auditing company (KPMG) while planning the restructuring project. In 1999-2000 some steps were taken to improve the financial management of the national society. The most productive was the financial audit report that provided step-by-step procedures through which each restructuring task could be completed in an orderly manner. On the basis of the findings, a financial restructuring plan was made in order to reorganize and strengthen the national society's financial control, management, and transparency. With the support of the British Red Cross, the national society implemented a financial development programme in 2001-2002. The programme helped the national society improve the financial management and accounting by introducing a computerized accounting system and printing a manual of financial procedures. To achieve the objective of the financial restructuring plan, more work remains to be done at the headquarters and the branches

Another area to which the ARCS is giving OD priority is the development of the Red Cross youth. The Red Cross youth department was re-established in 1993 when the ARCS was heavily involved in the implementation of relief projects for earthquake victims and refugees. Young volunteers were first engaged in organizing camps for displaced children in disaster zones and in delivering relief handouts to orphanages. With the support of partner national societies of Germany, France, Switzerland, Spain, and Austria, the national society organized a number of RC youth activities and programmes, recruiting many young volunteers and training some youth leaders. As the regional capacity building continues, the role of RC youth is a critical supporting element for the entire ARCS capacity building strategy. To date, youth programmes were established in all regional branches of the ARCS. Now the challenge for the Red Cross youth is to develop RC youth activities on a sustainable basis.

The OD programme for 2003-2004 will draw on the experience gained in previous years and help the national society achieve the goal and objectives set by its Strategy 2010. The programme will facilitate the hand over of the Federation's coordination and management responsibilities to a strengthened national society by the end of 2004 in accordance with the cooperation agreement strategy.

Overall Goal

The capacities of the ARCS are increased at all levels in order to fulfill its mandate to alleviate suffering of the vulnerable.

Program Objective

The capacity of the national society is increased to take over all operational and financial responsibilities for the implementation of the programmes by the end of 2004.

Expected Results

- The ARCS improves its legal base, capacity and performance in accordance with the plan of action for the implementation of the Strategy 2010 and coordinates capacity building through programmes in order to achieve overall organizational development of the national society.
- The ARCS takes over all operational and financial responsibilities for the implementation of the programmes by the end of 2004 by improving its structure at headquarters and the branches, reporting system, programme management and financial and accounting system.
- An active participation of 2,000 Red Cross youth volunteers in various Red Cross youth activities and the provision of Red Cross services with deeper knowledge of and stronger commitment to the Movement's fundamental principles.

4. Humanitarian Values w [<Click here to return to the title page>](#)**Background and achievements/lessons to date**

In the Strategy 2010, the ARCS identified the promotion of the International Red Cross and Red Crescent Movement's fundamental principles and humanitarian values as one of the core activity areas and strived for influencing the behavioural change of people and enhancing the society's image through promotional activities. Such an effort agrees with the cooperation agreement strategy focusing on increasing the national society's role in the country.

The numerous disasters and the conflict situation in Armenia resulted in extreme poverty and collapse of health and social welfare systems. In these circumstances, a big challenge facing the national society is to influence the behaviour of its staff and volunteers and people by promoting the Movement's fundamental principles and humanitarian values. The national society's role is to champion those individual and community values which encourage respect for others and a willingness to work together to find solutions to community problems. The ARCS is in a position to bring this about through its mandate, countrywide branch network and a large number of volunteers.

The ARCS was actively involved in the promotion of the fundamental principles and humanitarian values since 1998 with the support of the Federation and the Norwegian and Finnish Red Cross Societies. The programmes for promotion of humanitarian values helped the information and dissemination departments of the ARCS develop their skills, resources and structures at the regional and community branches and positively influenced the image of the national society.

Despite the progress made, however, more work needs to be done in order to produce a real impact on behavioural changes and develop ways and means to deliver the message "who we are" and "what we do". This programme will help the ARCS strengthen its dissemination and information capacity and develop promotional activities aimed at bringing about a positive change in the behaviour of the national society's staff and volunteers and people in communities, and building a culture of tolerance and respect for others, as well as willingness to undertake voluntary services for the sake of vulnerable people in need.

Overall Goal

A positive change is made in the behaviour of national society's staff and volunteers, authorities and communities.

Programme Objective

The information and dissemination capacity of the ARCS is increased to promote the Movement's fundamental principles and humanitarian values.

Expected results

- A total of 1,000 staff and volunteers of the ARCS have a better understanding of the Movement's fundamental principles and apply them in their daily work with vulnerable people.
- The ARCS applies the improved ways and means of having effective communication with public authorities and the community, ensuring an understanding the role of the ARCS and the Movement and value and protect its independence and emblem.
- An advocacy component is included in all programmes of the ARCS and staff and volunteers are involved in the efforts to reduce discrimination and promote a culture of non-violence.

5. Federation Coordination w [<Click here to return to the title page>](#)

Background and achievements/lessons to date

The Federation opened its delegation in Armenia immediately after the devastating earthquake in 1988 to render assistance to earthquake victims. For the last 13 years, the Federation has assisted the ARCS in implementing a number of humanitarian assistance programmes with the support of PNSs and other donors and with a focus changing at different stages of the operation. In 1988-1993, the Federation provided assistance to earthquake victims through post-earthquake emergency assistance programmes such as rehabilitation, emergency food and medical assistance, social welfare services, and so on. In 1994-1997, the focus gradually shifted from post-earthquake emergency assistance to relief programmes aimed at meeting the humanitarian needs arising in the wake of the break up of the former Soviet Union and the arrival of refugees from Azerbaijan. In 1998-2001, more emphasis was put on shifting from relief to development programmes.

Throughout this process, the Federation has given priority to the capacity building of the ARCS, believing that with the improvement of its capacity it will better serve the vulnerable people in the country. This effort was supported by PNSs and other donors, which also implemented bilateral projects at different stages. The assistance from the Federation, PNSs and other donors through multilateral and bilateral projects contributed not only to meeting the humanitarian needs in the country but in strengthening the capacity of the ARCS. However, the overall impact on the capacity building of the national society was not as tangible as originally expected because these projects were not closely coordinated. Sometimes the lack of coordination resulted in a situation where the host national society's priorities were not given due attention. This is one of the lessons learned by the Federation and national societies in countries in transition, including the ARCS, through the implementation of an OD pilot project "National Societies in Countries in Transition" in 2001-2002 with the help of the OD Department in Geneva.

A closer coordination between all parties concerned is needed. While the humanitarian situation in the country shows no sign of improvement, the donors' fatigue is apparent. Although the ARCS has achieved substantial progress in developing its capacity in different areas, external support is needed in order to work independently and deliver effective services to the vulnerable people. The Federation will keep a delegate and some local staff in Yerevan, ensuring effective coordination in the country with the support of the regional delegation for Turkey/Southern Caucasus based in Ankara.

Overall Goal

Effective and efficient assistance is provided to the national society in developing itself into a well-functioning national society.

Programme Objective

Resources of partner national societies and other organizations are best used in supporting the ARCS priority programmes.

Expected Results

- A cooperation agreement strategy for 2003-2005 strengthening the impact on the national society's work in improving the lives of vulnerable people is adopted in 2003 with the commitment of the PNSs and the ICRC and a regular follow-up is made for its implementation.
- The Federation's delegation facilitates the organization of meetings with partner organizations and coordinates bilateral and multilateral projects with them in order to ensure maximum impact of the national society's capacity building and to support its priority programmes.
- The Federation's delegation negotiates with the PNSs on programme support and organizes regular tripartite meetings between the Federation, ICRC and the national society to review Movement-related issues and discuss joint actions to be taken in the country.
- The ARCS is assisted in increasing its capacities for effective coordination with governmental agencies and PNSs.
- The planning of the ARCS capacity building activities is harmonized between the Federation and ICRC delegations.

6. International Representation w [<Click here to return to the title page>](#)**Background and achievements/lessons to date**

Since Armenia is located at the crossroads of the East and the West, it is of great geopolitical importance to many countries pursuing different strategic interests. Armenia is a member of the United Nations, the Council of Europe, the Black Sea Economic Cooperation and several CIS institutions; it is also a party to many international and regional treaties. Meanwhile, Armenia has a strong and well-organized diaspora in different countries, actively lobbying both for foreign investment and assistance to the homeland. As a result, many international meetings and events, both governmental and non-governmental, take place in Armenia. These meetings provide an opportunity to actively promote the Federation's policies and initiatives, as well as the national society's agendas, in the international arena and to gradually engage new donors like the diaspora in supporting activities of the Red Cross.

In the present humanitarian situation, the ARCS has an important role in improving the lives of vulnerable people in the country. What needs to be done is to create the environment favourable to it. For instance, the adoption of a Red Cross law and a national disaster plan would mark a significant improvement of the operating context. However, this requires a lot of advocacy work to make it happen while the continuous decline in funding presents another challenge to the Federation and the national society. The current programme will help the Federation develop and promote its policies and initiatives and the agendas of the ARCS.

Overall Goal

The credibility and image of the Federation and the ARCS and the Federation's international persona are enhanced.

Programme Objective

The Federation's policies and the national society's agendas are promoted to create an environment favourable to Red Cross activities in Armenia.

Expected Results

- The staff of the Federation's delegation, with basic tools of representation and relevant training for effective advocacy, communication and external relations, make key interventions at regional and international meetings and events to be held in Armenia, promoting the Federation's policies and the national society's agendas and disseminating the fundamental principles of the Movement.
- The Federation's delegation and the national society coordinate their work vis-a-vis the government, donor organizations and diasporas to mobilize resources to support the national society's priority programmes.
- The ARCS, supported by the Federation's delegation, forms effective partnerships and alliances to respond to the needs of the most vulnerable and promote their interests at the national, regional and international levels.
- The Federation's delegation establishes a structured dialogue with the Armenian Government on the basis of the plan of action adopted at the 27th International Conference in 1999 in order to further define the role of the ARCS and explore the support the government is prepared to provide to enable the national society to play this role. The ARCS, supported by the Federation's delegation, establishes and expands contacts with representative offices of UN agencies and international organizations and funds and explores new sources of support.
- The Federation's delegation and the national society involve national and international media in delivering Red Cross messages.

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BUDGET 2003

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.77/2003

Name: Armenia

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	12,000	0	0	0	0	12,000
Teaching materials	0	1,600	0	0	0	0	1,600
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	5,100	17,400	22,620	0	0	0	45,120
SUPPLIES	5,100	31,000	22,620	0	0	0	58,720
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	9,075	1,600	2,161	0	0	0	12,836
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	6,000	0	0	0	6,000
CAPITAL EXPENSES	9,075	1,600	8,161	0	0	0	18,836
Warehouse & Distribution	2,430	0	0	0	0	0	2,430
Transport & Vehicules	20,184	17,332	10,688	2,520	2,501	2,500	55,724
TRANSPORT & STORAGE	22,614	17,332	10,688	2,520	2,501	2,500	58,154
Programme Support	20,130	13,513	18,998	1,637	2,691	2,072	59,039
PROGRAMME SUPPORT	20,130	13,513	18,998	1,637	2,691	2,072	59,039
Personnel-delegates	36,000	48,000	36,000	0	12,000	15,000	147,000
Personnel-national staff	96,420	56,820	78,160	7,080	4,356	3,000	245,835
Consultants	5,940	0	0	0	0	0	5,940
PERSONNEL	138,360	104,820	114,160	7,080	16,356	18,000	398,775
W/shops & Training	45,854	6,100	71,700	1,830	6,000	0	131,484
WORKSHOPS & TRAINING	45,854	6,100	71,700	1,830	6,000	0	131,484
Travel & related expenses	3,980	2,000	0	0	5,344	2,000	13,324
Information	23,236	12,868	23,890	5,000	1,000	1,500	67,494
Other General costs	41,345	18,657	22,056	7,116	7,501	5,801	102,475
GENERAL EXPENSES	68,561	33,525	45,946	12,116	13,845	9,301	183,294
TOTAL BUDGET:	309,694	207,890	292,273	25,183	41,393	31,873	908,304