<table>
<thead>
<tr>
<th>Overall Goal</th>
<th>Programme objective</th>
<th>Project objective</th>
<th>Expected results</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Armenian Red Cross becomes a well-functioning national society providing sustainable, focused and responsive assistance to vulnerable communities.</td>
<td>The Armenian Red Cross continues organisational changes to improve its services to vulnerable people.</td>
<td>The Armenian Red Cross regional branches have increased capacity to implement programmes prioritised based on vulnerability of local communities and strategic directions of the national society.</td>
<td>The national society has a focused strategic plan prioritising long-term objectives based on analysis of vulnerability, its capacities, threats and opportunities.</td>
</tr>
<tr>
<td>- Programmes of the Armenian Red Cross are more effective and reach more beneficiaries.</td>
<td>- The national society has stronger branches delivering sustainable, focused and responsive assistance to vulnerable communities. It has an effective financial management system producing accurate reports to donors and increased number of active volunteers.</td>
<td>- Number of staff and volunteers trained; - Participatory rapid appraisals carried out in target communities; - Reduced vulnerability in target communities; - Number of stakeholders involved. - Increased image and visibility of the national society; - More members and volunteers from local communities;</td>
<td>- The Armenian Red Cross has a focused strategic plan in place.</td>
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<tr>
<td>- Armenian Red Cross annual report. - Federation monitoring results.</td>
<td>- Self-assessment reports; - Vulnerability and capacity assessment. - Programme progress reports.</td>
<td>- Training reports; - PRA results; - Meeting minutes; - Monitoring/evaluation reports; - Public opinion surveys. - Members/volunteer database.</td>
<td>- Strategic plan. - Decision of the presidium.</td>
</tr>
</tbody>
</table>
| - Political and socio-economic situation in the country is conducive to humanitarian work of the Red Cross. | - Major natural disasters do not hinder organisational development efforts of the Red Cross. | - Communities understand and support the project.
### Logical framework planning matrix: Organisational Development programme/Armenian Red Cross Branch Development project.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Resources</th>
<th>Sources</th>
<th>Preconditions</th>
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</thead>
<tbody>
<tr>
<td><strong>Expected result 1.</strong> 1.1. Draft strategic plan through internal consultations; 1.2. Organise a national workshop to discuss the draft; Submit the draft to the Armenian Red Cross presidium for review and subsequent adoption.</td>
<td>These resources apply to all activities:  - Red Cross staff and volunteers;  - Training facilities and materials;  - Supplies, stationary, fuel, other administration costs;  - Printing.  - Technical support from the Federation’s regional delegation.</td>
<td>• Federation appeal 2004/05;  • Community/local authorities/ business corporations’ contributions.</td>
<td>• National Society leadership remains committed to the change process. • The project receives adequate support through the Federation’s network.</td>
</tr>
<tr>
<td><strong>Expected result 2.</strong> 2.1. Select 26 target communities and identify stakeholders; 2.2. Train Red Cross staff and volunteers on participatory rapid appraisal (PRA). 2.3. Conduct needs assessment in target communities using the PRA methodology. 2.4. Organise community meetings to discuss PRA results and prioritise needs; 2.5. Develop and implement projects based on prioritised needs and strategic directions of the national society; 2.6. Monitor the progress of the projects and report findings to communities; 2.7. Carry out evaluation of the projects with involvement of target communities. 2.8. Develop and print 300 copies of a report on PCD for distribution to donors, partners and other humanitarian actors.</td>
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Armenian Red Cross Branch Development Project

1. Background

1.1. Context
The Armenian Red Cross has been providing years of humanitarian assistance to the country’s vulnerable people. The assistance, however, was centralized at the headquarters and the involvement of the branches was limited. In 1997, with the support of the Federation and partner national societies, the Red Cross shifted its focus on strengthening its branch capacities because branches work in their communities and know the local needs and opportunities best. Within its first institutional development programme, the Red Cross initiated organisational restructuring and established regional and community branches. Decision making process was decentralised and branches were provided with an opportunity to plan and develop their own activities in compliance with the National Society’s vision and mission. With the support of the headquarters, the branches have gradually engaged in core Red Cross activities such as social and health services, First Aid, youth development, disaster preparedness and response. Initially the focus was on regional branches. In 2000, organisational development efforts have been expanded to community branches.

The Red Cross has made a significant progress in developing skills and knowledge of its staff and volunteers at all levels through training and programmes. More work, however, remains to be done to ensure the national society provides effective support to vulnerable people.

Over the years, the organisational structure of the national society has undergone many changes. Today, the Red Cross has 13 regional and 60 community branches. In 2003, the Red Cross established a monthly forum for its regional branch staff and members, local authorities and partner organisations to discuss needs and capacities, share ideas and experiences. The main challenge now is to bring Red Cross closer to local communities to ensure its programmes are responsive to local needs and focused on the areas where it can have the greatest impact. The Armenian Red Cross strives to have stronger branches contributing to empowering communities to exercise the basic right to be involved in decisions directly affecting their lives. This it will attempt to achieve through participatory community development (PCD) approach. The branches will prioritise their community-based activities based on needs assessment and strategic directions of the national society embedded in its strategic plan.

The Red Cross developed a ten-year strategic plan in 2001. The plan provides a solid foundation for the organisation to continue improving. It, however, needs to be consolidated by prioritising mid-term objectives based on analysis of vulnerability, its capacities, threats and opportunities to ensure maximum and efficient utilisation of available resources. The current project aims to help the Red Cross achieve that through extensive internal and external consultations with the technical support of the Federation’s Regional Delegation in Turkey.

1.2. Problems and needs

Main problem: Insufficient quality and quantity of Red Cross services to respond to the needs of vulnerable people at the grassroots level.
Causes:
• Harsh social and economic situation in the country.
• Weak links with local government institutions, a business sector and other NGOs.
• Dependency on external donors.
• Insufficient local resources.
• Poor dissemination efforts in the communities.
• Non-systemized approach to organizational development.
• Shortage of human resources.
• Poor links between the headquarters, regional and community branches.
• Insufficient knowledge of community needs and capacities.
• Unfavourable legislative environment.
• Insufficient material resources.
• Lack of involvement of beneficiaries and other stakeholders in planning and implementation of programmes.
• Disregard of roles/ responsibilities and substantial potential of volunteers.

Effects:
• Increased vulnerability of large communities to various emergencies & disasters.
• High level of migration.
• Disconnect of the Red Cross with communities.
• Insufficient utilisation of local capacities.
• Passiveness of society to participate in solving their own problems.
• Poor image of the Armenian Red Cross among the public.
• Outflow of trained staff to other organizations.
### Stakeholders

<table>
<thead>
<tr>
<th>Institutions</th>
<th>Federation</th>
<th>Local Government Institutions</th>
<th>Local NGOs</th>
<th>Businesses</th>
<th>Local communities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Interests</strong></td>
<td>Reduce vulnerability of communities. Help the Armenian Red Cross strengthen capacities to assist people in need.</td>
<td>Socio-economic and political stability. Peace and prosperity.</td>
<td>Reduce vulnerability of communities. Improve cooperation with other stakeholders. Obtain financial support to implement community programmes.</td>
<td>Expand market. Strengthen community capacities to generate more income.</td>
<td>Improve living conditions and access to basic services.</td>
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<tr>
<td><strong>Interaction</strong></td>
<td>The Federation will</td>
<td>Local authorities</td>
<td>Active partners in</td>
<td>Support the Red</td>
<td>Local communities</td>
</tr>
<tr>
<td>Provide technical and financial support to the Red Cross to help it achieve its organisational development objectives.</td>
<td>Will play an important role in needs assessment, project planning, development and implementation. Their knowledge of the area and its problems will be a significant asset.</td>
<td>Project implementation to strengthen community capacities.</td>
<td>Cross in community project implementation.</td>
<td>Will be directly involved in making decisions that affect their life.</td>
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</tbody>
</table>
1.4. Internal analysis of the Armenian Red Cross

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
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</table>
| **Strengths**
- National and indigenous organisations with extensive network of branches: 13 Regional and 60 Community Branches.
- 23 Social Service Centres positioned in the Red Cross offices across the country.
- An image of a credible national society.
- Basic resources and capacities, including offices, vehicles, facilities and equipment, International Post-Trauma Rehabilitation Centre, regional warehouses and a hotel compound with newly renovated training centre.
- Experience of project planning and implementation.
- Well-functioning services in First Aid, rescue and tracing. |
| **Opportunities**
- Good cooperation with government structures, Red Cross and Red Crescent Movement components and international organizations.
- Large network of international organisations present in the country.
- Limited income generation activities.
- Government’s poverty reduction programme. |
| **Weaknesses**
- Absence of a Red Cross law.
- Lack of an effective volunteers/members recruitment and management system & mechanisms.
- Poor capacities at community level creating a gap with local communities.
- Absence of a resource development system, insufficient ability and experience in fundraising, resulting in insignificant material and financial support from local donors, state structures and the public.
- High dependency on external donors/partners.
- Inefficient utilization of available resources and capacities.
- Lack of clarity in separation of governance and management functions.
- Poorly developed monitoring and evaluation mechanisms. |
| **Threats**
- Socio-economic and political instability in the country and the surrounding region.
- Lack of long-term commitment from donors/partners. |
2. Overall Goal:
The Armenian Red Cross becomes a well-functioning national society providing sustainable, focused and responsive assistance to vulnerable communities.

Indicator of the overall goal:
Programmes of the Armenian Red Cross are more effective and reach more beneficiaries.

Sources of verification:
- Armenian Red Cross annual report.
- Federation monitoring results.

Assumptions/risks:
Political and socio-economic situation in the country is conducive to humanitarian work of the Red Cross.

3. Programme Objective
The Armenian Red Cross continues organisational changes to improve its services to vulnerable people.

Indicator for programme objective:
The national society has stronger branches delivering sustainable, focused and responsive assistance to vulnerable communities. It has an effective financial management system producing accurate reports to donors and increased number of active volunteers.

Sources of verification:
- Self-assessment reports;
- Vulnerability and capacity assessment.
- Programme progress reports.

Assumptions/risks:
Major natural disasters do not hinder organisational development efforts of the Red Cross.

4. Project objective
The Armenian Red Cross regional branches have increased capacity to implement programmes prioritised based on vulnerability of local communities and strategic directions of the national society.

Indicators:
- Number of staff and volunteers trained;
- Participatory rapid appraisals carried out in target communities;
 Logical framework planning matrix: Organisational Development programme/Armenian Red Cross Branch Development project.

- Reduced vulnerability in target communities;
- Number of stakeholders involved;
- Increased image and visibility of the national society;
- Increased number of members and volunteers from local communities.

**Sources of verification:**
- Training reports;
- Participatory rapid appraisal results;
- Meeting minutes;
- Monitoring/evaluation reports;
- Public opinion surveys.
- Members/volunteer database.

**Assumptions/risks:**
Communities understand and support the project.

**5. Expected Results and indicators**

**Expected result 1:** The national society has a focused strategic plan prioritising long-term objectives based on analysis of vulnerability, its capacities, threats and opportunities.

**Indicators:**
The Armenian Red Cross has a focused strategic plan in place.

**Source of verification:**
- Strategic plan.
- Decision of the presidium.

**Expected result 2:** The Armenian Red Cross branches empower target communities by involving them in making decisions directly affecting their lives.
Indicators:
- Number of projects developed and implemented at community level based on needs assessments and the strategic plan of the national society.
- Number of people from local communities participating in Red Cross projects.

Source of verification:
- Project progress reports.
- Monitoring reports.
- Field visits.

6. Project activities related to expected results

Expected result 1:
1.3. Draft strategic plan through internal consultations;
1.4. Organise a national workshop to discuss the draft;
1.5. Submit the draft to the Armenian Red Cross presidium for review and subsequent adoption.

Expected result 2:
2.1. Select 26 target communities and identify stakeholders;
2.2. Train Red Cross staff and volunteers on participatory rapid appraisal (PRA).
2.3. Conduct needs assessment in target communities using the PRA methodology.
2.4. Organise community meetings to discuss PRA results and prioritise needs;
2.5. Develop and implement projects based on prioritised needs and strategic directions of the national society;
2.6. Monitor the progress of the projects and report findings to communities;
2.7. Carry out evaluation of the projects with involvement of target communities.
2.8. Develop and print 300 copies of a report on PCD for distribution to donors, partners and other humanitarian actors.

7. Monitoring and evaluation
A joint Armenian Red Cross and Federation team will carry out monitoring of project activities through regular unannounced field visits and analysis of monthly reports from regional and community branches.

A mid-term and end of project evaluation will be conducted to investigate impact of the project on vulnerable communities and determine the worth of future continuation of the project.

8. Implementation and timetable
<table>
<thead>
<tr>
<th>Activities</th>
<th>Jan '04</th>
<th>Feb '04</th>
<th>Mar '04</th>
<th>Apr '04</th>
<th>May '04</th>
<th>Jun '04</th>
<th>Jul '04</th>
<th>Aug '04</th>
<th>Sep '04</th>
<th>Oct '04</th>
<th>Nov '04</th>
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<tbody>
<tr>
<td><strong>Expected result 1.</strong></td>
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<tr>
<td>Activity 1. Draft strategic plan through internal consultations;</td>
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<td>Activity 2. Organise a national workshop to discuss the draft; submit the draft to the Armenian Red Cross presidium for review and subsequent adoption.</td>
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### Logical framework planning matrix: Organisational Development programme/Armenian Red Cross Branch Development project

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<tbody>
<tr>
<td><strong>Expected result 2.</strong></td>
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<tr>
<td>Activity 1. Select 26 target communities and identify stakeholders;</td>
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<tr>
<td>Activity 2. Train Red Cross staff and volunteers on participatory rapid appraisal (PRA).</td>
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<tr>
<td>Activity 3. Conduct needs assessment in target communities using the PRA methodology.</td>
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<td>Activity 4. Organise community meetings to discuss the PRA results and prioritise needs;</td>
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<td>Activity 5. Develop and implement projects based on the prioritised needs and strategic directions of the national society;</td>
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<td>Activity 6. Monitor the progress of the projects and report the findings to communities;</td>
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<td>Activity 7. Carry out evaluation of the projects with involvement of target communities.</td>
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<td>Activity 8. Develop and print 300 copies of a report on PCD for distribution to donors, partners and other humanitarian actors.</td>
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<td><strong>Assessment, monitoring and evaluation</strong></td>
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<td>Monitoring</td>
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9. Critical assumptions

9.1. Precondition
• National Society leadership remains committed to the change process.
• The project receives adequate support through the Federation’s network.

9.2. Assumptions/risks
• Outflow of experienced and skilful human resources.

10. Sustainability
The Red Cross aims to strengthen its capacities to provide effective support to vulnerable people at regional and community levels within the coming two years. Through improved contacts with local partners and government agencies, as well as successful income generation initiatives, it will strengthen the sustainability of its services.