

Appeal 2004



ERITREA

Appeal no. 01.03/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

Click on programme title or figures to go to the text or budget

Programme title	2004 in CHF
Strengthening the National Society	
Health and Care	533,766
Disaster Management	54,007
Organizational Development	294,911
Total	882,682²

Please note that objectives, expected results, and activities associated with the Coordination, Cooperation and Strategic Partnerships programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. [<Click here to go to the text>](#)

¹ Identified by blue in the text.

² USD 662,682 or EUR 568,189.

National Context

Eritrea gained its independence in 1991 after a liberation war that lasted 30 years. It was rated among the poorest countries in the world having with both its infrastructure and economy in ruins. The new government pursued policies and investment which promoted rapid and equitable economic growth, making Eritrea one of the most promising fast developing countries in Africa. However, a border conflict with Ethiopia that started in May 1998 degenerated into full-scale war, resulting in loss of human lives, damage to physical infrastructure, and the displacement of nearly one-third of the total population, taking the country several steps behind in terms of development.

A peace agreement signed between Eritrea and Ethiopia in December 2000 in Algiers resulted in the deployment of the United Nations Mission for Ethiopia and Eritrea (UNMEE); a temporary security zone, 25 km wide, was established along the disputed 1,000 km border between the two countries. A verdict by the Ethiopia-Eritrea Border Commission on the border dispute was finally delivered in April 2002 and despite the fact that both countries signed it, there are still uncertainties that have caused several postponements of the boarder demarcation, mainly due to Ethiopia's rejection of the ruling.

Regardless of the uncertainties, Eritrea is now focused on the many post-war recovery challenges; among them the need to rehabilitate and reconstruct the damaged social and economic infrastructure in the war affected regions. Assistance is still needed for the remaining 60,000 internally displaced people (IDP) with the main objective to help them return to their homes and restore their means of livelihoods or provide them other alternatives. Unification of 180,000 refugees from the Sudan, Djibouti and Yemen, and the 75,000 expelled people of Eritrean origin from Ethiopia is another pressing issue. Some 200,000 extra soldiers recruited during the border conflict have still not been demobilized and integrated into civilian society. Development and implementation of a National Mine Action Programme to significantly reduce and destroy around 225,000 landmines and three million unexploded ordinance (UXO) registered in war-affected regions is another urgent issue to be dealt with by the government.



Human Development Indicators at Glance

	Year	Eritrea	Sub-Saharan Africa	World
Life expectancy at birth (years)	2001	52.7	46.9	66.6
Infant mortality rate (per 1,000 live births)	2001	72	107	56
Under-five mortality rate (per 1,000 live births)	2001	111	172	81
Adult literacy rate (% age 15 and above)	2001	56.7	62.4	-
Youth literacy rate (% age 15-24)	2001	71.1	77.9	-
Net primary enrolment ratio (%)	2000/1	41	59	84
Net secondary enrolment ratio (%)	2000/1	22	-	-
GBP per capital (PPP USD)	2001	1,030	1,831	7,376
People living with HIV/AIDS, adults (% age 15-49)	2001	2.8	9.0	1.2
Tuberculosis (per 100,000 people)	2001	249	198	119

Source: UNDP Human Development Report 2003

PPP in this context refers to Purchasing Power Parity

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Only 42% of the population in the rural areas has access to improved water sources resulting in high child mortality. Currently the Government is implementing a major HIV/AIDS, malaria, sexually transmitted infections, and tuberculosis (HAMSET) control project. The Government is also carrying out a measles campaign later in 2003 covering most of the country.

Land is almost the sole source of income for more than 80% of the population and the economy is dominated by traditional agriculture; industry is still at an infant stage. The country's over 1,200 km coastline with the Red Sea gives a high potential in fisheries, sea trade, tourism and salt extraction. Eritrea's dependence on income from its two ports which were extensively used by Ethiopia before the last conflict, and its small agricultural base weakened by drought and soil erosion has resulted in the current weak food security situation. For years the Eritrean people in the Diaspora has been a major source of income for the economy in the country; the past few years have however seen a gradual reduction in this flow of money.

Poor rains in 2002 delayed the planting season and resulted in minimal harvest while adverse effects on the regeneration of essential pasturelands and ground water supplies have further aggravated the situation. Massive relief operations from the United Nations and many international organizations/ non-governmental organizations took place throughout 2003. However, the main rainy season in 2003 was better than the last years with good planting conditions that have created higher expectations for a better harvest later in the year.

Red Cross and Red Crescent Priorities

Movement³ Context:

A Memorandum of Understanding signed between the Red Cross Society of Eritrea, the International Federation, the ICRC and various partner national societies at the beginning of 2000 provides an overall framework for the coordination and support to all programmes of the Red Cross of Eritrea for the period 2001-2004. The focus is on an integrated community-based approach with emphasis on preventive primary health care. Other partners are expected to support the programmes of the Red Cross of Eritrea as soon as sectoral frameworks are well developed and capacities to implement the activities at the community level put in place. The recent strategic decisions taken by the leadership of the national society towards the structured organization of the volunteer network and human resource development initiatives require financial and/or technical support from its various Red Cross and Red Crescent partners.

The Federation will coordinate the long-term support according to the strategy and priority programmes of the Red Cross of Eritrea in 2003 – 2007 through the Cooperation Agreement Strategy process.

Primary Support from the Red Cross and Red Crescent Movement in 2003

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organizational Development	Other
American Red Cross	x				x	
Danish Red Cross	x	x			x	
Federation		x	x	x	x	x
German Red Cross		x				
ICRC		x	x	x	x	x
Netherlands Red Cross	x	x			x	
Norwegian Red Cross	x	x			x	
Spanish Red Cross	x					
Swedish Red Cross	x	x			x	
Swiss Red Cross	x				x	

³ 'Movement' refers to the International Red Cross and Red Crescent Movement

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There has been for several years a very close and good cooperation between the Red Cross of Eritrea and the partner national societies from Denmark, the Netherlands, Norway and Sweden. These relationships have been formalized through separate bilateral agreements, which follow a general rule to all focus on capacity building, in particular at branch level. While some branches such as Barentu, Keren, Debub, Assab and Massawa are receiving specific support, several projects are implemented countrywide.

The ICRC Delegation in Asmara continues to provide substantial support to the Red Cross of Eritrea by building its capacity in conflict related issues such as Conflict Preparedness and Response (especially with Emergency Medical Service and First Aid), Dissemination and Tracing. Red Cross Action Team volunteers have been regularly trained in disaster and conflict preparedness and response, resulting in strengthening the competencies and the commitment of volunteers to support the population and the most vulnerable individuals. With substantial financial support from ICRC, the national society is running the only ambulance service in the country; however, due to the ICRC scaling down its support, the Red Cross of Eritrea has entered dialogue with the municipalities to take over part of the financial responsibility. Dissemination of the International Humanitarian Law and Tracing are also an important part of the training provided by the national society /ICRC to different groups of the population. The society's tracing officers are receiving and/or sending messages to thousands of family members in areas across the borders that were not accessible for population particularly after the last war.

The Federation Secretariat some years ago adopted a strategy to assist the Red Cross of Eritrea to further build its capacity and support the implementation of its priorities and programmes. This approach will continue and the Federation will focus on its support to the efforts of the national society to achieve recognition as well as to encourage the national society's governance when finally in place, to understand and assume its new roles and responsibilities. The Federation will also facilitate the restructuring of the Red Cross of Eritrea into a self-improving organization that is an effective provider of community health and disaster preparedness and response services. It will also assist in identifying, preparing, monitoring and evaluating the integrated community health programmes while the implementation role will remain with the national society.

The Federation will provide policy framework and technical guidance to the national society to address contemporary problems in Eritrea. This includes strengthening the structures and procedures at branch and headquarters levels, supporting development in the field of finance, and diversifying and strengthening the resource base of the national society. Assistance will also be provided to build up the national society's technical expertise in different fields, adapting working tools and membership systems.

National Society Strategy / Programme Priorities

The founding of the **Red Cross Society of Eritrea** in 1991 was a natural consequence of the country being liberated and internationally recognized in the same year. However, since 1981 the national society had been working as a branch of the Ethiopian Red Cross Society, implementing lifesaving programmes around Eritrea with the main focus on the most vulnerable people.

The Red Cross of Eritrea is one of the main humanitarian organizations within the country that has a nationwide organizational network. The national society is working in conformity with the Fundamental Principles of the Red Cross and Red Crescent Movement with various types of humanitarian activities in order to alleviate suffering of vulnerable people. The formal recognition of the national society from the government has been expected for a long time but is yet to be realized. Preparation and translation of documents and statutes has continued, and there are strong hopes that this important issue will be settled before the end of 2003 or early in 2004. The Red Cross of Eritrea is however enjoying a great deal of support from the government, and in the interim, it operates under written agreements with the Ministry of Health and with the Eritrean Relief and Refugee Commission (ERREC) which is the body responsible for registration and coordination of voluntary organizations.

Due to its lack of official recognition by the government, the Red Cross of Eritrea has not yet been admitted as a full member of the International Movement of Red Cross and Red Crescent. However, the it has an observer status and is invited to participate in all major statutory meetings and events of the Movement, and is enjoying substantial financial and technical support from various components of the Red Cross and Red Crescent Movement. In the domestic context, however, the absence of a formal legal

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base has a limiting impact on the national society's governance and management, formal relations with authorities, resource development, etc.

At a Glance

Topics	Year	Comment
Recognition	2003	Slow progress in formal recognition of the Red Cross of Eritrea by the national government. Pledged in 1999, expected for end 2003 or beginning 2004
Strategic Development Plan	2004 – 2008	The national society has been working according to its Strategic Plan for 2001–2004. A new, improved and more structured Plan for 2004–2008 is under preparation and will be presented to the partners by early 2004.
Appeal	Yearly	The Red Cross of Eritrea issues an annual appeal with all the core areas according to Strategy 2010. An emergency drought appeal was also launched late 2002.
Country Agreement Strategy	2003	Draft to be finished in 2004
Self-Assessment	2002	The first phase of the Self-Assessment process was completed in July 2002, and the next phase will be done in 2004.
Elections	N/A	Awaiting recognition
Audit	Yearly	External audit according to Federation standards. The national society is following Federation accounting procedures

The Red Cross of Eritrea headquarters is located in Asmara, the capital of Eritrea, from which the six operational branch offices of the national society representing the six provinces (zobas) of the country as well as the two sub-branches are all receiving support, and from where national interventions of the national society are being coordinated. The Red Cross of Eritrea has about 120 full time employees covering all the six zobas with a variety of activities. More than 1,000 active and highly motivated volunteers together with another 5,000 volunteers deployable as need arises form the backbone of the national society. Many of the volunteers have working experience in relief distribution, tracing, First Aid services and dissemination.

The development activities and the change process of the Red Cross of Eritrea regained momentum after the recent focus on the relief activities related to the latest border conflict and the relief operation in 2003 following the long drought for the last years. Current priorities include the ongoing development of a volunteer management system in the branches and villages in their catchment areas, focus on activities based at the community level, accelerating and including HIV/AIDS activities in the ongoing Health Programme, and restructuring of the organization at headquarters and branch level to accommodate the above.

Furthermore, due to the large number of water facilities destroyed during the war and the drying up of water sources in drought-affected areas, provision of water and sanitation is another priority for the national society to address the domestic health, hygiene and nutritional requirements of the affected communities. Emphasis is put on hygiene education and the establishment of sustainable water management structures, alongside rehabilitation and construction of drinking water and sanitation facilities. The aim is to effectively decrease diseases such as diarrhoea, acute respiratory infections, malaria and various skin conditions that are affecting large segments of the population. The interventions are in line with the Ministry of Health's approach in Primary Health Care focusing on health promotion and prevention of illness as the first line of action, linked with the provision of affordable basic health services in the periphery and a viable referral mechanism between different levels of care.

The competitive advantage of the Red Cross of Eritrea is its network of branches and volunteers, its close collaboration on community and village level, and its integrated health approach. The national society is taking part in coordinating meetings arranged by different actors in the humanitarian field, and is becoming an important contributor to interventions on a national and regional level. The national society, being the only implementing partner to the Ministry of Health played an active and important role in the

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Mass Measles Campaign in 2003 in which Red Cross volunteers undertook house-to-house social mobilization and assisted in medical personnel in more than three hundred locations around the country. Guided by its mission statement, its self-assessment results, its organizational development plan, Strategy 2010,⁴ ARCHI 2010,⁵ and the **Ouagadougou Declaration**, the Red Cross of Eritrea has identified the following areas of priority for further development:

- To become a capable partner in emergency response by providing timely and efficient support.
- To develop a realistic level of disaster preparedness in strategic branches, including training skills to handle disaster and increased material preparedness.
- To further develop its community-based health services in the areas that have a significant impact on public health or health-related problems, covering the aspects of promotion, prevention and First Aid, and increase HIV/AIDS activities.
- To maintain and improve its ambulance service and to focus on the sustainability of the programme as it provides a valuable service to communities and gives a clear identity and positive image to the national society.
- To maintain and strengthen the promotion of humanitarian values already present in different programmes. To strengthen the new community development programme by integrating activities and services in priority areas selected by community members themselves; develop the self-help community participation concept to have a positive health impact.

Strengthening the National Society

Health and Care

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Background and achievements/lessons to date

The Red Cross of Eritrea has integrated all its health activities including Community Based Health Development, Preventive Health Care, HIV/AIDS and Water and Sanitation programmes under one roof in the Health and Care Department. The national society is also further developing Community Own Resource Preparedness in areas like Traditional Birth Attendance, Community Health Workers, and Malaria Health Agents. The Red Cross of Eritrea has been active in these fields for many years, and is always in a constant process of improving the quality of its services at central and regional level by running intensive training in Community Based First Aid.

In line with sister national societies worldwide, the Red Cross of Eritrea has invested substantial resources in building up skills and capacities in the field of Community Based First Aid gaining much tangible visibility by training large numbers of staff and volunteers across the country in lifesaving interventions before professional treatment or hospitalization of the patients. These activities together, with the network of volunteers organized in Red Cross Action Teams and Community Volunteer facilitators (coaches), have been considered as the backbone of the national society.

The Red Cross of Eritrea through acquisition of posters, information materials, HIV/AIDS screening equipment and blood donor's recruitment became the first organization to be involved in HIV/AIDS programmes in Asmara back in the early eighties. The national society has produced a policy and strategy plan for HIV/AIDS related activities; Red Cross Action Team volunteers for HIV/AIDS (Peer Trainers and Educators) have been recruited and trained and others continue to be recruited into the teams. The national society has employed a Programme Coordinator to run a full-fledged HIV/AIDS programme charged with organizing, training and mobilizing volunteers. At village administration level, the national society has recruited and employed Community Volunteer Facilitators who are training community

⁴ Strategy 2010 is the International Federation's guiding framework for the decade 2000 to 2010. This overall strategy identifies the following four CORE areas as the cornerstones upon which the International Federation will continue to build its collective expertise and reputation: humanitarian values; disaster preparedness; disaster response; and health and care in the community. Refer to <http://www.ifrc.org/who/strategy.asp>

⁵ ARCHI – African Red Cross and Red Crescent Health Initiative 2010 builds on its strength: a Red Cross and Red Crescent presence in each of 53 countries in Africa and, in all, more than 2 million volunteers. The overall goal of ARCHI 2010 is to make a major difference in the health of vulnerable people in Africa. Refer to <http://www.ifrc.org/what/health/archi/>

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volunteers and community members on HIV/AIDS. Training manuals for peer education and reproductive health have been prepared as well as teaching aids, posters and leaflets.

Relevant stakeholders in the country have through regular meetings and workshops for sharing ideas and reports have contributed to the production of a National HIV/AIDS Strategic plan under the coordination of UNAIDS. In order to avoid duplication and for better harmonization, implementation as well as better utilization of available resources, all implementing bodies have clearly stated their fields of interest and intervention. At national level a coordination body has been created and includes the Ministry of Health, United Nations agencies, National Union of Eritrean Youth and Students, National Union of Eritrean Women, Eritrean Social Marketing, Red Cross of Eritrea and some local and international non-governmental organizations.

Information about HIV/AIDS is already integrated within every Community Based First Aid training course of the national society. Further HIV/AIDS materials are being developed including the formulation of clear policy guidelines on, for example, HIV/AIDS and community participation and development. A working partnership has been established with BIDHO, the national association of persons living with HIV/AIDS.

The ongoing Red Cross of Eritrea programme on HIV/AIDS is targeting the following groups:

- In and out of school youth between the ages of 16-30, Red Cross Community Health Posts, Red Cross volunteers clubs, and women and youth clubs.
- People vulnerable to HIV/AIDS due to the nature of their work e.g. commercial sex workers, truck drivers and people living in displaced camps.
- The general community.

One of the main community support programmes run by the Red Cross of Eritrea is water and sanitation and hygiene promotion following ARCHI 2010 Strategy. The chronic drought that affects the Horn of Africa and in particular Eritrea has had catastrophic effects on the availability of potable water for the population; Eritrea is one of the countries with the lowest water intake per capita and with the lowest use of sanitation infrastructures. The country is without any natural lake or river with running water throughout the year. The annual rainfall is generally low and water conservation systems very limited. Less than 30% of the total population is supplied with clean potable water through pumping and treatment systems from dams which are filled up during the main rainy season from July to September. Almost all the rural population of Eritrea depends on underground water sources (wells, boreholes and sub-surface dams) that are mostly not safely protected and treated. Water fetching is a main task of females who to a great extent collect the precious liquid over long distances. The major health problems in Eritrea are related to water and sanitation issues and diarrhoea, intestinal worms as well as eye diseases are very common in the country.

In accordance with the Government Water Resources Development strategy, the Red Cross of Eritrea has also developed its own Water and Sanitation Strategy, starting from year 2001. This strategy focuses on the structural development and organization of the national society for better response in times of emergency and development in the field of water interventions.

In May 2003 and with the technical support of the Regional Delegation, water and sanitation activities have been integrated in the Red Cross Health and Hygiene educational programmes using the essential contribution of the national society volunteers' network. One water and sanitation engineer and a national officer have been recruited to assist the branches in their activities including geophysical and hydrological surveys, selecting water supply sites, establishing project proposals and following projects implementation. Under the overall supervision of the Regional Health and Care Support Unit of the Nairobi Regional delegation, a Federation water and sanitation delegate was assigned in 2003 to provide support to the newly created Water and Sanitation unit during the Drought Relief Operation and to advice on the coordination process of WatSan activities all over the country.

Goal: The Red Cross of Eritrea is among the lead players in the country in the field of humanitarian intervention, in close cooperation with the people in the communities and villages in providing Preventive Health Care and HIV/AIDS awareness interventions, as well as improvement of water and sanitation facilities to limit suffering of the most vulnerable people in the country.

Objective: Wide reaching Community Based First Aid programmes and activities to impart knowledge and skills in HIV/AIDS prevention, and proper water sanitation and hygiene have been implemented.

Expected Results

1. Community Based First Aid teams are working in 180 communities, providing preventive health care training by 2004 and increases by another 60 villages annually. Information and education in family planning, home management, and nutritional skills targeting groups in the communities are parts of the programme and are benefiting from the support of well-trained and qualified Red Cross First Aid Teams from the branches during 2004 - 2007.
2. Commercial First Aid training targeting drivers, industrial workers, women and youth has been provided at headquarters and branch level during 2004-2007; First Aid bags for enterprises and drivers have are being produced.
3. The national society has taken an active part in different global health related campaigns, in particular contributing with deployment of volunteers in the communities during 2004 – 2007
4. The Red Cross of Eritrea has a well-organized and active Health Care Department covering the three units: Community Bases Health Development, HIV/AIDS and Water and Sanitation.
5. The national society has an ongoing Peer Education Programme for youth in and out of school focusing on Sexually Transmitted Diseases and sexual behaviour as well as on anti-stigma and discrimination issues; taboo related to HIV/AIDS is on the decrease and more transparency about these diseases is registered during 2004 - 2007.
6. Constructive dialogue in the field of HIV/AIDS has been established between the Red Cross of Eritrea and sister national societies as well as other organizations; the HIV/AIDS unit is working well under a coordinator at headquarters level and officers in the various branches during 2004- 2007.
7. Workshops and training sessions related to participatory rural appraisals and PHAST⁶ issues have been regularly provided for staff and volunteer at headquarters and the branches, as well as for community volunteers during 2004-7; hygiene education has been provided in community schools.
8. During 2004 – 2007, family and community latrines have been built in rural areas supplemented with health education. A number of communities have constructed their own protected wells and water sources with the support and technical supervision of the WatSan programme of the Red Cross of Eritrea with a minimum target of two wells per branch per year. Waste disposals and rubbish collection pits have been dug and are available for household in the 180 villages with Community Based First Aid programme and are increased by 60 annually. Cleaning campaign and training in environment protection are accomplished twice a year in all the villages.

⁶ PHAST – Participatory Hygiene and Sanitation Transformation

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Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. In 2004, Community Based First Aid teams are working in 180 communities, providing preventive health care training.	<p>1.1 A total of 180 First Aid posts are working at village level, with another 60 added every year.</p> <p>1.2 Growing awareness about the need for and link between family planning, economic capacity and health.</p> <p>1.3 Eight well-trained and equipped Red Cross Action Teams are working from branch offices.</p> <p>1.4 Less hygiene related diseases are registered in villages and women are more aware of good health related to hygiene.</p>	<p>1.1 Commitment of volunteers and adequate motivation.</p> <p>1.2 Available of funds.</p> <p>1.3 Interest and acceptance by the villagers.</p> <p>1.4 Trained volunteers are committed and motivated.</p> <p>1.5 Training methodology and techniques fully understood.</p>	<p>1.1 Headquarters and branches are organizing and training volunteers at community level.</p> <p>1.2 All branches have been conducting family planning activities in at least one village per month.</p> <p>1.3 Red Cross Action Teams are being provided training and the most basic material.</p> <p>1.4 Two training sessions per branch per year, 60 women per branch.</p>
2. Commercial First Aid training is provided at headquarters and branch level, targeting drivers, industrial workers, women and youth. First Aid bags for enterprises and drivers are being produced before 2007.	<p>2.1 - 240 persons are trained in 2004 and each following year.</p> <p>2.2 Minimum 250 First Aid bags produced and sold in 2005 and each following year.</p>	<p>2.1 Government and enterprise acceptance.</p> <p>2.2 Available funds and material.</p>	<p>2.1 Advocate all concerned parties</p> <p>2.2 Training of Trainers workshops at headquarters and branch level.</p> <p>2.3 Procure, produce, equip and replenish usable materials.</p>
3. The national society takes an active part in different global health related campaigns through the deployment of its volunteers in the communities, by 2007.	<p>3.1 The Red Cross of Eritrea staff and volunteers are involved in immunization campaigns and other global initiatives.</p> <p>3.2 The national society has become a key partner of the health authorities.</p> <p>3.3 The volunteers' actions in the health campaigns have reached maximum impact of coverage.</p>	<p>3.1 Capacity of the national society</p> <p>3.2 Appreciation of the services delivered by all key partners.</p> <p>3.3 Availability of technical support from the Regional Delegation.</p>	<p>3.1 Define the role and the responsibilities of the national society in the global health campaigns with the technical support of the Federation Representative and Regional delegates.</p> <p>3.2 Agree with the local authorities and UN actors the role of the national society.</p> <p>3.3 Increase national society cooperation with United Nations agencies and other actors with the support of the Federation representative.</p>

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Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
4. The Red Cross of Eritrea has a well-organized and active Health Care Department covering the three units: Community Bases Health Development, HIV/AIDS and Water and Sanitation by 2004.	4.1 Good coordination and management of the department, with maximum utilization of resources and equipment.	4.1 Access to adequate and enough human as well as financial resources. 4.2 Access to technical support from the Regional Delegation 4.3 Capacity of the leadership	4.1 Train the personnel and upgrade the equipment in all the three units of the department. 4.2 Revise all Job Descriptions for the personnel and clarify the reporting line 4.3 Organize regular coordination meetings
5. The Red Cross of Eritrea has an ongoing Peer Education Programme for youth in schools and out of schools, focusing on Sexually Transmitted Diseases, sexual behaviours, and anti-stigma and discrimination issues by 2007.	5.1 Increased number of people recognising HIV/AIDS as a serious threat to the health of people in Eritrea. 5.2 Patients infected by Sexually Transmitted Diseases or HIV/AIDS are better accepted, respected and integrated in communities. 5.3 General public and authorities are openly accepting the proactive approach towards Sexually Transmitted Diseases and HIV/AIDS. 5.4 Targeted groups are effectively informed 5.5 Number of peer educators programmes	5.1 Right appreciation of the HIV/AIDS problem by the targeted groups, youth in particular. 5.2 Support from community and religious leaders. 5.3 Certain groups may for religious or other reasons refuse to accept the problem.	5.1 Monitor and administer the Peer groups activities by providing new knowledge and appropriate support. 5.2 Establish a networking system for the volunteers involved in First Aid training, information, education and intervention. 5.3 Organize frequent meetings at headquarters and branch level involving different groups of people.
6. Constructive dialogue is established between the Red Cross of Eritrea and sister societies as well as other organizations in the field of HIV/AIDS programmes by 2007	6.1 Memorandum of Understanding or Letter of Intent signed with partners. 6.2 Dialogue with sister national societies in neighbouring countries.	6.1 Availability of financial resources. 6.2 Logistical constraints and political tension.	6.1 Initiate contacts and collaboration inside as well as outside the country with the technical support of the Federation representative. 6.2 Recruit competent personnel and provide adequate equipment according to needs for the HIV/AIDS unit in the headquarters.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
7. Workshops and training sessions related to PRA, hygiene education and PHAST issues are regularly provided for staff and volunteers at all levels from the headquarters to the branches and the community by 2007.	7.1 - 30 staff and volunteers have become trainers of trainers up to the village level and provide appropriate supervision. 7.2 - 15 volunteers in each of the 180 villages implement WatSan activities in their villages. 7.3 General understanding of hygiene behaviour and practices has improved.	7.1 Availability of facilitator from Regional Delegation Nairobi. 7.2 Adequate cooperation with the Action Team Committees in the villages. 7.3 Cooperation with teachers.	7.1 Provided two training of trainers' sessions for 30 staff and volunteers from headquarters and branches. 7.2 Monitor and supervise the WatSan programmes in villages. 7.3 Conduct training sessions for 15 volunteers in 180 villages 7.4 Follow up the activity plan at all levels. 7.5 provide lectures in two community schools per branch per year.
8. Family and community latrines are built in rural areas supplemented with health education.	8.1- 60 latrines per branch are built every year. 8.2 Health education is provided in each village, and an increasing number of people are using the latrines. 8.3 Three hand dogged wells or safe water sources per branch per year have been completed. 8.4 An increasing number of people are using the waste pits and the villages are cleaner.	8.1 Commitment from village leaders and participation of village volunteers. 8.2 Communication skills 8.3 Available funding 8.4 Availability of ground water.	8.1 Produce slaps and distributes necessary tools. 8.2 Collaborate with Community Based First Aid volunteers on village level in initiating projects. 8.3 Provide training and assist the community teams in planning together. 8.4 Provide training, material and supervision in the community by local branches.

[<Click here to access the Logical Framework Planning Matrix document for Health and Care>](#)

Disaster Management

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Background and achievements/lessons to date

As one of the main humanitarian organizations in the country, with a nationwide network of branches and volunteers and with the support from the Movement in times of disaster, the Red Cross of Eritrea is a key partner and contributor to disaster response in the country. The national society is a member of the National Information Co-ordination Center, a joint government/United Nations venture to facilitate humanitarian interventions in Eritrea through Red Cross Action Teams which are disaster response teams at headquarters and branch level made of volunteers trained in disaster and conflict preparedness and response. The Red Cross of Eritrea is recruiting, training and organizing volunteers and making them competent and committed to supporting the public in general and the most vulnerable individuals in particular.

The national society together with the Federation played an important role in the 2003 drought operation through food distribution and water and sanitation projects in rural areas; while ICRC responded with emergency interventions of food and non food items to internally displaced persons and to people in the temporary security zone along the border with Ethiopia.

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The national society has for many years been conducting training and information, education and communication sessions to the general public to reduce vulnerability and increase food security coping mechanisms in the households. The volunteer network from the headquarters to the grass-root is under formation but tasks and coordination systems have still to be put in place. The national society has training and meeting facilities at the headquarters and in several branches. In addition, it has adequate storage and warehouse facilities at the headquarters and in the Southern Red Sea branch. New mini-warehouses are under construction in the branches of Gash-Barka and Debub. The national society does not have sufficient stocks of food and non-food items due to poor local resource mobilization, logistical planning and over-dependence on donors.

Communication system between the various branch offices remains as one of the main weaknesses in terms of quick response to disasters. Plans have been on the table for some time to get communication equipment (HF radio system) installed at branch and sub-branch levels, where telecommunication in general is very poor. The ambulance service should also be included in this system.

The national society has established information sharing systems and procedures with the relevant central and local authorities and the Red Cross committees at the village level for better flow of information. It is in the process of assessing how best to improve the response in times of disaster through the preparation of an early warning system, improving information flow and strengthening the planning and implementation system.

Goal: The Red Cross of Eritrea is one of the most reliable actors in the country in Disaster Preparedness and Response, with a clear role and responsibility in times of disaster as an auxiliary to the government, and is appreciated by all actors as well as society itself.

Objective: The Red Cross of Eritrea has established a nationwide Disaster Preparedness and Response structure and capacity from headquarters level, through to the branches and sub-branches down to the community level ready to intervene at an early stage in relation to potential or actual disasters.

Expected Results

1. The Red Cross of Eritrea has conducted a Vulnerability Capacity Assessment (VCA) of itself in 2004 with a follow up in 2007, and also involved other stakeholders in the country.
2. The Red Cross of Eritrea has developed a system for data collection involving all Red Cross "satellites" around the country, with the overall aim to disclose at an earliest possible stage developments which could lead to health related or other problems in the village by expanding its cooperation with the 180 villages, with an increase of 60 new villages per year and accomplished training for members of Rapid Response Teams at community level, and capacity to respond swiftly in times of disaster has increased during 2004 - 2007.
3. The national society has improved its in providing relief aid to the most vulnerable people during 2004 - 2007.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
<p>1. The Red Cross of Eritrea has conducted a national Disaster Preparedness and Response Vulnerability Capacity Assessment involving all stakeholders in the country.</p>	<p>1.1 Vulnerability Capacity Assessment conducted and analysis reports presented. Major players gender balance, religious, professional and age groups in the country have been involved. 1.2 The role and responsibilities of Red Cross of Eritrea in terms of Disaster Preparedness and Response is clear to all stakeholders. 1.3 Policy guidelines are set up with clear vision and mission for the Red Cross of Eritrea. 1.4 Other stakeholders are committed to their responsibility and intervention.</p>	<p>1.1 Active participation of major players. 1.2 Relevant questions analysed 1.3 High expectations towards the Red Cross of Eritrea, internally as well as externally.</p>	<p>1.1 Conduct Vulnerability Capacity Assessment trainings facilitated by the Federation Representative and regional technical support. 1.2 Collect data in the catchment's areas of the headquarters and the branches and analysis the results. 1.3 Share the results with all stakeholders and advocate for the Red Cross of Eritrea mission, with focus on its auxiliary role to the government.</p>
<p>2. The Red Cross of Eritrea has developed an early warning system based on data collection involving all branches</p>	<p>2.1 Data is received at headquarters level on regular basis. 2.2 The Red Cross of Eritrea is able to respond quickly and alert other actors when needed. 2.3 Community Teams and Red Cross branches are regularly in contact, exchange information, ideas and plans concerning Disaster Preparedness and Response.</p>	<p>2.1 Good information lines. 2.2 Commitment from all data collectors. 2.3 Acceptation of the results by all stakeholders</p>	<p>2.1 Prepare forms, training and introduce the early warning system with the technical support of the Federation Representative and the regional delegation. 2.1 Follow up the data collection on regular basis by the headquarters, analyse the results and prepare appropriate responses. 2.3 Organize field visit from the branches to villages in the catchment's areas to maintain the good cooperation. 2.4 Share the data with all stakeholders.</p>

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
3. The national society has improved its capacity in providing relief aid to the most vulnerable people by 2007.	3.1 Warehouse capacity is expanded at headquarters and branch levels, with pre-positioned stock of non-food relief items. 1.2 Funds are available at headquarters for distribution of food if acute needs should occur.	3.1 Availability of funds and contribution by local authorities 3.2 Technical capacities of the national society	3.1 Support the Red Cross staff and volunteers through domestic and international funding 3.2 Continue to build up the capacity in branches. 3.3 Organize stockpiling in branches.

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Organizational Development

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Background and achievements/lessons to date

The lack of progress in the process of recognition of the national society by the Eritrean Government has limited the opportunity for establishing governance structures at national and branch levels. Regardless, pending the recognition by the ICRC and the admission to the International Federation of Red Cross and Red Crescent Societies, the Red Cross of Eritrea continues to receive full operational cooperation and support from a number of partner national societies, the ICRC, the Federation and other partners.

The Red Cross of Eritrea management holds quarterly management meetings both at headquarters and the branch to address programme priorities of the national society during which progress in project implementation and how policies can be strengthened are discussed and project management and reporting guidelines are established. The need to further developed job descriptions, performance evaluation system, opportunities for staff development, volunteer recruitment, and coaching mechanisms have been identified. The national society has prioritized an inter-sectoral approach; integrating community development in Disaster Preparedness and Response, First Aid, Water and Sanitation, and HIV/AIDS with volunteer development and the establishment of Red Cross Action Teams at the grassroots level.

The computerized system of the Finance Department has enabled the national society to provide more transparency, to improve financial reporting, and to provide timely reports internally and to donors. However, the planned activities for income generation schemes, membership recruitment, and active lobbying for subsidy from public organizations for services provided are still pending, awaiting the government's feedback on the formal recognition of the national society.

Goal: The Red Cross of Eritrea is a well-functioning national society operating within the framework of Strategy 2010, working first and foremost for the benefit of the most vulnerable people in Eritrea, developing quality services in parallel with development of organizational structure at management and governance level.

Objective: The Red Cross of Eritrea enjoys the support of an active and determined group of elected members to its governing bodies, appreciating the role of the national society as an auxiliary to the government and under good leadership of skilled and committed management.

Eritrea; Annual Appeal no. 01.03/2004

Expected Results

1. The Red Cross of Eritrea has been recognized by the Eritrean Government and has organized a General Assembly with election of a Board of Directors and a President in 2004.
2. The Management of the national society is organized in an effective way that serves the staff, volunteers and all its stakeholders and gives maximum support to the most vulnerable people of the country. New skills in project and programme preparation, implementation, reporting and evaluation have been improved; policy and guidelines for programme accounting and reporting provide monitoring opportunities for the headquarters and branches in 2004.
3. The second phase of a comprehensive Self-Assessment exercise has been completed by 2005 and become guidelines for further development and improvement process of the national society in the short term as well as long term perspective.
4. The branch network has been strengthened through a common strategy at national level and an active approach in the communities focusing on partnership, ownership and community involvement with youth groups playing an active role in programme implementation by 2006.
5. A special project calling on donors' attention and support has attracted the interest of more partners both locally and internationally; a fundraising strategy has been developed and is being followed by headquarters and branches in 2004.
6. The image of the national society has improved thanks to active marketing of the Red Cross of Eritrea, attracting new members, volunteers and supporters in 2004.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. The Red Cross of Eritrea has been recognized by the Eritrean Government and has organized a General Assembly with election of a Board of Directors and a President in 2004.	1.1 A General Assembly has been organized and a Board has been elected. 1.2 The Board has approved Statutes, Policies, Vision and Strategy. 1.3 Roles and responsibilities of Governance and Management according to accepted Red Cross and Red Crescent principles are appreciated and respected. 1.4 All branches have established their local Boards.	1.1 Position of Eritrean Government. 1.2 The Emblem issue.	1.1 Organize a General Assembly, to elect the board and its President, and to approve the Statutes, Policies, Vision and Strategy. 1.2 Provide comprehensive training on roles of responsibilities for all new board members of Red Cross of Eritrea with support of the Federation. 1.3 Start an active campaign to market the Red Cross of Eritrea as the only one national Red Cross society in the country. 1.4 Organize local assemblies in branches and elect local Boards.

Eritrea; Annual Appeal no. 01.03/2004

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
<p>2. The Management of the national society is organized in an effective way that serves the staff, volunteers and all its stakeholders, and gives maximum support to the most vulnerable people of the country.</p> <p>New skills in project and programme preparation, implementation, reporting and evaluation have been improved; policy and guidelines for programme accounting and reporting provide monitoring opportunities for the headquarters and branches in 2004.</p>	<p>2.1 The Red Cross of Eritrea has introduced management structure taking care of needs and staff expectations.</p> <p>2.2 Performance Appraisal systems are introduced and individual plans prepared.</p> <p>2.3 The Red Cross of Eritrea own project proposals, documents and reports are prepared.</p> <p>2.4 Operational and management structure is improved with more effective and efficient procedures. Update and information to donors and partners are provided on regular basis.</p>	<p>2.1 Acceptance of new system at all levels of the national society.</p> <p>2.2 Training capacity and experience.</p> <p>2.3 leadership commitment to the system.</p> <p>2.4 Contributions from all levels of the organization.</p>	<p>2.1 Develop a management structure including development of Job Descriptions for all staff with the Federation Representative support.</p> <p>2.2 Facilitate the development of performance Appraisal system adapted to the Eritrean context for headquarters and branches including training and revision of salary scale.</p> <p>2.3 Organize staffs training in programme and project preparation, evaluation, indicators development, result oriented methods and reporting.</p> <p>2.4 Develop a manual of procedures.</p>
<p>3. The second phase of a comprehensive Self-Assessment exercise has been completed by 2005 and become guidelines for further development and improvement process of the national society in the short as well as long perspective.</p>	<p>3.1 All levels of the Red Cross of Eritrea were involved and were heard in the process.</p> <p>3.2 Ownership and commitment for change are reached.</p>	<p>3.1 Acceptance at all levels of the national society</p> <p>3.2 Motivation of leadership</p>	<p>3.1 Conduct the second phase of the self-assessment exercise</p> <p>3.2 Analyse the results through several meetings with all headquarters and Branches' leadership with the Federation support and facilitation.</p>

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
<p>4. The branch network has been strengthened through a common strategy at national level and an active approach in the communities focusing on partnership, ownership and community involvement with youth groups playing an active role in programme implementation by 2006</p>	<p>4.1 Active participation of members and volunteers in planning process and implementation. 4.2 Two Action Teams under each branch are operating in a number of villages. 4.3 Implementation of programmes by the branches is increasingly focused, relevant, well coordinated and integrated. 4.4 Youth groups contribute actively</p>	<p>4.1 Ownership of national society leadership 4.2 Community commitment. 4.3 Proper training of volunteers and information to community leaders.</p>	<p>4.1 Inform regularly members, staff and volunteers about the Red Cross of Eritrea and its activities in view of attracting interest and involvement. 4.2 Develop and agreed on a common strategy for development and strengthening of branches capacities. 4.3 Co-ordinate and unify the work and the approach by headquarters, branches and programme providers.</p>
<p>5. A special project calling on donors' attention and support has attracted the interest of more partners both locally and internationally; a fundraising strategy has been developed and is being followed by headquarters and branches in 2004.</p>	<p>5.1 The Red Cross of Eritrea is enjoying good cooperation with partners, due to its working procedures, good reporting, up to date and regular provision of information and regular contact. 5.2 Domestic funding capacity has improved, with community resources and involvement. 5.3 The Red Cross of Eritrea has developed income-generating projects.</p>	<p>5.1 Timely information from all levels of the national society. 5.2 General economy situation in the country.</p>	<p>5.1 Encourage an open and transparent cooperation between the national society and its partners with the Federation facilitation. 5.2 Sign Memorandum of Understanding or Letter of Intent with all partners until the Country Agreement Strategy is finalized. 5.3 Develop an active marketing plan for the Red Cross of Eritrea with the support of the Information department. 5.4 Increase domestic support through the development of income-generating projects.</p>
<p>6. The image of the national society has improved, thanks to active marketing of the Red Cross of Eritrea, attracting new members, volunteers and supporters in 2004.</p>	<p>6.1 Dissemination of knowledge and skills is done at all levels. 6.2 General public appreciation about the role of the Red Cross of Eritrea as the only one national Red Cross society in Eritrea, and auxiliary to the government is acknowledged. 6.3 Membership is increased</p>	<p>6.1 Recognition by the authorities of Eritrea. 6.2 Funding available</p>	<p>6.1 Organize active marketing and visibility of the national society's activities as a top priority to attract people's interest to support the Red Cross of Eritrea. 6.2 Organize a membership campaign.</p>

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Coordination, Cooperation, and Strategic Partnerships

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Background and achievements/lessons to date

In the past years, the Federation support to the national society has mainly been directed to its decentralization, its accountability and transparency of operations, and improvement of financial management systems. As such, organizational development was fragmented. A coherent approach to strengthen the overall organization, its structures and its performance is now being followed.

The role of the Federation in the next few years will continue to be a facilitator and a coach for the national society in view of forming its network of resources. Provision of technical support and assistance whenever needed will holistically develop its funding base and will improve its capacity in developing new programmes and deliver qualitative humanitarian services to the most vulnerable people. The assistance will be provided through mobilization of local and international resources and will coordinate the inputs of partner national societies; it will also focus on technical assistance and policy development of institutional capacity building systems and programmes, particularly those related to Volunteering, Disaster Preparedness and Response, HIV/AIDS, Water and Sanitation projects, Community Development Health Services, and Humanitarian Values.

Goal: To help in building the capacity and empowerment of the Red Cross of Eritrea to achieve its mandate through good governance, management, and financial as well as human resources, and to support the building of good partnership with other actors.

Objective: The Federation through participatory facilitation is supporting the Red Cross of Eritrea in its process towards full recognition by the government and by the Red Cross and Red Crescent Movement, also ensuring continuous improvement of integrated capacity building, planning and implementation skills, and advocacy based on the seven fundamental principles of the Red Cross and Red Crescent Movement.

Expected Results

1. The Cooperation Agreement Strategy for Eritrea has been finalized and has increased the impact of the Movement support to the national society in 2004, through Federation coordination and support mechanisms.
2. The Federation Representative and Regional Technical Delegates have provided adequate facilitation and coaching to the national society leadership based on mutually agreed Terms of References and experiences from bilateral projects, as well as expertise from ICRC, bilateral partners and local consultants.
3. A partnership meeting is organized annually for the national society and its partners, especially partner national societies and African sister national societies in the region.
4. Annual appeals, emergency appeals and all reports are prepared and issued with the technical support of the Federation Representative and Regional Delegates.

Eritrea; Annual Appeal no. 01.03/2004

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. The Cooperation Agreement Strategy for Eritrea has been finalized and has increased the impact of the Movement support to the national society in 2004, through Federation coordination and support mechanisms.	1.1 Country Agreement Strategy finalized and the process has contributed to improving skills, experience, effectiveness and efficiency in project and programme implementation.	1.1 Financial and human resources. 1.2 High expectations from stakeholders.	1.1 Develop a Country Agreement Strategy involving all stakeholders and facilitated by the Federation Representative. 1.2 Increase the communication and the cooperation between the Red Cross of Eritrea and its partners through visits and reports.
2. The Federation Representative and Regional Technical Delegates have provided adequate facilitation and coaching to the national society leadership based on mutually agreed Terms of References and experiences from bilateral projects, as well as expertise from ICRC, bilateral partners and local consultants.	2.1 The national society is benefiting from an effective coordination of all multilateral and bilateral support. 2.2 Available resources are effectively used. 2.3 Terms of reference agreed	2.1 Donor-driven approach by partner national society in the implementation of bilateral projects. 2.2 Availability of technical support from the Regional Delegation	2.1 Prepare and update the new Development Strategy, Policies and other documents based on experiences from bilateral projects and expertise from ICRC, bilateral partners and local consultants. 2.2 Provide technical support as requested by the national society by programmes' delegates.
3. Partnership meeting is organized annually for the national society and its partners, especially partner national societies and African sister societies in the region.	3.1 Partnership meetings and other contacts with the national society are contributing to further development of Red Cross of Eritrea.	3.1 Availability of funding 3.2 Commitment from all partners	3.1 Organize annual partnership meeting with the Federation technical support. 3.2 Appeal for necessary funding.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
4. Annual appeals, emergency appeals and all reports are prepared and issued with the technical support of the Federation Representative and Regional Delegates.	4.1 Appeals and updates are timely transmitted to Regional delegation and all partners. 4.2 Number of reports 4.3 Increased funding to national society activities.	4.1 Capacity of national society staff 4.2 Understanding of procedures and respect of formats	4.1 Prepare annual as well as emergency appeals with the Federation support 4.2 Train local staff to respect formats and deadlines

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Effective Representation and Advocacy

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Background and achievements/lessons to date

Presently there are a number of International Governmental and Non-Governmental Organizations as well as United Nations agencies in Eritrea working with a variety of projects in the field of humanitarian services. The government has appointed the Eritrean Relief and Refugee Commission (ERREC) as the coordinating body for all interventions. The Federation Representative is lobbying for close cooperation between the Red Cross of Eritrea and other stakeholders active in humanitarian intervention. The national society has with great success taken part in the implementation of global programmes in the country, providing manpower support to immunization campaigns by deploying volunteers in more than three hundred villages.

Goal: Connectivity and knowledge between the national and international stakeholders in Eritrea have increased, resulting in better synergy and impact of interventions. All the players have a good knowledge about the role of each component of the Movement in Eritrea, and about the capacity and the network of the national society.

Objective: The cooperation between the various components of the Movement working in Eritrea and the other actors in the field of humanitarian intervention in Eritrea benefits the vulnerable people and contributes to the improvement of the services provided as well as to the rational use of available resources.

Expected Results

1. Communication and cooperation between the Red Cross of Eritrea and all humanitarian actors working in Eritrea is improved with the national society being an active partner in coordination meetings and planning processes.
2. Stronger contacts have been established with central and local authorities as well as with the diplomatic corps.
3. External stakeholders like United Nations agencies, non-governmental organizations, and governmental agencies supporting the national society are regularly informed about the progress of the programmes' implementation and service delivery.

Eritrea; Annual Appeal no. 01.03/2004

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. Communication and cooperation between the Red Cross of Eritrea and all humanitarian actors working in Eritrea have improved by being an active partner in coordination meetings and planning processes.	1.1 The Red Cross of Eritrea is considered as a key partner in the planning, the coordination and the implementation activities by the other actors in the field of humanitarian services 1.2 The national society invited to coordination meetings and its opinion is sought and respected.	1.1 Capacity of the national society leadership in advocacy 1.2 Availability of technical support in advocacy, planning, and external relations	1.1 Encourage the Red Cross of Eritrea to develop a strategy for widest possible cooperation with other partners. 1.2 Select partners to develop privileged relationships 1.3 Participate in humanitarian coordination meetings and take active facilitator role.
2. Stronger contacts have been established with central and local authorities as well as with the diplomatic corps	2.1 Authorities of the country are frequently calling on the Red Cross of Eritrea to contribute and/or intervene, in particular on community level. 2.2 Funds are donated by the diplomatic corps for specific interventions. 1.3 Credibility of the national society.	2.1 Capacity of the national society leadership	2.1 Take initiative to establish regular contact with the central and local authorities as well as with the diplomatic corps with the support of the Federation Representative. 2.2 Share position papers of the Movement and speak out on humanitarian advocacy issues.
3. External stakeholders like United Nations agencies, non-governmental organizations, and governmental agencies, supporting the national society are regularly informed about the progress of the programmes' implementation and service delivery.	3.1 Full transparency and accountability have contributed to increase confidence and extend support from external partners. 3.2 Level of funds or technical support donated by United Nations agencies and other donors to specific projects. 3.3 Number of contacts with external stakeholders.	3.1 Too heavy involvement from partners outside the Red Cross and Red Crescent Movement might divert the national society from its overall mission. 3.2 Capacity of the national society leadership	3.1 Increase the relationship with external stakeholders to attract their support to national society programmes. 3.2 Share reports to external partners on the programmes' implementation and the service delivery.

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Delegation Management

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Background and achievements/lessons to date

The Plan of Action prepared and expected to be implemented over the coming years to achieve the overall goals and programme objectives of the Red Cross of Eritrea will require its substantial input and commitment as well as the involvement of communities, and the support from its international partners. The Federation will maintain its coordination and liaison role through its Representative Office in Asmara and with the technical support of the Federation Regional Delegation in Nairobi. The main areas of needed assistance needed are:

- Project and programme preparation, monitoring, reporting and evaluation.
- Disaster Preparedness and Response planning with particular focus on the Vulnerability Capacity Assessment process for the entire national society.
- Budgeting, financial management, reporting procedures and tools to meet the specific requirements of the national society's partners as well as to meet its national accountability criteria.
- Information and communication workshop with the objective to strengthen the information capacity of the Red Cross of Eritrea staff to be able to publish information bulletins, press release and other materials aiming at building the image of the national society.
- As the Red Cross of Eritrea is increasing its intervention in the field of Water and Sanitation there is a need for one short-term delegate in 2004 dedicated to this programme in view of strengthening the national society's water and sanitation capacity at central and local levels, of facilitating workshops, of making the Water and Sanitation unit of the national society well organized and in the future less dependent on technical input from external sources.
- Follow up and further development of HIV/AIDS related initiatives as part of an integrated approach under the Health Care Department of the Red Cross of Eritrea.

In the spirit of the [Seville Agreement](#) and the Ouagadougou Declaration, the Federation Representative will challenge all available Red Cross and Red Crescent capacities and resources from sister national societies in and out of the region to contribute to the development of the Red Cross of Eritrea with their expertise in specific areas.

In 2004, the Federation's presence in Eritrea will consist of a Federation Representative, two technical delegates in water and sanitation and in Finance/Reporting for the drought operation to provide the support to the Red Cross of Eritrea to implement its programmes and to facilitate further development of the society. With the various challenges faced by the national society, there is still a need to maintain for one or two years close cooperation with the Red Cross of Eritrea and the presence of the Representative Office in Asmara.

Meanwhile, as part of the global Change Strategy of the Federation, the implementation of the new decentralized field structure for the Horn of Africa will begin in 2004 and the current set up will change. A regional office for the Horn of Africa sub-region will be based in Khartoum, Sudan and the new Head of Sub-regional office will, in the future, co-ordinate and facilitate the Federation support to the 5 national societies, including Djibouti, Eritrea, Ethiopia, Somalia and Sudan. The main functions of the regional office for the Horn of Africa will be to:

- Secure provision of required assistance to national societies
- Assist the senior management of national societies in coordination and management of assistance
- Promote and facilitate regional co-operation

The installation of the Horn of Africa sub-region will be developed step-by-step in consultation with each national society and in close coordination with the Federation Representative to ensure the most appropriate transition mechanism. The timing of this phase out/phase in one system to another is relatively flexible for Eritrea, to take into account the external factors and national society needs.

Eritrea; Annual Appeal no. 01.03/2004

Goal: The Federation structure is streamlined to effectively support the implementation of the foregoing objectives.

Objective: To maintain an efficient, flexible and service oriented infrastructure coordinated with all partners.

Expected Results

1. The Federation Representative is effectively and smoothly managing the programme in Eritrea.
2. The direct monitoring of the Red Cross of Eritrea support from the Federation Representative to the Head of Sub-Region for Horn of Africa is initiated and planned in 2004 and effectively implemented by end of 2005.

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. The Federation Representative is effectively and smoothly managing the programme in Eritrea.	1.1 Eritrea is fully managed by the Federation Representative 1.2 Federation and Red Cross of Eritrea are satisfied with the process and the results.	1.1 Recognition process of the national society.	1.1 Manage effectively and efficiently the office delegates, finances, fundraising and reporting. 1.2 Link regularly with the Regional Delegations technical services support
2. The direct monitoring of the Red Cross of Eritrea support from the federation Representative to the Head of Sub-Region for Horn of Africa is initiated and planned in 2004 and effectively implemented by end of 2005.	2.1 The hand over process is monitored through a detailed and agreed plan. 2.2 Federation and the Red Cross of Eritrea are satisfied with the process and the results.	2.1. Delays in admitting the national society in the Movement 2.2 Correct understanding of the process and the objectives by all stakeholders	2.1 Understand the sub-region concept and prepare integration of Eritrea in the Horn of Africa plan in consultation with all stakeholders. 2.2 Develop a hand over plan between the Federation Representative and the Head of Sub-Region for Horn of Africa.

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.03/2004

Name: Eritrea

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	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	151,031	0	0	0	0	0	151,030
Medical & first aid	87,642	0	0	0	0	0	87,642
Teaching materials	3,627	0	0	0	0	0	3,627
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	2,538	1,692	0	0	0	0	4,230
SUPPLIES	244,838	1,692	0	0	0	0	246,529
Land & Buildings	0	0	0	0	0	0	0
Vehicles	51,376	4,030	0	0	0	0	55,405
Computers & telecom	8,563	4,281	0	9,850	0	0	22,693
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	59,939	8,311	0	9,850	0	0	78,099
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	13,096	0	0	48,173	0	0	61,268
TRANSPORT & STORAGE	13,096	0	0	48,173	0	0	61,268
Programme Support	34,695	3,510	0	19,169	0	0	57,374
PROGRAMME SUPPORT	34,695	3,510	0	19,169	0	0	57,374
Personnel-delegates	0	0	0	110,142	0	0	110,142
Personnel-national staff	71,612	15,836	0	8,248	0	0	95,695
Consultants	0	0	0	0	0	0	0
PERSONNEL	71,612	15,836	0	118,390	0	0	205,837
W/shops & Training	71,119	17,159	0	21,708	0	0	109,986
WORKSHOPS & TRAINING	71,119	17,159	0	21,708	0	0	109,986
Travel & related expenses	0	0	0	34,555	0	0	34,555
Information	3,764	0	0	0	0	0	3,764
Other General costs	34,703	7,499	0	43,066	0	0	85,267
GENERAL EXPENSES	38,467	7,499	0	77,621	0	0	123,586
TOTAL BUDGET:	533,766	54,007	0	294,911	0	0	882,682