

Appeal 2004



ETHIOPIA

Appeal no. 01.04/2004

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 society 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 society in this or other countries or regions society, 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	118,550
Disaster Management	57,121
Organizational Development	462,257
Total	637,924²

Please note that objectives, expected results, and activities associated with the Humanitarian Values 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>](#)

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 479,102 or EUR 410,637.

National Context

Ethiopia is one of the least urbanized and industrialized countries in the world; 85% of the population of 67.3 million people (2001) live in rural areas and are dependent on agriculture. Over half of the population experiences chronic food insecurity. Due to high population density in the highlands, deforestation and soil erosion are major problems. This in turn leads to a rapid deterioration of agricultural land and a decline in agricultural productivity. In years when rainfall fails, large groups of the population become completely dependent on emergency food assistance.

A worsening famine situation began developing in Amhara, Oromia, Afar, and Somali regions during the last quarter of 2002. Based on assessments carried out by a regional disaster response team, the Federation launched an emergency appeal (no. 28/2002) to assist 35,000 persons in Ambassel woreda³ in South Wollo Zone, Amhara region; the appeal was later extended to encompass a further 13,520 persons in Kutaber woreda, 82,975 persons in West Harerghe Zone, Doba woreda for twelve months, and 28,400 persons in Arsi Zone, Merti woreda for four months. In South Wollo zone the program provided the beneficiaries with “cash for work in” an employment generation scheme between December and August. 10% of the population received free distribution of food. In West Harerghe, where the situation was more delicate, free food was distributed and in Arsi zone an employment generation scheme based on the food for work concept was applied.

There have been two war outbreaks between Ethiopia and Eritrea since the latter got independence in 1993. In April 2002 the boundary commission of the permanent court of arbitration in The Hague presented its decision on the disputed border between the two countries. The ruling is complex and at times ambiguous with both sides claiming to have been awarded the town of Badme which was the cause of the last conflict.

Currently about 50% of the population has access to health services, 24% has access to safe water, and 12% has access to adequate sanitation facilities. These factors all feature highly in the causes of morbidity and mortality. HIV/AIDS is a serious threat which causes human suffering and has devastating economic and social implications. The recently adopted poverty reduction strategy which is the main tool for the government to combat weaknesses of social structures and improve the situation of the vulnerable populations, consistently receives support from international donors.



³ 'Woreda' is Amharic for District.

Human Development Indicators at a Glance:

	Kenya	Ethiopia	Uganda	Sub-Saharan Africa	World
Life expectancy at birth (years), 2001	50.8	45.7	44.0	48.7	66.9
Adult literacy rate (% age 15 and above), 2000/2001	82.4	40.3	67.1	61.5	~
Adult literacy rate (female as % of male), 2000/2001	86	67	73	77	~
Combined primary, secondary and tertiary gross enrolment ratio (%), 1999	51	34	45	42	65
GDP per capita (PPP USD), 2000/2001	1,022	810	1,208	1,690	7,446
People living with HIV/AIDS, adults (% age 15-49), 2001	15.00	6.41	5.00	9.00	1.20
Refugees (thousands), in/out, 2000	206/10	~	237/29	~	~

Source: UNDP Human Development Report 2002
 PPP in this context refers to Purchasing Power Parity.

Red Cross and Red Crescent Priorities

Movement⁴ Context:

The Movement has been present in Ethiopia for many years. The ICRC and the Federation work closely in supporting Ethiopian Red Cross Society in relief programmes and capacity building; the ICRC also maintains its traditional activities in conformity with its mandate.

With support from partner national societies, the ICRC and the Federation, the national society development programmes are carried out through out the country. These programmes encompass areas such as water and sanitation (WatSan), community-based first aid (CBFA), HIV/AIDS and disaster preparedness. Ambulance service, blood donor recruitment and the essential drugs programmes also provide essential services to the population.

The five-year strategic development plan (2001-2005) guides all activities of the national society. The Federation assists in the coordination of the support from partners national societies through the Cooperation Agreement Strategy (CAS). A second partnership meeting will be held in March 2003 during which partners will extend their support to the national society in line with the CAS. These include:

- The American Red Cross in water and sanitation
- The Danish Red Cross in HIV/AIDS and essential drugs programme;
- The Belgian Red Cross in water and health and care
- The British Red Cross in water and sanitation, HIV/AIDS and disaster preparedness
- The Spanish Red Cross in water and health and care
- The Swedish Red Cross in organizational development and water and sanitation
- The Netherlands Red Cross in health and care
- The ICRC for mines action, HIV/AIDS, international humanitarian law and tracing.

Through these programmes, emphasis is put on strengthening the national society programme management capacity, reinforcing the funding base at national, regional and branch levels. Furthermore, during the joint national society/Federation drought operation in 2002-03, the national society received consistent support from the Movement to assist the drought stricken population in several parts of the country. Together with the Federation and the ICRC, the British, Danish, Spanish, Swedish and American Red Cross Societies have indicated their willingness to continue supporting the national society's projects throughout the 2004-2007 planning period.

⁴ 'Movement' refers to the International Red Cross and Red Crescent Movement

Primary support from the Movement in 2002-2003

Partner	Health	HIV/ AIDS	Relief	Disaster Management	Humanitarian Values	Organizational Development
ICRC	xx		xx	xx	xx	
Federation	xx	xx	xx	xx	xx	xx
American Red Cross	xx		xx			xx
Australian Red Cross			xx			
Belgian Red Cross	xx		xx			xx
British Red Cross	xx	xx	xx	xx		xx
Canadian Red Cross			xx			
Danish Red Cross	xx	xx	xx			xx
Finish Red Cross			xx			
German Red Cross	xx					xx
Hong Kong			xx			
Iranien Red Cross			xx			
Japanese Red Cross			xx			
Korea Red Cross	xx					xx
Netherlands Red Cross	xx		xx			xx
Norwegian Red Cross			xx			
Spanish Red Cross	xx					xx
Swedish Red Cross	xx		xx			xx

National Society Strategy/Programme Priorities:

The **Ethiopian Red Cross Society** faces many challenges in developing its structure to facilitate consistent response to the needs of the communities. The size of the country and the inaccessibility of much of the terrain strain the capacity of the headquarters to give structured support to many of its branches. Strong branches are essential if the national society is to maintain its profile in the areas of health and care, HIV/AIDS and respond to natural emergencies. One of the national society's main priorities for the period 2004-2007 will be to focus on the streamlining of its structure and human resource base to achieve higher efficiency and effectiveness in programme management. Capacity building of staff at headquarters and branches will be essential in this process to which the Federation will give its full support.

With its large network of branches, the national society is a key player in efforts to reverse the negative trends affecting an increasing number of vulnerable people. HIV/AIDS is a core theme in the national society's Strategy 2005. The national society has one of the largest and most ambitious water and sanitation projects in the region, with bilateral support from several partner national societies over the last three to four years. The community based first aid program is continuously developing an active volunteer base which gives health advice and education to the population in the most remote areas of the country. The national society has a good track record in mobilizing the population at times of mass vaccination campaigns and in responding to food security crises. Within the framework of the global and regional disaster preparedness and response strategy of the Federation, national society disaster preparedness Strategy 2010⁵ has recently been outlined, focusing on the reinforcement of disaster preparedness, disaster response and food security capacities of the national society. The following are structural and organizational achievements achieved by the national society over the last three years:

⁵ 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>

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- A new charter was prepared for the national society in 1999, elections for the executive boards at branch and national level were held in 2000, a governance code of conduct distributed to all branches (2000-2001) and a Cooperation Agreement Strategy (CAS) developed in 2003.
- The national society headquarters was restructured in 1999 and a new organizational and salary structure introduced.
- A better management, information and financial systems have also been developed but is not yet fully operational.
- A branch development manual was drafted, regional branches initiated and local branches strengthened (2000). Some branches were involved in the emergency food relief assistance (2002-2003) and meningitis operations society, from which they gained considerable experience.

Further priorities of the national society in the coming four years will be to:

- Build strong disaster preparedness and food security capacities in the branches to enable the society to effectively respond to health and food security emergencies;
- Scale up the HIV/AIDS programme and other ARCHI⁶ 2010 activities, in particular water and sanitation; and,
- Increase efforts to promote and defend humanitarian values.

The national society will continue implementing the long-term programmes such as the essential drugs program that operates 32 pharmacies, blood banks and ambulance services. This will be achieved by strengthening headquarters and branch capacity by developing skills in programme management, reporting as well as the mobilization and management of volunteers in order to implement programmes which have an impact at community level.

Strengthening the National Society

The Federation continues to provide technical support to the implementation of community based health and care, HIV/AIDS, WatSan, disaster preparedness, organizational development and initiatives on the promotion of human values.

Health and Care

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Background and achievements/lessons to date

The national society focuses on preventive health services to the community where it runs social mobilization programmes for immunization, conducts clean-up campaigns, and disseminates health messages. Community Based First Aid (CBFA) and nutrition information provided by volunteers were an essential component of the drought relief operation in 2003. The capacity of the CBFA will be reinforced during the coming four years through further training with an emphasis on close coaching and monitoring of volunteers working in and with the communities.

Many branches operate an ambulance service. The blood transfusion service runs ten blood banks around the country and produces 80% of the nation's blood and blood products. The essential drugs program has thirty two pharmacies which provide affordable drugs to thousands of people every day.

During the meningitis epidemics in 2001 and 2002, the national society contributed approximately two million vaccines and played a crucial role in community mobilization and organizing the vaccination campaign. Besides its significant contribution in the polio eradication programme, the national society is planning to broaden its contribution to measles control efforts in the country by mobilizing its volunteers to reach all eligible children. This will further enable the national society to contribute to the routine immunization programme.

⁶ 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/>

HIV/AIDS

The national society has been implementing HIV/AIDS projects for several years with the support of the Federation and bilateral donors. The Federation assisted the national society carry out an evaluation of its ongoing HIV/AIDS activities; finalize a five-year HIV/AIDS programme and a two-year operational plan. Support was given in the establishment of a HIV/AIDS coordination unit at headquarters level. The national society has over the last year scaled up its HIV/AIDS prevention and care activities from seven to twenty branches and aims at including all thirty two branches by the end of 2004. The programme will thereafter focus on consolidating and supporting ongoing activities with the aim of expanding where it is considered appropriate.

Water and Sanitation

The national society has implemented a large and ambitious water and sanitation project implemented with bilateral support from several partner national societies over the last three to four years. In response to demand in Ethiopia, the national society has taken the initiative to address the very low water and sanitation coverage in rural areas (one of the lowest in the region) linked to the high population density in some target areas by further expanding their water and sanitation interventions society. Positive results have been achieved but areas of concern identified by the national society relate to long-term strategy development, better linkages with health, improved 'software'⁷ using the PHAST⁸ methodology, strengthening national level coordination, and project support while improving disaster response in the water and sanitation sector. The national society has a long-term goal of having all branches active in water and sanitation throughout the country which will significantly impact on the health of the communities.

During the coming four years the Federation will continue supporting the reinforcement of a community based approach to the health activities through fundraising for volunteer training and coaching, as well as providing technical support to the national society during information campaigns. The Federation will promote the national society's approach of using local personnel to implement water interventions by training water and sanitation staff and establishing basic technical equipment to be centrally managed by the national society's water and sanitation team. The expansion of water and sanitation activities in branches formerly not active in this sector will take the form of ARCHI/PHAST methodology of resource mobilization and development, coaching, and monitoring and evaluation. The HIV/AIDS programme of the national society will continuously receive support through advice and coaching by technical departments of the Nairobi regional delegation.

Goal: The health of and care for vulnerable households and communities - including those affected by conflict, epidemics (including HIV), and disasters - is improved and the vulnerability of the community decreased

Objective: The Federation, throughout the coming four years, facilitates the development of national society capacity in community based health and care programming, including HIV/AIDS and water and sanitation activities by strengthening the capacity of staff and volunteers to reach the most vulnerable communities and build their capacity and awareness on disease transmission and control.

Expected programme results and related projects for this objective :

1. The capacity of the national society's health programme enables the community to participate in preventive health services so that households and communities are able to reduce their vulnerability to communicable diseases, epidemics, accidents, injuries and to care for their people
2. The Ethiopian Red Cross home-based care project for people living with HIV/AIDS has been expanded and gradually increased to reach at least 3,000 people by 2004 and continues thereafter with a similar pace

⁷ 'Software' refers to the planning stage of a project where needs of a community are identified, defined and capacities built in order to promote self-sustainability, ownership.

⁸ PHAST - Participatory Hygiene and Sanitation Transformation

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3. A national society HIV/AIDS workplace policy and educational programme for staff and volunteers has been implemented
4. The long-term water and sanitation strategy of the national society has been established and endorsed and is promoting the role of the national society with regard to provision and coverage of sustainable safe water and sanitation services in the communities through coordinated interventions and as a result of increased resource mobilization and project expansion.

Expected results	Indicators to measure results	Risks / Assumptions	Activities to meet results
<p>1. The capacity of national society health program ensures that community participates in preventive health services to reduce their vulnerability to communicable diseases, epidemics, accidents/injuries and to care for their people.</p>	<p>1.1 .Increased knowledge attitude and practice within the community promotes the capacity of the people to improve their coping mechanisms with regard to communicable diseases 1.2 The CBFA program of the national society is continuously strengthened through more trained volunteers that are actively working in the field. 1.3.A system to reach all segments of the community through the CBFA concept is created and implemented, promoting integrated health and care interventions that are prioritized and focused on the basis of vulnerability 1.4 A national society volunteer network, which can be mobilized to respond to emergencies, is established in selected branches 1.5 The national society has useful partnerships with local, national and international agents involved in health issues</p>	<p>1.1 Capacity to train and retain volunteers created within the national society 1.2 Support from the Red Cross movement maintained 1.3 Line ministries willing to work in partnership with the Red Cross 1.4 Capacity of branches to network with other stakeholders is improved 1.5 The Red Cross is able to overcome competition with other's in retaining volunteers 1.6 The government maintains society commitment to improve health service coverage</p>	<p>Federation financial support and advice given to:</p> <p>1.1 National society health and care program to develop CBFA volunteers capacities 1.2 National society health and care program to improve coaching and monitoring capacities of HQ and branch staff during four years 1.3 Workshops and trainings to improve the capacities of the volunteers working with CBFA in the communities</p>

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Expected results	Indicators to measure results	Risks / Assumptions	Activities to meet results
2.The national society's home-based care project for persons living with HIV/AIDS is expanded and will gradually increase to reach at least 3,000 people by 2004 and continue thereafter with a similar pace	2.1 The capacity of the HIV/AIDS program to care for PLWHA and their families increases from year to year through stronger involvement (more beneficiaries), more adequate response to surveys leading to adaptation of response) and better coordination with other actors (regular meetings and information exchange) 2.2 On a yearly basis the number of people benefiting from the home-based care project is increasing with 1,000 persons 2.3 The national society peer education program is expanded to reach out an additional 30,000-40,000 young people to be trained every year	2.1 Support from the Movement maintained 2.2 Line ministries willing to work in partnership with Red Cross 2.3 Capacity of the RC branch in networking with other stakeholders is improved 2.4 Red Cross is able to overcome competition with other's in retaining volunteers (motivating, promoting, replacing)	2.1 Continuous technical support and advice, including participation in workshops and meetings, given to the HIV/AIDS program through the regional delegation in Nairobi throughout four years
3. HIV/AIDS in the workplace policy and program for staff and volunteers is implemented	3.1 A policy in place 3.2 The national society staff and volunteers benefiting from the policy through peer education, free access to condom distribution, VCT and ARV ⁹ .	3.1 Support from Red Cross movement is maintained 3.2 Continuous commitment from national society board and management 3.3 National policies promoting import of low cost ARVs	3.1 Continuous technical support and advice to the establishment of a HIV/AIDS at the workplace programs through regional delegation for two years

⁹ ARV – Anti Retro-viral

Expected results	Indicators to measure results	Risks / Assumptions	Activities to meet results
4. The long-term water and sanitation strategy of the national society is established and endorsed, promoting the role of the national society with regard to provision and coverage of sustainable safe water and sanitation services in the communities through coordinated interventions and as a result of increased resource mobilization and project expansion	<p>4.1 WatSan strategy in place July 2004</p> <p>4.2 Relate to NS capacity and partner support an additional number of branches involved in WatSan activities every year</p> <p>4.3 Role of the national society water and sanitation team in planning and implementing WatSan interventions is expanded</p> <p>4.4 The national society has taken a stronger lead in the coordination of its water and sanitation partners</p> <p>4.5 The national society coordinates closely with all stakeholders involved in WatSan activities</p> <p>4.6 The national society provides sustainable safe WatSan services in communities by supporting interventions in partnership with beneficiaries and other stakeholders</p> <p>4.7 PHAST methodology is adopted country-wide</p> <p>4.8 Resource mobilization and project expansion is increased</p> <p>4.9 The national society is well represented in the WatSan coordination bodies of the government/other agencies</p> <p>4.10 national society capacity to mobilize adequate resources to meet the long-term vision of the water and sanitation project is strengthened</p> <p>4.11 The national society water and sanitation equipment emergency stocks established in country</p>	<p>4.1 The support from the Red Cross movement maintained</p> <p>4.2 The line ministries willing to work in partnership with Red Cross</p> <p>4.3 Capacity of the Red Cross branch in networking with other stakeholders is improved</p> <p>4.4 The Red Cross able to overcome the competition with the other organizations in retaining volunteers (motivating, promoting, replacing</p>	<p>4.1 Continuous technical support and advice in relation to planning, implementation and evaluation of WatSan projects will be given through the regional delegation in Nairobi during four years</p> <p>4.2 Training opportunities financed and facilitated through consolidated and coordinated support from the national society and the Federation during first and third years</p> <p>3. Fundraising to ensure basic equipment made available to the HQ WatSan team during 2004 and 2005</p>

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Disaster Management

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Background and achievements/lessons to date

Ethiopia is one of the most drought prone countries in Africa. This is due to recurrent failure of rains which often results in drought and concomitant food shortages. Together with other organizations in Ethiopia, the national society continues undertaking its humanitarian role in response to such disasters. This has been done through coordinated bilateral support from donor national societies, the Federation as well as ICRC.

Recently, the national society recognised the need to shift focus to addressing underlying vulnerability of households to drought and other disasters. Relief on its own is not sufficient in preventing destitution and enabling households recover after disasters. With this in mind, the national society formed a tripartite partnership with DFID¹⁰ and the Federation in 2001-2002 and achieved the following results:

¹⁰ DFID – Department for International Development (U.K. Government)

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- Revision of the disaster preparedness and response policy and the emergency operation procedures manual
- Familiarisation of the policy and manual to branch secretaries, staff and volunteers
- Vulnerability and Capacity Assessments which have been undertaken in two branches
- Development of a national society food security strategy
- Preparation of two food security proposals

The national society recognises the need to continue developing its capacity in terms of disaster/conflict preparedness and food security. A strategic plan¹¹ was elaborated in 2003 in order to support this ambition. The plan envisages the expansion of the national society disaster preparedness/response unit by two personnel, including a food security officer.

However, disaster preparedness requires the engagement of other departments within the national society. It is with this in mind that two working groups on food security and conflict preparedness form part of the strategic plan. These working groups will be developed at both national and branch levels and will function as a resource for programmes and engage members of the Movement and other national society departments.

The national society also recognises the need to continue using the Vulnerability and Capacity Assessment (VCA) in order to develop programming in both disaster preparedness and food security. Four national society members were trained in 2003 as part of the regional food security working group and are required to use the skills they acquired in country and in the region. Further training is planned in the country in order to expand the skills base on VCA and food security within the headquarters and branches. The national society plans to implement the food security proposals developed through partnership with DFID.

Ethiopia suffers from conflict as well as natural disasters. Recent years have seen the re-emergence of conflict with Eritrea; despite an end to the war, there continues to be tension between the two neighbouring states. Other recurrent conflicts are experienced in the Somali region of Ethiopia.

While the Federation will focus on supporting natural disaster preparedness during the coming four years, there are a number of similarities between natural disaster preparedness and conflict preparedness. It is for this reason that the national society needs to harmonise its conflict preparedness with its disaster preparedness. This will require the cooperation and coordination of the three components of the Movement. The national society has sought this cooperation which has been forthcoming from the Federation and ICRC.

Goal: Risk to disasters is reduced and response is more effective when disasters occur.

Objective: Through Movement support, the preparedness and response capacity of the national society at headquarters and branches located in high risk areas is strengthened

Expected Results and related projects for this objective are :

1. The national society carries out vulnerability and capacity analysis in a minimum of two selected areas per year
2. The capacity of the national society to analyze needs and implement food security programmes has been improved
3. The capacity of the national society to respond to disasters at national and local level has been strengthened
4. The capacity of the national society to mitigate and respond to conflict related humanitarian issues has been improved

¹¹ Ethiopian Red Cross Society Disaster Preparedness and Response 2010 Strategic Framework

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Expected Results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1. The national society carries out vulnerability and capacity analysis in a minimum of two selected areas per year	1. Two VCA reports finalized 2. Two project proposals developed and acted upon	1. Availability of committed staff and volunteers 2. Strong collaboration among stakeholders 3. Good collaboration from the communities and branches 4. Trained staff are available 5. Timely and adequate availability of resources	1.1 Through the regional delegation technically support the national society in training 20 staff on VCA methodology in one yearly workshop 1.2 Regional delegation technical support to the national society staff to implement two VCA at community level per year
2. Capacity of the national society to analyze needs and implement food security programs is improved	2. Performance of the national society in food security activities is well recognized within the country and example for other implementers	2.1 Availability of committed staff and volunteers 2.2 Strong collaboration among all stakeholders, communities and branches 2.3 Good movement cooperation and coordination 2.4 Trained staff are available 2.5 Timely and adequate availability of resources 2.6 Staff are made available for training	2.1 Support the national society to organize one yearly food security workshop for 25 staff and 50 volunteers 2.2 Support the national society to develop and implement two food security proposals per year (separate budgets for these projects) 2.3 Support the national society in forming appropriate partnerships with NGOs, UN and Government 2.4 Support the national society in their participation in biannual interagency food security assessment
3. Capacity of the national society to respond to disasters at national and local level is strengthened	3.1 Branch DP/R plans are available and acted upon 3.2 Two food security programs are implemented 3.3 20-25 members for the national disaster response team are trained 3.4 Branch disaster response teams are established and trained	3.1 Availability of committed staff and volunteers 3.2 Strong collaboration among all stakeholders, communities and branches 3.3 Good movement cooperation and coordination 3.4 Trained staff are available 3.5 Timely and adequate availability of resources 3.6 Staff available for training 3.7 Invitations forwarded by branches and regional offices for exchange and deployment of trained personnel	3.1 Support the national society over the four years in developing and implementing disaster preparedness and response at headquarters and branch levels 3.2 Support the national society in organizing annual DP/R planning meeting at national level 3.3 Facilitate three exchange visits between branches for lesson learning per year 3.4 Secure the deployment of trained staff nationally and regionally

Expected Results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
4. Capacity of the national society to mitigate and respond to conflict related humanitarian issues is improved	4.1. Working group on conflict preparedness is established 4.2 Conflict risk is mitigated through better programming initiatives 4.3 Contingency stocks in place in 10 priority branches	4.1 Availability of committed staff and volunteers 4.2 Strong collaboration among all stakeholders, communities and branches 4.3 Good movement and government cooperation and coordination 4.4 Trained staff are available 4.5 Timely and adequate availability of resources 4.6 Staff are made available for training	4. Monthly Movement meetings

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Humanitarian Values

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Background and achievements/lessons to date

The national society has historically had a high profile in responding to natural and man-made disasters. The promotion of humanitarian values is a priority for the national society and to successfully achieve this, the information strategy was revised in 2003. For the period 2004-07, the national society will further strengthen its activities and reinforce its image and role as a valid partner in this field.

Goal: Movement Fundamental Principles and Humanitarian Values are known and respected throughout Ethiopia and, as a result, discrimination against vulnerable groups is reduced.

Objective: The Federation secretariat supports Ethiopian Red Cross by increasing its capacity to promote Movement Fundamental Principles and Humanitarian Values and promote its image throughout the country

Expected results and related projects for this objective:

1. The national society is positively advocating, assisting and protecting the most vulnerable - i.e., persons living with HIV/AIDS, people affected by disaster, people lacking access to basic health and water and sanitation services through influencing behavior in the community (governments, donors, private sector and other members of the civil society)
2. The image of the national society has been promoted through regular dissemination and information activities
3. The role and importance of the public relations and information department has been fully recognized internally and externally
4. The national society funding base has been increased

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Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
1.The national society is positively advocating, assisting and protecting the most vulnerable - i.e., people living with HIV/AIDS, people affected by disaster, people lacking access to basic health and water and sanitation services through influencing behavior in the community (governments, donors, private sector and other members of the civil society)	1.1 The leadership of Ethiopian Red Cross has regularly spoken out with and on behalf of vulnerable communities to mobilize existing capacities and to influence decision makers 1.2 Through its programs in health, water and sanitation and disaster management, the national society actively advocates on the rights and needs of communities	1.1 Spread of media openly throughout the country 1.2 Interest of general public in ERCS activities 1.3 Partners are willing to support development of PR/Information department 1.4 A basis of ERCS programs/projects exists which PR/Information department can promote	1.1 The Federation is actively supporting the national society in its Promotion of Humanitarian Values (PHV) through the editing of material, exchange of ideas, posting of material on the website etc. 1.12 Planning and implementation of media activities are actively supported by the Federation
2. The national society's image is promoted through regular dissemination and information activities	1. 12 newsletters, 12 press releases, 12 newspaper articles are produced in Amharic and English and -TV coverage of ERCS activities on 6 occasions	2.1 Spread of media openly throughout the country 2.2 Interest of general public in ERCS activities 2.3 Partners are willing to support development of PR/Information department 2.4 A basis of ERCS programs/projects exists which PR/Information department can promote	2. Send information material to donors and partners to ensure regular contact and information sharing
3. The role and importance of the PR and information department is fully recognized internally and externally	3.1 A strengthened and empowered ERCS information department with a coherent strategy, policy and implementation plan in place 3.2 Relation with local and international media and other stakeholders strengthened through 10 more encounters per year 3.3 The national society is considered a reliable information source in emergencies through active participation in coordination meetings	3.1 Spread of media openly throughout the country 3.2 Interest of general public in ERCS activities 3.3 Partners are willing to support development of PR/Information department 3.4 A basis of ERCS programs/projects exists which PR/Information department can promote 3.5 Open information exchange between different departments of the national society	3.1 Capacity building of five staff in writing, editing and photographing 3.2 Facilitate exchanges and participation in Movement training 3.3 One media seminar held for key ERCS staff yearly 3.4 One training workshop per year for 10 key staff to improve external relations

Expected results	Indicators to measure results	Risks / Assumptions	Activities planned to meet results
4. ERCS funding base is increased	4.1 Number of members and active volunteers increased by 5% per year 4.2 Funding base increased by 5% per year	4.1 Spread of media openly throughout the country 4.2 Interest of general public in ERCS activities 4.3 A basis of ERCS programs/projects exists which PR/Information department can promote 4.4 Open information exchange between different departments of the national society	4. Facilitate the spread of information to partners and other international stakeholders about the national society programs and projects through articles on the website

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Organizational Development

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Background and achievements/lessons to date

The strategic development plan 2005 which will be reviewed at the beginning of 2004 and projected till 2009 mainly focuses on organizational development for the national society for the next four years. It aims at developing a better functioning national society with strong headquarters and branches, decentralized structures and a greater degree of self reliance. This work is ongoing and as a result of the partnership meeting in 2003, the national society with the support of the Federation has embarked on the task of restructuring its headquarters and branches. These measures will introduce a new organizational and human resources policy and structure, enhance programme management capacities at all levels, and implement consistent management, information and financial systems.

The budgets for promotion of humanitarian values and delegation management are included in the organizational development budget.

Goal: Implementation of characteristics of a well-functioning national society has improved Ethiopian Red Cross in the three key areas: foundation, capacity and performance.

Objective: With secretariat support, Ethiopian Red Cross has strengthened its capacity at headquarters and branches to respond to humanitarian emergencies and development needs of the communities.

Expected Results and related projects for this objective are :

Ethiopian Red Cross has increased its capacity to manage and implement focused and responsive programs through:

1. Adequate organizational and staffing structures are in place which respond to the needs of the national society's programmes and projects, promoting effective and efficient communication and coordination within headquarters' departments as well as between headquarters and branches, encouraging a proactive planning, implementation, evaluation and reporting of programs
2. Volunteer involvement in activities are based on a clearly defined policy for volunteer management, training and development; an adequate number of volunteers have been recruited and maintained
3. Reliable and sustainable financial resource base has been established at all levels, reinforcing the funding base of the national society for core as well as program expenses

Expected results	Indicators to measure results	Risks/ Assumptions	Activities planned to meet results
<p>1. Adequate organizational and staffing structure in place, which responds to the needs of the national society programs and projects, promoting effective and efficient communication and coordination within headquarters' departments as well as between headquarters and branches, encouraging a proactive planning, implementation, evaluation and reporting of programs</p>	<p>1. A new HR policy and strategy in place 2. Training of all staff to be retained, for new areas of work and/or better performance, has taken place 3. Number of employees are adapted to new structure and needs of the society at all levels</p>	<p>1. Availability of HR development study 2. Fund available to conduct and implement the study 3. Competitive remuneration scheme in place 4. Full support from governance and management</p>	<p>1. Support the national society to develop and implement a new HR strategy and policy through coordination of Partner support, close follow up of consultancy review process, ensure implementation of final recommendations 2. Follow-up closely with the national society that capacities in human resource management are reinforced and a gender sensitive approach applied throughout branches, headquarters and programs 3. Financially and through planning/implementation, and coordination of bilateral partners, support training to reinforce efficient and effective program management at all levels</p>
<p>2. Volunteer involvement in activities based on a clearly defined policy for volunteer management, training and development and an adequate number of volunteers with regards to quantity and quality recruited and maintained</p>	<p>1. New volunteer policy in place 2. Volunteers recruited, trained and coached according to the new policy and strategy 3. Yearly volunteer turn-over less than earlier years 4. Volunteers motivated and active in their communities through close contact with their populations, constant contact with the national society branch office and regular reporting. 5. Volunteer's reports being analysed and used for planning of future activities</p>	<p>1. Good awareness creation activities in place 2. Continuous partner support 3. Full support from governance and management</p>	<p>1. Support and advice the national society in development of policy and strategy for volunteer recruitment and retaining at all levels 2. Funding support to volunteer trainings 3. Advice on development of training curricula 4. Participate in training workshops 5. Support and advice the national society in continuous coaching of volunteers through development of strategies and methodologies</p>
<p>3. Reliable and sustainable financial resource base established at all levels, reinforcing the funding base of the national society for core as well as program expansion</p>	<p>1. The national society reliance on funds raised through own mechanisms, for payment of core costs is increased by 5% per year 2. Project funding by own funds increases with 5% per year</p>	<p>1. PNS continue to support IG projects 2. Better capacity to plan and implement viable IG projects in place 3. Full support from governance and management</p>	<p>1. Support development of income generation and fundraising strategy 2. Support organization of two training programs to enhance capacity of planning and implementation of income generation projects at branch level every year</p>

[<Click here to access the Logical Framework Planning Matrix document for Organizational Development>](#)

Coordination, Cooperation, and Strategic Partnerships

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Background and Achievements/Lessons to date

Since January 2002, the Federation's delegation in Ethiopia has been integrated within the structure of the national society. Apart from two delegates seconded to the drought operation in 2002-2003, the presence is limited to a Federation representative. Within the framework of Strategy 2010, the main role of the Federation in Ethiopia is to support the national society in all its endeavours to ensure effective and cohesive assistance for its strategic priorities. Coordination of Movement support through the facilitation of meetings, review and coordination of Cooperation Agreement Strategy (CAS) and facilitation of technical support by the Federation is key to this role. In line with the strategy for change, the future aim is to ensure support to the society through the establishment of a Horn of Africa sub regional office in the year 2004.

Goal: Ethiopian Red Cross is empowered to achieve its mandate through strong partnerships

Objective: Ethiopian Red Cross' integrated capacity building, planning and implementation skills are ensured by the Federation through participatory facilitation

Expected Results and related projects for this objective:

1. Knowledge sharing and analysis of situations with partners has been ensured leading to more effective coordination and cooperation between partners
2. Regional cooperation has been promoted
3. The CAS process has been facilitated and coordinated
4. Partners have been encouraged to provide assistance in line with national society's priorities and needs
5. The organization of partnership meetings has been facilitated
6. The organization of regular meetings with the ICRC and partners has been facilitated
7. Coordination for disaster response contingency planning with country and regionally based national societies, partner national societies and ICRC has been facilitated

Effective Representation and Advocacy

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Background and achievements/lessons to date

In line with the Strategy 2010 and the Strategy for the Movement, international representation has been highlighted and strengthened. Ethiopian Red Cross is a key partner in advocating for the most vulnerable and in playing an active role in relief operations as well as in promoting humanitarian values.

With its presence in Ethiopia, the Federation is regularly represented on the humanitarian scene and participates in coordination meetings with the UN and international agencies, NGO meetings, security briefings and government meetings. However, these relations need to be developed with a long-term perspective. The contact with the African Union (formerly Organization of African Unity) needs to be particularly reinforced.

Goal: The Federation has a high profile as a key humanitarian actor and advocate in the region with the added advantage of a network of national societies able to deliver services at community level.

Objective: The Federation is an effective and reliable partner supporting Ethiopian Red Cross in addressing the needs of the most vulnerable.

Expected Results and related projects for this objective:

1. The Federation is recognized as a competent partner among international and national NGOs operating in Ethiopia, the African Union, the national government, diplomatic missions and domestic donors
2. Policies and strategies of the Federation are well recognized amongst all stakeholders in the humanitarian field in Ethiopia
3. The Federation Representative maintains an active information exchange on humanitarian and security issues with diplomatic missions in Ethiopia

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4. The secretariat's regional delegation promotes and supports an active participation of Ethiopian Red Cross in regional and international fora of the Red Cross and Red Crescent Movement
5. Contact between the African Union and the Federation is well established

Delegation Management

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Background and Achievements/lessons to date

With the introduction of the Change Strategy, the main support to the national society will be handled by the representative in 2004. Nevertheless, specific human resources programme support will be extended within the framework of the programmes/projects as required. Technical support will be extended through the Federation upon request. The particular need of qualified consultants for the human resources revision will be considered within the framework of the organizational development program.

With the establishment of the Horn of Africa sub-regional office in 2004, the necessary human resources for the general support to the national society and Federation representation will be supplied through this office.

Goal: Ensure Federation support to the national society for the coming four years

Objective: Ensure efficient and effective support is extended to the Ethiopiann Red Cross Society through a well functioning Federation presence in the country during 2004 and through the Federation sub-office for the coming years

Expected Results and related projects for this objective are :

1. Efficient and effective management of the Federation presence in Ethiopia has been put in place
2. Close linkages to Federation regional and sub-regional offices has been ensured

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.04/2004

Name: Ethiopia

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	15,727	0	0	0	0	0	15,726
Medical & first aid	14,592	0	0	0	0	0	14,591
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
SUPPLIES	30,319	0	0	0	0	0	30,318
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	8,107	0	0	0	0	0	8,106
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	8,107	0	0	0	0	0	8,106
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	3,243	3,286	0	1,736	0	0	8,264
TRANSPORT & STORAGE	3,243	3,286	0	1,736	0	0	8,264
Programme Support	7,706	3,713	0	30,047	0	0	41,465
PROGRAMME SUPPORT	7,706	3,713	0	30,047	0	0	41,465
Personnel-delegates	0	0	0	144,000	0	0	144,000
Personnel-national staff	12,970	20,903	0	14,556	0	0	48,428
Consultants	0	0	0	10,000	0	0	10,000
PERSONNEL	12,970	20,903	0	168,556	0	0	202,428
W/shops & Training	21,289	21,274	0	24,219	0	0	66,781
WORKSHOPS & TRAINING	21,289	21,274	0	24,219	0	0	66,781
Travel & related expenses	29,592	1,946	0	28,603	0	0	60,139
Information	5,324	0	0	0	0	0	5,324
Other General costs	0	5,999	0	209,096	0	0	215,094
GENERAL EXPENSES	34,916	7,945	0	237,699	0	0	280,558
TOTAL BUDGET:	118,550	57,121	0	462,257	0	0	637,924