

Appeal 2004



International Federation
of Red Cross and Red Crescent Societies

Armenia

Appeal no. 01.76/2004

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>

Below: click on programme title to go to relevant text and figure to go to programme budget

Programme title	2004 in CHF
Strengthening the national society	
Health and care	186,796
Disaster management	207,670
Humanitarian values	20,001
Organisational development.	365,717
Total	780,182²

¹ Identified by blue in the text.

² USD 594,000 or EUR 503,000.

National Context

The Armenian Red Cross Society has provided years of consistent humanitarian assistance in one of the poorest and most complex countries in Europe. While other organisations have come and gone, the Armenian Red Cross, with the Federation secretariat's support, has stayed. It is the only indigenous, volunteer, community-based and nationwide humanitarian organisation working with the population of Armenia.

The huge economic decline in the early years of transition in this former Soviet republic has not yet been reversed. Despite government economic reforms, foreign investment and assistance by international organisations, recovery is slow. Communities suffer from crushing poverty, high unemployment, rising prices and the collapse of health and social services. 55 per cent of the population is considered poor and 22.9 per cent extremely poor (Human



Development Report – Armenia, UNDP 2001). Poverty is prevalent among the unemployed, disabled and families with several children, as well as in rural areas among the landless. Almost 67 per cent of all unemployed are women. Increases in global prices for foodstuffs and raw materials have put additional burden on vulnerable communities.

The Government has initiated a poverty reduction programme in 2003. However, in a context of declining support from the international community, local needs overwhelm capacities of the government. Vulnerable groups remain marginalised. Elderly living alone, disabled, patients with chronic diseases and orphans continue to depend on international humanitarian assistance.

The dispute with Azerbaijan over Nagorno-Karabakh remains unresolved. Despite a cease-fire in 1994, no lasting solution has been reached. Armenia's longest borders, with Azerbaijan and Turkey, are closed. Hundreds of thousands of refugees and internally displaced persons remain in need of help. To compound the situation, Armenia is extremely disaster prone. The earthquake in 1988 killed more than 25,000 people and devastated infrastructure.

The development indicators below reveal the extent of the challenge to alleviate suffering of the country's most vulnerable people.

Armenia development indicators at a glance

(Source: www.undp.org/hdr2003)

Total population (2001)	3.1 million
Annual population growth rate (2001-15)	- 0.3%
Life expectancy at birth (2001)	72.1 years
Infant mortality rate	31 per 1,000 live births
Maternal mortality rate	35 per 100,000 live births
Public expenditure on health (2000)	3.2% of GDP
People living with HIV/AIDS age 15-49 (2001)	0.15%
People living below USD 1 a day (1990-2001)	12.8%

GDP per capita annual growth rate (1990-2001)	-1.3%
Adult literacy rate age 15 and above	98.5%

Red Cross and Red Crescent Priorities

National Society Strategy:

The Armenian Red Cross was founded in 1920 and recognised by the International Red Cross and Red Crescent Movement in 1992. It became a member of the Federation in 1995.

In a country exposed to a range of humanitarian challenges, the Armenian Red Cross has an important role to play as an auxiliary to the Government. The national society has met urgent needs of thousands of vulnerable people, through large-scale emergency relief operations in the late 1980s and early 1990s, as well as subsequent development programmes. It has done this with the support of the Federation and partner national societies. The main activities of the Red Cross include: social and health care for those most in need, incorporating rehabilitation of patients with spinal cord injuries; strengthening community capacity to counter the effects of disaster; first aid services; empowering youth; supporting refugees and asylum seekers; promoting tolerance and coexistence; tracing and dissemination of International Humanitarian Law, as well as, the Movement's Fundamental Principles, which include humanity.

The strategic priorities of the Armenian Red Cross – embedded in its ten-year work plan – are:

- organisational development;
- disaster management;
- health and care; and
- promotion of humanitarian values.

These priorities address a part of the humanitarian challenge that today faces tens of thousands of vulnerable people in Armenia.



Youth volunteers are the backbone of the Red Cross to reach more people in need.

The Armenian Red Cross has many characteristics that make it an effective supporter of vulnerable people. It is an indigenous, national and community based organisation with an extensive network of 13 regional branches and 60 sub-branches, staffed by 267 employees and 2,500 volunteers.

The organisation has a presence across the country, with facilities that include the International Post-Trauma Rehabilitation Centre and a warehouse.

The Armenian Red Cross, through its affiliated companies, tries to generate its own income. However, it continues to depend on external support.

Overall, it is a more effective organisation, but more needs to be done in 2004-2005 to strengthen

its capacity. Learning from programmes in 2003, the national society's capacity development objectives for the coming two years are to:

- consolidate its strategic plan by prioritising mid-term objectives based on an analysis of vulnerability, organisational capacity and the humanitarian situation;
- strengthen its regional branches to implement programmes addressing local vulnerability and within the strategic focus of the national society;
- improve its financial management to make it more effective and transparent; and
- increase its capacity to recruit, manage and retain youth volunteers.

There are a number of external factors, however, that threaten Red Cross efforts, such as: political instability in the region; territorial disputes and tensions; a socio-economic crisis; a declining funding climate; and increasing difficulty in securing longer-term commitment from partners/ donors.

International Red Cross and Red Crescent Movement Context:

The Federation and partner national societies have been supporting the Armenian Red Cross in several ways. Recently, efforts have focused on building national society capacity in disaster preparedness and response, health and care, humanitarian values and organisational development. Combined support – from partner national societies of Norway, Finland, Britain, the Netherlands, Germany, Japan and other countries, as well as the UN's refugee agency UNHCR, European Commission's Humanitarian Office (ECHO), and the Bureau of Population and Refugee Movements of the US Government, – has made a difference to thousands of people. The International Committee of the Red Cross (ICRC) has been in Armenia for some time working bilaterally with the Armenian Red Cross, supporting dissemination and tracing.

The overall goal of the Federation is to help the Armenian Red Cross strengthen its capacity to support the country's most vulnerable people.

This Appeal seeks to build on the achievements of the Federation's 15-year engagement in Armenia. The programmes are in line with the national society's strategy and support a process of capacity building in the following areas:

- improved health of vulnerable people through advocacy and timely interventions;
- increased disaster management capacity to effectively respond to disasters and reduce the impact of disasters on vulnerable people;
- promotion of the Movement's Fundamental Principles and humanitarian values to bring about a change in people's behaviour, and
- strengthened capacities of the national society to deliver sustainable, focused and responsive assistance to vulnerable communities.

The Federation's programme for 2004-05 builds on lessons learned in the past and complements the work of other components of the Movement.

The Armenian Red Cross and the Federation aim to strengthen cooperation with several actors, including government authorities, UN agencies and other humanitarian organisations. More effective cooperation will maximise the collective impact of their work on vulnerable communities. An existing cooperation agreement strategy (CAS) will be updated, based on the feedback from key partners. The CAS, developed in 2002, will help the national society to articulate in what areas it requires support; and how its actions will fit into broader and coordinated humanitarian assistance. By developing a common strategy, Movement components should act more effectively and in greater harmony.

Dialogue with the Armenian Government will continue to clarify the role of the Armenian Red Cross and the nature of support the government will provide for the national society to play its role as an auxiliary.

The Federation will support the Armenian Red Cross through its delegation in the capital, Yerevan. Technical expertise will also be offered from a delegation in Ankara, Turkey. Since January 2003, this delegation has assumed regional responsibilities for southern Caucasus – Armenia, Azerbaijan, Georgia – as well as Turkey. The Federation team has expertise in a variety of fields, including planning, reporting, organisational development, disaster preparedness and response. The regional delegation will also promote networking, partnerships and knowledge sharing between the national societies in the region.

Strengthening the National Society

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

Background and Achievements

The overall socio-economic situation in Armenia shows little improvement. An increasing number of vulnerable people continue to depend on international humanitarian support. Government institutions do not have the capacity to provide even basic health and social care to communities. The most exposed to health risk are people living in remote and rural regions.

The Armenian Red Cross has a significant role to play to prevent and alleviate suffering of thousands of vulnerable people, particularly in an environment of declining funding.

Health and care in the community is a priority of the Armenian Red Cross, reflected in its 10-year plan. The Red Cross implements several projects to meet urgent needs. It plays an auxiliary role to the government's health and social services. Prevention of sexually transmitted illnesses, HIV/AIDS, tuberculosis, health education and promotion, as well as social support to the most vulnerable groups are key activities of the national society. The Armenian Red Cross' aim is to contribute to improved community health and well-being.



Red Cross volunteers help elderly people living alone.

The number of tuberculosis (TB) cases has increased alarmingly: from 590 in 1990 to 1,051 in 1997. In 2000, 1,344 new cases were registered bringing the total number of people ill with TB to 5,450.³ In 1995, with World Health Organisation (WHO) support, the Government of Armenia introduced the directly observed treatment short-course (DOTS) programme. It, however, ceased in 2001 because of a lack of funds resulting in an acute shortage of anti-TB drugs. Considering the magnitude of the problem, the Red Cross, supported by partner national societies and the Federation, undertook to provide TB institutions with essential medicines to enable continuation of treatment. More than 2,000 patients under DOTS were treated. In addition, 5,320 leaflets on TB and its prevention were distributed through medical facilities, military forces, schools and other public institutions. A video-film on TB prevention was developed and broadcast on national television. In 2004, the drug supply is to be secured by the German Government, who committed to support the Armenian Government's three-year national TB control programme. This will include the development of a national policy on TB. The Red Cross will, therefore, be freed from this previous responsibility to focus on preventive measures through raising public awareness

The Red Cross continues to try to reduce the vulnerability of young people to sexually transmitted illnesses (STI) and HIV/AIDS. The national society has trained 356 volunteers and staff to raise awareness and encourage safer behaviour. Seventy were provided with educational materials to share

among their communities. 7,100 copies of a dictionary on sexual health and 27,000 copies of a safe sex brochure were distributed among Red Cross volunteers, students, school children and young people. Additionally, 3,000 leaflets on HIV/AIDS, 2,500 copies of a book on sexual health and STI prevention, as well as 150 booklets on drug addiction were distributed through Red Cross branches to communities. Some medical facilities were provided with syphilis and HIV/AIDS diagnostic tests.

³ Source: Government of Armenia.

There were indications of a significant increase in awareness of HIV/AIDS and STI. Efforts, however, need to continue. The national AIDS centre estimates 207 people are infected with HIV and another 30 people live with AIDS. Twenty-seven people have died from the illness. Although the numbers are low, the high growth rate of HIV/AIDS in neighbouring countries – combined with the socio-economic crisis, widespread poverty, unemployment and continued population movements – may see the situation deteriorate quickly.

In 2003, the government of Armenia signed a two-year agreement, worth USD3.2 million, with the Global Fund to fight AIDS, tuberculosis and malaria. The Red Cross is a member of an interagency coordinating group on STI/HIV/AIDS and TB prevention. The Red Cross seeks funds from the Global Fund to support its projects. STI, however, are not covered. The Federation will, therefore, continue to support national society efforts on STI prevention, as well as, HIV/AIDS. It will provide test kits to the STI Centre of Armenia, peer education on HIV/AIDS and public awareness campaign.



They are not alone: Red Cross social centres provide vital assistance to thousands of elderly people

Since 2002, the Red Cross has been involved in child health care. Its activities were primarily focused on Gegharkunik, the region with the highest malnutrition rate among children. There, 30 children in every 1,000 die because of poor diet or illness. Thirty-one per cent of children have stunted growth compared to 10 per cent in Yerevan. Twenty per cent of children under five suffer from diarrhoea and 46 per cent from acute respiratory infections⁴.

Over the last few years, the Red Cross has distributed 16,700 copies of education materials on integrated management of childhood illnesses. In addition, 387 volunteers were trained on breastfeeding, nutrition, preventive and curative childcare, HIV/AIDS, early detection of disease and immunisation to educate 8,000 mothers of children under five. The work with vulnerable children and their parents remains a priority for the Red Cross. The Federation will assist in the continued mobilisation of volunteers from local communities to raise awareness on reducing childhood illness.

Red Cross health and social care programmes have adjusted over the years. They have sought to better respond to changing needs, in accordance with the capacity of the national society. After the devastating earthquake in 1988, the Armenian Red Cross, assisted by the Federation, ran several social welfare programmes, such as the visiting nurses programme to provide support to lone pensioners. However, difficulties arose in maintaining the services as a result of lower funding. In 1999,

the Armenian Red Cross, supported by the Federation and partner national societies, set up 23 social service centres. The centres were established to fill a gap in local services and address community needs in a sustainable way. In addition, they acted as a focal point for more volunteers to help their communities.

The centres are in Red Cross offices nationwide and have helped 55,000 people over the past two years. Services include: psycho-social consultations to lone elderly people, refugees and other vulnerable groups; medical check-ups; distribution of basic food; supply of prescription medicine and hygiene supplies; distribution of second hand clothes, home care; and raising awareness on health issues. Activities are integrated with other Red Cross programmes, such as youth, first aid, relief, dissemination, disaster preparedness and volunteer development.

Fifty per cent of the population lives under the poverty line. The most vulnerable are lone pensioners, who receive a monthly government pension of USD8 (UNDP 2001). They are deprived of basic health and social care, as well as information and education to cope with the impact of emergencies.

⁴ Source: Ministry of Health of Armenia

The situation in Armenia underscores the need to strengthen the auxiliary role of the Red Cross and its capacity to serve vulnerable people. With reduced international funding it is equally important to increase local community involvement in Red Cross operations because people know their needs best and have a direct interest to improve conditions.

The national society's current social services project is a key part of its health strategy. Building on past experience it will help make Red Cross social medical services more relevant to communities. The initiative is also designed to be sustainable once external support ends. Increased community participation will strengthen the likelihood of this.

The Red Cross coordinates its health activities with government departments, including the emergency management administration and national institute of health, as well as WHO, UN's Development Programme (UNDP), UN's children's agency (UNICEF), United Methodist Committee On Relief (UMCOR), UNICEF, Medecins Sans Frontieres (MSF) and other non-governmental organisations. The Red Cross has signed a cooperation agreement with a number of those agencies to make humanitarian action more coordinated and effective.

Goal: Health and social vulnerability of people of Armenia has decreased.

Objective: Target vulnerable communities have improved their health and social conditions through better service delivery from the Red Cross.

Expected Results:

- **Health promotion and education:** Vulnerability of target communities to sexually transmitted infections (STI), HIV/AIDS, TB and childhood illnesses has reduced through improved Red Cross voluntary community services, education, public awareness campaigns and delivery of STI test systems to specialised institutions. [<Click here to link to project logframe>](#)
- **Social services for vulnerable people:** 25,000 vulnerable people – single elderly, internally displaced persons, refugees, handicapped people, large families and orphans – have improved their health through needs-based socio-medical services including food, medicines, home care, consultations and advocacy, provided by the Red Cross. [<Click here to link to project logframe>](#)

2. Disaster Management

[<Click here to return to title page>](#)

Background and Achievements



A reliable partner: Red Cross rapid response team helps people trapped in a collapsed building

Armenia is exposed to a range of complex emergencies. It has suffered from disasters, including earthquake, war, radiation leak, mudslide, hailstorm, and floods. Its 48 cities, with a population of 2,541,200, are located in a seismically-active area. About 30 per cent of the country, which includes 368 settlements with a population of 569,500, is exposed to storms. There are more than 3,000 landslide zones, which account for 70 per cent of the whole territory. Ten per cent of the country is a potential flood zone.

Historically earthquakes are the major hazard. Drought is another. The drought of 2000 resulted in losses estimated at USD40 million. The following year, losses totalled USD9 million (Source: Government of Armenia).

Disasters have resulted in large groups of internally displaced people (IDPs) and refugees. About 192,000 IDPs had to leave their homes of origin because of the armed conflict in Nagorno-Karabakh, earthquakes, floods or

landslides. In addition, there are 311,000 refugees. Twenty per cent live in temporary shelters and 70 per cent are unemployed.

Armenia also loses many of its workers who leave for other countries in the hope of better living and working opportunities. Most live in the Russian Federation, but increasingly people are moving to Western Europe and the USA. Between 1991 and 2001, 800,000 people emigrated, of which 64,000 received refugee status. Human trafficking is another issue of concern. Although there are no official statistics, the International Organisation for Migration (IOM) estimates 500 people were trafficked between 2000 and 2001 from the city of Gyumry alone.

At the same time, an increasing number of foreign citizens from Iran, Pakistan, Somalia and Sudan are seeking asylum in Armenia and are in need of help. In 1999-2001, the State Department for Migration and Refugees registered 34 applications of which seven were granted refugee status. In 2002 there were over 20 applications, while in the first quarter of 2003, 14 people applied. Although the number of asylum seekers in Armenia remains low, it is expected to increase because of ongoing instability in surrounding regions. Armenia's aging nuclear plant in a seismically active area also poses a threat.

The Armenian Red Cross started its disaster management programme in 1998 with the Federation's support. Its initial focus was on assisting displaced people from Nagorno-Karabakh and communities affected by the 1998 earthquake. The assistance included large scale relief, emergency food and medicines distributions, as well as rehabilitation.

In 1998 the Red Cross developed a plan of action to strengthen its disaster management capacities. In 1999, it signed a Memorandum of Understanding with the government's emergency management administration. This established a general framework of cooperation and coordination in search and rescue, first aid, information, dissemination, tracing, material resources and utilisation of the national society's international post-trauma rehabilitation centre.

The Red Cross then conducted a number of training workshops on disaster management for staff, volunteers and government officers, and simulation exercises in the capital and regions. It has set up a countrywide disaster management structure to reach vulnerable communities in high risk areas more effectively. The Red Cross established 13 regional and three zonal disaster preparedness and response centres to coordinate disaster management activities in the central, northern and southern regions. Each centre has a coordinator and a rapid response team of 12 staff and volunteers trained in disaster management. Through regional and zonal centres, the Red Cross aims to help communities reduce their vulnerability to emergencies. The Red Cross has developed and distributed various disaster management-related leaflets, posters, booklets and training modules – over 500,000 copies since 1998 – to raise public awareness. Additionally, it has emergency relief stockpiles in its regional warehouses to meet the needs of 1,500 people.



First aid is an integral component of Red Cross disaster preparedness and is one of the main activities of the Armenian Red Cross. During recent years, the Red Cross has developed first aid manuals for trainers and the general public. The national society has trained staff, volunteers and vulnerable people, as well as better off communities who can afford to pay, so as to generate income. Since 1997, the Red Cross has organised annual first aid competitions to evaluate and enhance the skills of its first aiders, recruit new volunteers, promote the usefulness of first aid and bring the national society's first aid programme up to international standards. In 1998, the Armenian Red Cross was awarded a

Helping hand: Red Cross mobile technical teams help elderly people in remote areas with minor home reconstruction.

European First Aid certificate.⁵ In 2004, the Red Cross will strive to improve its first aid service and better integrate it in its disaster management programme. The role of the Red Cross in providing assistance to asylum seekers and newly-recognised refugees has significantly increased. This is because of the complicated socio-economic situation in the country and limited financial resources of the government. The national society is the only organisation in Armenia today providing food and hygiene materials to help this vulnerable group. It does this as an implementing partner of the UNHCR, the main agency coordinating support for refugees. In recent years, the Red Cross has initiated new activities. Its youth volunteers have been visiting lone elderly refugees from the Nagorno-Karabakh conflict providing them with food, clothes and psycho-social support.

Armenia does not have an active public policy on trafficking and the government has been trying to improve the situation. However, much more remains to be done, particularly on prevention and raising public awareness. In 1999, the Government developed refugee status determination procedures and established a department for migration and refugees. However, a recent analysis of the legal framework in Armenia has revealed gaps that remain to be filled. The system needs to be developed to adhere to international standards. Attention is required to help asylum seekers and newly-recognised refugees integrate and naturalise. The access to fair refugee status determination process also needs to be secured.

The Red Cross is a member of the UN coordination group on counter-trafficking. It has been making efforts to raise public awareness on illegal trafficking. Additionally, it has been helping, in cooperation with the UNHCR, asylum seekers and new refugees with food and hygiene supplies. The Red Cross maintains good contact with the government, the UN, non-governmental organisations and mass media. Its systems and capacities, however, need to be developed. The current appeal, in line with the decisions of the Federation's statutory Europe Conference in Berlin in 2002, aims to assist the national society to improve services to displaced people and advocate for their wellbeing.

The Red Cross has good partnership links with government agencies such as the emergency management administration, crisis management institute, the national survey for seismic protection, fire brigades, ministry of internal affairs, ministry of health, and other ministries. Government agencies and non-governmental organisations take part in Red Cross workshops and simulation exercises. The national society also coordinates its disaster management efforts with embassies, UN agencies and international organizations including UNDP, UNICEF, USAID and UMCOR. It has become one of the country's most effective actors in disaster management, well recognised by the government. The national society has a potential to play an important role in drafting the national disaster plan. However, frequent changes in government structures and personnel have slowed progress. The plan is still being developed.

Over the last few years, Red Cross disaster management initiatives have had a considerable impact on improving lives of vulnerable communities. However, several areas need to be improved. The Armenian Red Cross has to strengthen its disaster preparedness planning, build adequate human resources and structures for effective disaster response and enhance local community capacity to counter effects of disasters. The Federation will assist the national society in its work with refugees and asylum seekers to help them integrate and naturalise, as well as, advocate for their rights.

The Federation's regional delegation in Ankara will offer additional technical support. A regional disaster response team is planned. Such a team would better use existing national society capacity in the region and provide more effective help to those in need. The regional disaster response team will address food, health and shelter needs. It will also work in food security, nutrition, construction, advocacy via the media and other specialised areas. The regional delegation in Ankara would oversee training.

Goal: Vulnerability of the population to natural and man-made disasters has decreased.

Objective: The Armenian Red Cross positions itself as a key humanitarian actor in disaster management.

Expected Results:

⁵ The European First Aid certificate – issued by the Reference Centre in Paris to confirm that services meet certain standards – was introduced by the Red Cross Societies of the European Union in May 1993, on recommendations of a working group on First-Aid education. The certificate is recognised across Europe.

- **Disaster preparedness and response:** The Armenian Red Cross has strengthened disaster preparedness planning, built effective disaster response mechanisms and enhanced capacities of target communities to reduce the impact and risk of disasters. [<Click here to link to project logframe>](#)
- **First Aid:** The Armenian Red Cross has increased the quality and availability of first aid services through developing better training materials, organising effective trainings and raising public awareness. [<Click here to link to project logframe>](#)
- **Population movement:** The Armenian Red Cross helps displaced people to integrate and naturalise through legal consultations, vocational training, and provision of basic daily necessities, public awareness and advocacy. [<Click here to link to project logframe>](#)

3. Humanitarian values [<Click here to return to title page>](#)

Background and Achievements

Promotion of humanitarian values is a priority of the Armenian Red Cross, embedded in its 10-year plan. This aspect of Red Cross work encourages respect for human beings and a willingness to work together to find solutions to community problems. The Red Cross is in a position to bring this about through its mandate and countrywide network of branches and volunteers.

The Armenian Red Cross has been promoting humanitarian values and the Fundamental Principles of the International Red Cross and Red Crescent Movement – including humanity –through its programmes, training and public awareness campaigns. Since 1998, it has strengthened its information capacity with the support of partner national societies to promote the Red Cross and its work. The Armenian Red Cross regularly promotes its programmes, through local media and internationally through Federation communication channels, such as its website. A number of press-briefings were held and articles written to raise the understanding of the Red Cross’s work and mandate.

Progress has been made, but in 2004 more work needs to be done to profile the issues of tolerance and discrimination. The current programme will help the national society to build on its information capacity and develop activities aimed at promoting a culture of non-violence. More coordination is needed to incorporate the promotion of humanitarian values into all activities of the Red Cross, particularly youth and volunteers projects. Through increased visibility, the Red Cross aims to attract new volunteers and members as they are the backbone of the national society’s work with communities.

Goal: People in Armenia are less vulnerable to discrimination, intolerance and violence.

Objective: The Armenian Red Cross has increased capacity to advocate and act for tolerance and coexistence.

Expected Results:

- The information network of the Armenian Red Cross has strengthened.
- The public has increased understanding of the International Red Cross and Red Crescent Movement, its Fundamental Principles and humanitarian values through education campaigns.
- Through increased visibility, the Armenian Red Cross attracts more volunteers and members. [<Click here to link to project logframe>](#)

4. Organisational Development [<Click here to return to title page>](#)

Background and Achievements

Organisational development supported by the Federation aims to enhance efficiency, effectiveness and sustainability of Red Cross service delivery to vulnerable communities. It is one of the priorities of the national society reflected in its 10-year strategic work plan.

The Armenian Red Cross has been providing years of humanitarian assistance to the country’s vulnerable people. The assistance, however, was centralised at the headquarters and branch involvement was limited. In 1997, with the support of the Federation and partner national societies, the Red Cross shifted its focus to strengthen its branch capacities reinforcing the links with communities. Within its first institutional development programme, the Red Cross initiated organisational restructuring and established regional and community branches. Decision-making

was decentralised and branches were able to plan and develop their own activities within the national society's vision and mission. With the support of headquarters, branches have gradually engaged in core Red Cross activities, such as social and health services, first aid, youth development, disaster preparedness and response. Initially the focus was on regional branches. In 2000, organisational development efforts have been expanded to community branches.

The Red Cross has improved the skills and knowledge of its staff and volunteers at all levels through training and programmes. More work, however, remains to ensure the national society provides effective support to vulnerable people.

Over the years, the organisational structure of the national society has undergone many changes. Today, the Red Cross has 13 regional and 60 community branches. In 2003, the Red Cross established a monthly forum for its regional branch staff and members, local authorities and partner organisations to discuss needs and capacities, share ideas and experiences. The main challenge now is to bring the Red Cross closer to local communities to ensure its programmes are responsive to local needs and focused on the areas where the organisation can have the greatest impact. Branches will work with communities – in a participatory development approach – so they are stronger and better able to be involved in decisions directly affecting their lives. Branch activities will be based on needs assessments and within the strategic plan of the national society.

The Red Cross developed a ten-year strategic plan in 2001. The plan provides a solid foundation for the organisation. It, however, needs to be consolidated by prioritising mid-term objectives based on analysis of vulnerability, the national society's capacities, threats and opportunities to ensure best use of resources. The current project aims to help the Red Cross achieve this through internal and external consultations.



Red Cross supports youth volunteers to develop their skills so that they can better help their communities.

Since 1997-1998, the Red Cross has attempted to improve its financial management systems, structures and mechanisms. A significant achievement was a financial audit of the national society and its affiliated companies. After the audit, the Red Cross developed a plan of action to, step-by-step, make its financial management more transparent and effective. In 2001-2002, with British Red Cross support, the Armenian Red Cross introduced a computerised accounting system and developed a manual of financial procedures.

Further efforts were made in 2003 to incorporate the accounting of all Red Cross programmes in a unified system. In addition, the Federation supported the national society to streamline its financial management with government legislation requirements. Progress has been made, but more work remains to be done at headquarters and in branches. The major problem is lack of timely and accurate financial information from regional and community branches, as well as Red Cross affiliated organisations. This leads to poor programme management, ineffective

service delivery to vulnerable communities, and inaccurate and delayed reports to local tax authorities and donor organisations. Additionally, frequent changes in national legislation require regular training of Red Cross staff to upgrade their knowledge. In 2004, focus will be on updating the Red Cross internal procedures and regulations, upgrading accounting software, training headquarters and regional branch staff, and establishing electronic contact with branches to produce accurate and timely financial reports. Attention will be directed towards far-flung regions such as Syunik, Shirak, Gavar and Tavush. The Federation's regional delegation in Ankara will provide technical assistance to the national society to strengthen its financial management system.

Youth volunteers are the backbone of the Red Cross. They have been assisting the national society to expand its presence into the community to serve the most vulnerable people. Activities included organising camps for displaced children in disaster zones and delivering relief supplies to orphanages. Volunteers also help to strengthen sustainability of Red Cross services. In 2002, the Red Cross initiated a resource development project with the support of the Federation's capacity building fund. It aimed to generate income through the sale of promotional items and organisation of a youth club. The Red Cross is committed to continue this with help from volunteers.



Red Cross staff discusses how to plan more focused and responsive programmes to help people in need at the Project Planning Process workshop, Yerevan, 2003.

The Armenian Red Cross has 2,500 volunteers across the country. A majority are young, enthusiastic and committed people who want to make the world a better place to live in. Red Cross activities provide young volunteers with opportunities to experience realities of the country, contribute to the society they live in, broaden their horizon, meet their peers and gain professional, as well as personal skills. These volunteers need support to develop their skills so that they can better help their communities.

With the assistance of partner national societies from Germany, France, Switzerland, Spain and Austria, the Armenian Red Cross has organised youth activities and programmes to recruit and train more young volunteers. However, in a country with widespread poverty, a collapsed economy, poor social and health care, and tens

of thousands of people on the edge of survival, it is a challenging task to motivate and retain such people.

The role of the Red Cross youth has become vital to national society capacity building. The Federation will continue to support the Red Cross to make volunteers more valued members of the organisation. New youth boards and the development of more effective volunteer management system are planned so that the inspiration that exists among volunteers can be harnessed. Various youth projects will also be implemented to provide support to vulnerable people and raise awareness of humanitarian issues.

Goal: The Armenian Red Cross becomes a well-functioning national society providing sustainable, focused and responsive assistance to vulnerable communities.

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

Expected Results:

- **Branch development:** The Armenian Red Cross regional branches have increased capacity to implement programmes based on vulnerability of local communities and strategic directions of the national society. [<Click here to link to project logframe>](#)
- **Financial management development:** The Armenian Red Cross and its affiliated organisations have improved their financial management system to provide transparent accounting and better donor reporting. [<Click here to link to project logframe>](#)
- **Youth development:** The Armenian Red Cross has strengthened its volunteer management systems and mechanisms encouraging more active participation of youth in reducing vulnerability in the country, particularly of lone elderly refugees and children. [<Click here to link to project logframe>](#)

5. Coordination, Cooperation, and Strategic Partnerships

The Federation secretariat engaged in Armenia in 1988, when a massive earthquake hit the country causing death and destruction. It has been supporting the Red Cross to provide assistance to vulnerable people since.

In 1988 the focus was on helping those affected by the earthquake through emergency food and medical assistance, social welfare services and rehabilitation. In 1994-1997 efforts were directed towards addressing humanitarian needs of people affected by the collapse of the former Soviet Union and the conflict with Azerbaijan over Nagorno-Karabakh. In 2001, the focus shifted again, this time from relief to development programmes.

Effective coordination is crucial in an environment of dwindling international support. Although the Armenian Red Cross has progressed in developing its capacities, it still requires external support (with a clear exit strategy) for the Red Cross to provide vital services to vulnerable people.

The Federation is in the process of developing a four-year plan of action in consultation with all stakeholders. The plan will outline the Federation secretariat's support strategy in Armenia. Additionally, the Federation will assist the Armenian Red Cross to update its cooperation agreement strategy (CAS) based on the national society's strategic plan and the Federation's emerging plan of action for 2004-2006. Harmonisation with the planning of ICRC and partner national societies will be crucial. The Federation will maintain its office in Yerevan, with the support of the regional delegation in Ankara, to ensure effective coordination in the country.

6. International Representation and Advocacy

Armenia has been of great interest to many countries because of its strategic location. It is a member of the United Nations, the Council of Europe, the Black Sea Economic Cooperation and Commonwealth of Independent States. It is also a party to many international and regional treaties. Armenia has strong and well-organised diasporas in many countries actively lobbying both for foreign investment and assistance to the homeland. There are also many local non-governmental organisations in Armenia that operate in the humanitarian sector.

In the current humanitarian environment, the Armenian Red Cross has an important role to play, as an auxiliary to the government, in improving the lives of vulnerable people. However, much work is needed for the Red Cross to be better engaged with other actors, while still maintaining its independence. The adoption of a Red Cross law and a national disaster plan would be a significant step forward. Efforts on this will continue.

The Federation secretariat (including the regional delegation in Ankara) will provide effective international representation to support the national society's development of partnerships with other actors. The Federation will continue promoting the Red Cross and its policies in the international arena, as well as creating awareness of the conditions of those affected by disaster and other vulnerable people. Advocacy in favour of people affected by HIV/AIDS and the importance of effective disaster preparedness will be two priorities.

The regional delegation will also support better planning and reporting capacity in the national society.

Armenia Appeal 2004

This appeal highlights the main aspects of the Federation's assistance programme in Armenia. It draws on a more detailed plan of action, guiding international support to the Armenian Red Cross. The plan is constructed along the lines of a logical framework whereby activities feed into expected results, which feed into project objectives (where relevant), programme objectives and designated goals. The plan of action includes all activities, indicators, means of verification, assumptions/risks, detailed budget plans, timetable of implementation as well as monitoring and evaluation mechanisms. This is available from the regional officer for Azerbaijan, based in Geneva.

For further information:

- **Gurgen Boshian**, Secretary General, Armenian Red Cross Society, email: redcross@redcross.am, phone: +374 1 538367, fax: + 374 1 583630
- **Carl Naucler**, head of regional delegation, International Federation of Red Cross and Red Crescent Societies, Turkey and Southern Caucasus, email: ifrctr06@ifrc.org phone: 90 312 441 42 92 fax: 90 312 441 38 66.

- **Ervin Blau**, regional programme coordinator, International Federation of Red Cross and Red Crescent Societies, Turkey and Southern Caucasus, email: ifrctr36@ifrc.org phone: 90 312 441 42 92; fax: 90 312 441 38 66.
- **Sylvie Chevalley**, regional officer, Europe department, International Federation of Red Cross and Red Crescent Societies, Geneva: email: sylvie.chevalley@ifrc.org phone: 41 22 730 4276; fax: 41 22 733 03 95

All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

For support to or for further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>

[<Click here to return to title page>](#)

BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.76/2004

Name: Armenia

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	4,000	0	0	4,000
Clothing & textiles	0	0	0	0	0	0	0
Food	0	1,890	0	5,229	0	0	7,119
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	5,000	828	0	0	0	0	5,827
Teaching materials	0	14,450	0	4,000	0	0	18,450
Utensils & tools	0	5,260	0	0	0	0	5,260
Other relief supplies	0	871	0	7,629	0	0	8,499
SUPPLIES	5,000	23,299	0	20,858	0	0	49,156
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	0	1,549	0	0	1,549
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	0	0	0	1,549	0	0	1,549
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	6,900	8,146	0	12,285	0	0	27,331
TRANSPORT & STORAGE	6,900	8,146	0	12,285	0	0	27,331
Programme Support	12,142	13,499	1,300	23,772	0	0	50,711
PROGRAMME SUPPORT	12,142	13,499	1,300	23,772	0	0	50,711
Personnel-delegates	48,000	0	0	48,000	0	0	96,000
Personnel-national staff	37,640	48,316	0	95,111	0	0	181,067
Consultants	0	0	0	0	0	0	0
PERSONNEL	85,640	48,316	0	143,111	0	0	277,067
W/shops & Training	20,650	52,932	2,196	31,004	0	0	106,781
WORKSHOPS & TRAINING	20,650	52,932	2,196	31,004	0	0	106,781
Travel & related expenses	3,000	6,500	0	12,973	0	0	22,473
Information	11,664	41,962	16,302	32,320	0	0	102,248
Other General costs	41,800	13,016	203	87,845	0	0	142,864
GENERAL EXPENSES	56,464	61,478	16,505	133,138	0	0	267,585
TOTAL BUDGET:	186,796	207,670	20,001	365,717	0	0	780,182