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Ethiopia

Mid-Year Report

 International Federation
of Red Cross and Red Crescent Societies

MAAET002

6 December, 2012

**This report covers the
period**

**1 January 2012 to 30
June 2012**

Beneficiary using newly constructed
water pump in Tigray region.
Photo ERCS



Overview

Meeting the objectives of the 2012 – 2015 Long Term Planning Framework continues to be a commitment of both IFRC and ERCS. ERCS are implementing a number of long term programmes bilaterally with PNS and four sectoral programmes multilaterally funded by Swedish Red Cross in the areas of food security, organisation development, CBHFA and WATSAN. During the first 6 months, IFRC supported ERCS by providing technical support for the implementation of activities against their long-term programmes as per the 2012 plans developed. Modest progress has been made over the past 6 months against each plan.

Achievements have been made against the 2012 food security programme which is being implemented in the Dergajen, Dedba and Shibta tabias of Enderta woreda in Tigray region. 2012 targets have been fully met against the construction of 2 school latrines, 3 check dams and 3 shallow wells. Against the income generation component of the programme, 19 cross breed milk cows were distributed to beneficiaries and technical training on cattle fattening conducted with 200 project participants. Activities against environmental conservation included the establishment of nursery fruit seedlings in garden sites and the distribution of 7,800 avocado seedlings to beneficiaries.

The CBHFA programme which is being implemented in the 5 regions of East Gojam, East Showa, North Wollo, Siliti and Somali also made progress in the first 6 months of 2012. In quarter 2, ERCS branch offices conducted induction workshops for the selected zonal, district and kebele authorities. The induction workshops aimed to give the participants a full overview of the CBHFA programme, including its primary aims and objectives and what the 2012 interventions are designed to achieve. The induction workshops were considered successful in achieving stakeholder ownership and commitment. A ten day training of trainers (ToT) CBHFA workshop for the newly hired programme officers was also completed in Debre Zeit Town. Key personnel at headquarters and branch level have also been recruited including the HQ programme coordinator, 5 branch programme officers, accountants and 450 volunteers.

The first 6 months of the WATSAN programme was characterised by the completion of activities related to 2011 plans including cascading PHAST and CBHFA training to communities in West Wollega and sanplat production in West Shoa. Accelerating implementation against the 2012 plans is intended for the upcoming 6 months.

Progress against the OD programme has also been modest. A total of 23 computers and 23 printers were procured and delivered to ERCS branches in Q1 and Q2. The equipment is necessary to support membership management at branch level, in order to use computer database systems to effectively organize information related to membership and volunteer pools. Progress was also made with the construction of multi-purpose buildings, which are being built as part of ERCS's drive to generate sustainable income streams and become a self-reliant national society.

IFRC continued to provide support to ERCS in the form of institutional development which has included the finalisation of the change plan, which was completed in Q2 of 2012. ERCS's change plan was developed with technical support from the Federation and will be implemented for the next two years (July 2012 to July 2014). The overall objective of the plan is for ERCS to become an 'efficient, effective and responsive humanitarian organization with up-to-date and integrated systems and congruent leadership and skilled and motivated staff'. This is with the ultimate aim of making ERCS a leading humanitarian and developmental organization in the country, delivering quality services to people of Ethiopia.

Working in partnership

Key partners of the Federation in Ethiopia continue to be the Ethiopian Red Cross Society (ERCS), Partner National Societies (PNS) including Austrian, British, Danish, Finnish, German, Italian, Netherlands, Swedish, Swiss and Spanish Red Cross Societies as well as the International Committee of the Red Cross (ICRC), UN agencies, EU and government agencies linked to implementation of the Status Agreement with the Government of Ethiopia.

Table1: Current support from partners to ERCS

Partners	Disaster response	DM / DRR	Health & Care	WatSan	OD	Principles & Values
IFRC	✓	✓	✓	✓	✓	✓
IFRC (Swedish Red Cross)		✓	✓	✓	✓	
Austrian Red Cross		✓	✓	✓		
British Red Cross				✓	✓	
Danish Red Cross			✓	✓	✓	
Finnish RC			✓	✓	✓	
German Red Cross		✓	✓	✓	✓	
Italian Red Cross				✓	✓	
Netherlands Red Cross		✓	✓	✓	✓	
Spanish Red Cross		✓			✓	
ICRC	✓	✓	✓		✓	✓

Progress towards outcomes

Business Line 2: To grow Red Cross Red Crescent services for vulnerable people.

Due to not securing funds, Outcome 1 in the LTPF 'Improved disaster risk reduction mechanisms at community level' has not been implemented in the first 6 months of 2012. There has been funding against Outcomes 2 to 4 relating to recovery, food security, CBHFA and WATSAN programming through Swedish Red Cross (SRCS). The following achievements have been made in Q1 and Q2 of 2012:

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
Outcome 2: Sustainable livelihood of the population affected by disaster is restored through effective recovery programmes.			

Output 2.1 ERCS branch capacities are improved in order to manage long term food security and IGAs programmes.			
ERCS branch in Tigray is equipped with essential furniture and equipment.	-	Furniture and equipment provided	0
Relevant staff in Tigray are trained on food security and IGAs.	-	Staff trained	
2.2 ERCS is involved in agricultural development with different Income Generating Activities (IGAs) including farm and non-farm activities such as cow breeding, cow fattening, modern bee hives, and fruit trees among others.			
Vulnerable people in the region of Tigray, Enderta Woreda are supported with IGAs.	-	905 beneficiaries by the end of 2012	19 beneficiaries
Women from selected communities receive IGA training.	-	Women trained on IGA	200 beneficiaries trained > 50% women
2.3 As an integrated project, target beneficiaries increase awareness in health and sanitation through PHAST trainings and access to safe water is improved.			
ERCS branch volunteers from the region of Tigray, Enderta Woreda, receive PHAST and CBHFA ToT and are mobilized to train the selected communities.	-	35 volunteers to be trained on PHAST	0
	-	50 volunteers to be trained on CBHFA	0
Selected communities will benefit with the construction of a school latrine, mini dam and shallow wells.	-	School latrine 2 Check dam 1 Shallow wells 3	School latrine 2 Check dam 1 Shallow wells 3
2.4 ERCS is involved in environmental protection by enhancing natural resources conservation and protection practices in the project areas			
Selected community members receive seedlings to develop a nursery site and management training.	-	100,000 seedlings distributed	7800 avocado seedlings distributed
Conservation activities and protection awareness in the community is enhanced.	-	Awareness sessions conducted	0

Comments on progress towards outcomes

Outcome 2: Sustainable livelihood of the population affected by disaster is restored through effective recovery programmes.

Progress against the LTPF plans has been made over the period notably against technical training on cattle fattening, distribution of cross breed milk cows and nursery sites development. 2012 targets have been fully

met against the construction of school latrines, check dams and shallow wells. Activities completed in Q1 and Q2 of 2012 are as follows:

- 19 cross breed milk cows were purchased and distributed to 14 male beneficiaries and 5 female beneficiaries. This represents 54% of the total planned distribution with 35 beneficiaries planned to receive milk cows by the end of 2012. As per the project plans, the purchasing procedure was participatory with beneficiaries directly taking part in the selection process when buying the cows from market.
- 200 beneficiaries have been reached with technical training on cattle fattening. The training focused on cattle management and maintenance on areas such as nutrition, feed and forage, environmental influences on cattle, cattle housing, vaccinations and health etc.
- As part of the establishment of community nurseries, 7800 avocado seedlings were distributed to target beneficiaries.
- Three shallow wells have been built during the first 6 months of the programme and are functioning. Three linked cattle troughs have also been built alongside the shallow wells, as a mechanism to re-use waste water for animal use.
- The construction of three check dams in Didba, Shibta, and Dergajen target tabias have been completed.
- The construction of the school latrines in Mereb Mieti school in Tigray was finalized and handed over to the woreda education offices. The latrines have two blocks for both sexes, with six pits each. The latrines will be available for the use of more than 500 students in the school.

Although good progress has been made against the outcome 2 of the LTPF, challenges have been experienced in the past 6 months which ERCS have been proactively addressing to minimize adverse consequences.

One challenge has been the uptake of women beneficiaries seeking loans for the income generating initiative of dairy cow breeding. There has been a noted reluctance from women in target communities to acquire loans for project investment purposes, due to perceptions with borrowing money and debt. As a result of this, the ERCS team has incorporated men into this component of the programme, but will continue to centre efforts on the full integration of women. To this end, ERCS food security team has increased focus on raising awareness on the rationale, methodology and practicalities of the micro-credit project to women in particular. Showcasing examples of successful women dairy cow farmers, who have been part of the project in previous years, is also a key method ERCS are using to raise the profile of the potential success of the initiative. The participation of women is integral to the programme purpose and design in targeting the most vulnerable in communities; ERCS team is committed in encouraging women to enrol.

The programme has also encountered challenges with a lack of transport facilitating programme activities. This has directly impacted the distribution of seedlings to beneficiaries in the first 6 months of programming. It is not expected that this will continue to be a challenge for the upcoming months, as alternative transport arrangements can be used for the distribution of the remaining seedlings. The level of participation from the Ethiopian government has also been a challenge, due to departments being engaged in other government duties and priorities. As ERCS continues to engage with the government as a key stakeholder, it is hoped their participation will increase for the remaining of the programme, as per the original plan. Finally, as ERCS has been undergoing organizational structural changes a focal food security programme coordinator was not assigned to the programme in Q1. However, there is now a designated food security programme coordinator for the remainder of the programme. ERCS is committed to address these challenges within the Q3 and Q4, thus targeting to achieve most of planned activities in 2012.

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
Outcome 3: ERCS capacity in implementing a Community Based Health and First Aid (CBHFA) system where the community plays an active role and the Red Cross serves as link between the			

government health care system and the community is established.			
Output 3.1 ERCS is involved in conducting CBHFA trainings and sensitization activities including disease prevention and health promotion measures in selected communities to increase awareness.			
Communities will be more aware on CBHFA due to trainings and dissemination of visibility material (IEC/BCC).	-	5 regions 10 kebeles	0
3.2 Vulnerable groups are able to access relevant CBHFA services			
Communities will have better access to services	-	10 kebeles	0
3.3 Capacity of the Red Cross volunteers and branch is enhanced.			
Volunteers are active in health education and disease prevention and control	-	300 volunteers trained in CBHFA 300 volunteers trained in PHAST	450 volunteers recruited
3.4 Community reached by CBHFA program responds to emergencies more efficiently.			
Communities affected by disaster will be less affected as awareness on CBHFA is increased.	-	10 kebele population	0
3.5 ERCS establishes a strong link with the government health care system.			
Knowledge and information sharing will increase and ERCS will be able to coordinate health interventions in accordance with health authorities.	-	5 region 10 kebele authorities	4 regional workshops completed - 200 people reached in 8 workshops

Comments on progress towards outcomes
<p>The 2012 CBHFA programme goal is to attain an improved health situation of the communities in 10 selected kebeles in East Gojam, North Wollo, Siliti, East Showa and Somali. In the past 6 months, the following activities were carried out:</p> <ul style="list-style-type: none"> ➤ ERCS branch offices conducted induction workshops for selected zonal, district and kebele (village) authorities. The branches that completed the induction programmes were East Gojam, North Wollo, Siliti and Somali. Each induction included 25 people and a total of 8 induction sessions were carried out in the 4 branches. The inductions were attended by the zonal, district and kebele administrations health extension workers and supervisors. The induction workshops aimed to give the participants a full overview of the CBHFA health programme, including its primary aims and objectives and what the 2012 interventions are designed to achieve. Details specific to the plan, including the regional context and challenges, were also discussed as well as the 2012 logframe and budget. An important part of the induction process was gaining the participants consensus, engagement and commitment as key stakeholders part of the programme. The induction workshops were considered successful in achieving stakeholder ownership and commitment. ➤ The CBHFA TOT workshop for the newly hired programme officers was also completed in Deber Ziet town consisting of a 10 day schedule. It was a positive session welcomed by the new

employees in building their capacities on delivering training to communities and increasing their knowledge on the technicalities of the Red Cross CBHFA approach.

The modest implementation level was a result of funding not being available to the ERCS implementing teams from the beginning of the operational period. Implementation will be scaled up within second half of the year utilising existing funds by end of the 2012.

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
Outcome 4: Prevalence and/or incidence of water, sanitation and hygiene related diseases reduced in most vulnerable areas.			
Output 4.1 Communities improve access to safe water sources, sanitation facilities and understanding on hygiene and sanitation practices.			
Communities will have a better understanding on safe practices and decrease WASH related diseases through PHAST trainings, distribution of PHAST toolkits and CBHFA trainings	NA	120 volunteers trained on PHAST	0
		8,400 individuals reached with PHAST training	0
		80 volunteers trained on CBHFA	0
		2,000 individuals reached with CBHFA training	0
Outcome 5: Income of female headed households improves through implementation of Income Generating Activities (IGAs).			
Women from selected communities will have the knowledge on how to carry out IGAs to improve income.	NA	29 women part of IGA	0

Comments on progress towards outcomes

ERCS are implementing a 2012 WATSAN programme supported by Swedish Red Cross with the objective of enabling healthy and safe living to 8,429 people in 4 woredas of West Shoa, West Wollega, Gurage and Wollaita Zones. The objectives against this programme link directly to those set out in the LTPF.

Progress against PHAST trainings, distribution of PHAST toolkits and CBHFA trainings is planned for upcoming periods. Similarly the income generation initiative for women is also planned for future periods.

Finalisation of the plan of action and funding being available to ERCS implementing teams delayed activities at the beginning of 2012; it is planned the majority of activities will be implemented in the second half of 2012 as per available resources and a revised plan of action.

Business Line 3: To strengthen the specific Red Cross Red Crescent contribution to development.

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
Outcome 1: The organizational and operational capacities of ERCS structures are strengthened at all levels to ensure effective services delivery.			
Output 1.1 Human, organizational, technical and material capacity of ERCS is improved..			
ERCS branches and staff receive support including relevant trainings, vehicles, office equipment and supplies to carry out activities	-	# trainings, vehicles, office equipment and supplies distributed	0
1.2 Leadership quality (governance and management) and performance is improved at all levels of ERCS structures.			
Branch board members receive training on leadership and governance	-	1 training session	0
Criteria for governance election are revised by all branch secretaries.	-	# branches criteria revised	0
1.3 Capacities of ERCS structures strengthened and the service delivery is significantly improved.			
Regional and zonal branch secretaries receive branch capacity assessment training	-	# branches trained	0
An experience sharing meeting is organized.	-	1 meeting	0
1.4 Branch capacities in planning, monitoring, evaluation and reporting (PMER) has increased			
# trainings in PMER have been conducted and specific capacity building process initiated in targeted branches		# trainings	0
PMER department at headquarters level has been re-organized and relevant staff recruited at ERCS.		Dept restructured	Completed
1.5 Financial management capacities increased and accountability strengthened at HQs and in targeted branches of the ERCS			
ERCS procurement and financial manual reviewed and needs		Updated	

assessment conducted to identify new accounting system for the ERCS	-	manuals Assessment conducted	0
Relevant trainings for HQ and branch staff conducted in programme management, finances and reporting	-	> 6 trainings	0

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
Outcome 2: Mass base of the National Society, i.e. membership is increased and used as the major venue to reach the grass roots population.			
Output 2.1 The number of Red Cross members is increased and a database system on memberships is created and updated.			
The number of members increased by 10%	3,188,994 members in 2011	3,507,893 members	3,765,986 members
A database system for Red Cross members is created.	-	Database created	0
Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
Outcome 3: Youth participation in governance and management and in ERCS programs and services is increased.			
Output 3.1 Youth policy is revised and disseminated among branches.			
Two familiarization workshops are conducted for branch staff members and Red Cross youth members.	-	2 workshops	0
Output 3.2 One youth representative will be elected as board members at all NS levels and leadership trainings are imparted to youth leaders.			
Support branches and follow up for youth to be incorporated in the governing board.	-	# branches with youth in board	Ongoing
Leadership training is conducted for 30 youth from branches.	-	Training conducted	0
Output 3.3 The new volunteer management policy is promoted and practiced.			
Volunteer data base management training conducted for staff and volunteers.	-	Trainings conducted	0
Volunteer recognition and promotional materials are printed and shared.		# materials printed and shared	0

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
Outcome 4: ERCS becomes a relatively financially self reliant national society.			
4.1 Income generating capacity of the national society is strengthened.			
Staff members receive income generation training.	-	1 training session	0
Three ERCS branches will have constructed multipurpose centres for income generation and organized fundraising events	-	3 MPC constructed	2 MPC construction commenced. Ongoing
Number of successful income generating activities implemented in targeted branches and a plan designed to replicate good practices in other relevant places.	-	# branches with IGA Plan developed	0 0

Comments on progress towards outcomes
<p>ERCS are implementing a 2012 Organisational Development programme supported by Swedish Red Cross. The overall goal of the programme is to 'make visible differences to the lives of the vulnerable population only after ERCS has sufficiently built and strengthened its own internal operational capacities'. In line with the 4 year LTPF, the OD 2012 programme consists of a number of interrelating components which have been designed to be complementary and reinforcing in building the capacity of organization to respond to humanitarian needs. Progress against the plans, in the past 6 months, has been modest with the purchase of computers and printers for 23 branches against Outcome 2 'Mass base of the National Society, i.e. membership is increased and used as the major venue to reach the grass roots population'. There has also been progress against the construction of two multi-purpose buildings in Wolayita and West Wollega branches.</p> <p>The computers are intended to strengthen the management of Red Cross database systems to effectively administer membership details. The equipment is necessary to support membership management at branch level; the computer database system organizes information related to Red Cross members and volunteers. Strengthening such systems should in turn enable ERCS to increase membership numbers through greater management of volunteer registrations details. One key priority of ERCS is to develop an active mass base of volunteers to support the humanitarian and developmental activities of the national society, as volunteers are the core mechanism to reach grass root populations. It is hoped the effective management of membership details will directly support this drive.</p> <p>In terms of the construction of the two multi-purpose buildings in the Wolayita and West Wollega branches preparatory work, such as designing the buildings and selecting the specific sites, was completed to enable construction to start. Progress is being made against the target of completing 50% of construction work by the end of 2012. The multipurpose building is intended to contribute to the development of generating sustainable income streams for the ERCS, as per their drive to become a self reliant national society with long term revenue sources.</p> <p>ERCS has been undergoing a restructuring process and establishing new ways of working, including re-arranging its human resources as part of the change process initiated by the Governing Board in 2011. A change plan development process was one of the main focuses for the national society within the first half of 2012. In addition, ERCS has been preparing to host Red Cross/Red Crescent 8th Pan-African Conference in</p>

October 2012, which absorbs certain capacities within the NS. The prioritisation of these activities pushed forward the implementation of majority of the 2012 OD plan into second half of the year.

Business Line 4: To heighten Red Cross Red Crescent influence and support for our work

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
Outcome 1: Ensure a strong positive projection of ERCS image, brand and messaging enabling the external partners to know Red Cross/Red Crescent better.			
Output 1.1 Communication capacities at the NS are further developed and strengthened			
National society has developed appropriate communication strategy and embarked on campaigns at national and regional levels	-	Communications strategy developed # campaigns	Communications strategy developed Campaigns conducted

Comments on progress towards outcomes
ERCS have developed a communications strategy as per the LTPF objective to 'ensure a strong positive projection of ERCS image, brand and messaging enabling the external partners to know Red Cross/Red Crescent better.' As per the plan, campaigning at national and regional level has been conducted. This includes radio airtime slots through a FM station in Addis Ababa and local stations at regional level. ERCS invited partners, including the IFRC, to participate in the live broadcasts disseminating information of Red Cross activities and support given to the NS.

Business Line 5: To deepen our tradition of togetherness through joint working and accountability

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual
Outcome 1: Update and strengthen harmonious working by sharing capacities and resources, and building alliances and partnerships			
Output 1.1 Cooperation between Movement partners has strengthened and more effective services delivered throughout the country			
ERCS continues leading Movement cooperation meetings ensuring coordinated approach to RC/RC activities in Ethiopia	-	12 meetings held	6 meetings held
MoU between Movement components has been drafted and signed inviting PNSs as co-signatories to the document	-	MOU developed and signed	0

Measurement			
Outcome/Output/Indicators	BL	Annual Target	Year to Date Actual

Outcome 2: Effective Federation management structure is in place to bring the secretariat closer to the national society and ensure effectiveness, efficiency and accountability.

Output 2.1 Flexible and cost effective core structure established that is responsive to the needs of the national society, operations and ensuring proper coordination

Country office structure finalized and manned with relevant human resources	-	<ul style="list-style-type: none"> Country office manned with HR Staff regulations finalised Salary scales finalised 	<p>Completed</p> <p>All guidelines drafted and to be finalised with HR consultant</p>
Integration agreements signed and effective service delivery ensured to the PNSs	-	3 integration agreements signed	0
Country office and its structure has supported the NS in change process and rendering financial and technical advice by mobilizing international resources.	-	Change planned developed	Completed

Comments on progress towards outcomes

In the first 6 months of 2012, the Federation Country Representation office has worked closely with ERCS to provide support to the national society and play a crucial role in coordination and capacity building.

The Federation Office has continued to deliver technical assistance during the implementation of emergency and long-term development programmes, including the provision of financial support to the national society. It has also played a leading role in the coordination efforts for Movement partners (PNS, ERCS, IFRC and ICRC) and has continued to collaborate with external partners including UN agencies, GoE, international partners and donors.

As per the LTPF plan, the country office structure is manned with relevant human resources and guidelines relating to staff regulations and salary scales have been drafted. These guidelines will be finalised with the support of a HR consultant in the upcoming months. Core capacities at the Country Office consist of the country representative, a reporting delegate, WATSAN coordinator, WATSAN delegate, Health delegate, 2 administration staff, 2 finance staff, logistics officer and one driver. Technical advice and support is provided through the IFRC delegate team in country, working directly with counterparts and wider teams in ERCS.

In the first 6 months of 2012, IFRC has continued to work closely with our partner national societies in country including the Austrian Red Cross, Swedish Red Cross, Spanish Red Cross, Swiss Red Cross, Italian Red Cross and German Red Cross. Similarly IFRC have played an active role in supporting the Federation Humanitarian Diplomacy and African Union Representation office. Movement Cooperation Meetings (MCMs) with partner national societies, ICRC, ERCS and IFRC have taken place on the first Tuesday of each month to enable collaboration and discussions to take place. For Movement partners (upon request) IFRC has provided admin, finance and logistics support in country including support in the enforcement security regulations specific to the Ethiopian country context. The signing of integration agreements as per the plan is pending, due to ongoing discussions on country based service fees.

In the drive to support institutional capacity building of the national society, IFRC has taken an active role in supporting ERCS in the development its two year change plan strategy. ERCS's change plan was developed with the support of a technical consultant and will be implemented for the next two years (July 2012 to July 2014). IFRC continues to support the ERCS in the transformation and change process by mobilising international resources and encouraging partners to provide technical and financial resources to

the national society to enable the full execution of the plan.

ERCS continues to prepare for the 8th Pan-African Conference in October 2012 with the theme of 'Investing in Africa'. It will be hosted together with the Africa Zone office and HD/AU Office based in Addis Ababa, Ethiopia.

Stakeholder participation and feedback

ERCS continues to work through partnerships, networking and collaboration with relevant organizations in the humanitarian and development sphere, to enable improved implementation of all operations and programmes. All programmes work with government authorities at the zonal, district and kebele levels to ensure alignment to Ethiopia's national plans and coordinated service delivery to the most vulnerable communities.

ERCS' major partner national societies in country include the Austrian Red Cross, Swedish Red Cross, Spanish Red Cross, Swiss Red Cross, Italian Red Cross and German Red Cross. ERCS also works closely with the ICRC delegation in country to ensure vulnerable communities affected by conflict are supported. Movement Cooperation Meetings with partner national societies, ICRC, ERCS and IFRC take place on the first Tuesday of each month to enable collaboration and discussions to take place.

Outside the RC/RC Movement, ERCS coordinates with UN agencies and international partners including OCHA, UNICEF, WHO, WFP etc. ERCS is part of the all major coordination foras organised and led by the GoE to ensure joint working between different agencies.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority	Recommended Action
	High Medium Low	
Modest capacities to report on activities and expenditure on time poses a potential risk in the timely allocation of new funds for future programming.	M	PMER department to work on establishing and strengthening new PMER systems which allows more accurate and timely planning and reporting.
Lack of diverse donor support for developmental programmes does not allow ERCS to secure funding at the start of the operational year and implement all planned activities.	H	To work closely with various partners together with Resource Mobilisation Unit to get more partners involved in supporting the developmental programmes.

Lessons learned and looking ahead

Looking ahead there are risks with the potential lack of diverse donor support for development programmes due to delays in planning and reporting, directly hindering the allocation of new funds for programming in a timely manner. This consequently poses a risk to the timely implementation of programmes as per ERCS plans. To address this challenge there is a need for strengthening timely reporting, relevant reviews of programmes and planning by end of the operational year. Putting these actions into place will allow ERCS to mobilise greater interest and confidence from partners in sourcing funds from the beginning of the operational year.

Financial situation

[Click here to go directly to the financial report](#)

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations](#) (NGO's) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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