

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

ETHIOPIA (Appeal 01.13/2001)

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

1. Institutional Development Programme	557,100
2. Co-ordination and Management	183,053
Total	740,152



Introduction

National Context

With an economy beleaguered by a number of elements including low agricultural productivity, drought leading to recurrent food deficits, adverse environmental and climatic conditions, rapid population growth, absence of a developed infrastructure, and insufficient technological know how, Ethiopia has one of the lowest Gross National Product in Africa. In addition to a low level of development in education and health services, Ethiopia faces social problems provoked by poverty and natural as well as manmade disasters. Over the last 20 years, drought and civil war have left the country with hundreds of thousands of destitute, abandoned children and orphans, disabled persons, refugees, demobilised soldiers and female headed households who are unable to support themselves and their families. To promote development and improve the general socio-economic situation, the Government is pursuing a total transformation of its political and economic system, the success of which will depend on economic stability, a conducive, external trade environment and the sustained support of the international community.

The health care system has had serious limitations and low structural coverage due to a lack of funds, quality and quantity of health personnel, shortages of drugs and destruction of facilities during the fight against the previous military regime. The health situation of women and children has deteriorated markedly during the last decade. Communicable diseases and nutritional deficiencies are major problems experienced by the population. Land degradation or deterioration is causing a fuel wood shortage, low agricultural production and low income in rural Ethiopia undermine the well being of children and women. Deforestation has reduced the wooded area to 4% of the original forest. The educational system is facing serious problems due to the low quality of the primary education. The enrollment rate in primary education is as low as 23%, representing one of the lowest rates in Africa. More recently, the humanitarian situation has been aggravated by a severe regional drought and the resumption of conflict between Ethiopia and Eritrea. The Federation responded by launching two international appeals: one for Ethiopian drought victims (April, 2000) and one for Ethiopian refugees seeking shelter and assistance in Sudan (May, 2000). The Government's National Disaster Preparedness and Prevention Commission (DPPC), has proved to be forward-looking in regard to

promoting integrated program activities of disaster management to respond effectively to the disasters that frequently hit the country.

National Society Priorities

National Society priorities are based on a change process which was initiated by the ERCS General Assembly in November 1995. The National Society took stock of both the grim socio-economic realities in the country and the ERCS' role in mitigating its effects. The process initially resulted in:

- submission of a revised charter for ERCS (approved by Government of Ethiopia in February 1999);
- signing of an Agreement between ERCS and the Federation;
- signing of a Memorandum of Understanding between the Society and its partners in the Red Cross Movement.

During 1996-1998 the Change Process passed through an important process of evolution. The continued dialogue and consultation with internal stakeholders and the Society's key partners was very useful in terms of participation and reaching a consensus about the key strategies of where the Society stands, where it wants to go and how best to reach its destination. The Change Process led to formulation of the Comprehensive Development Program, 1999-2001 (CDP). As a result of the ERCS' own socio-economic analysis over the past years the society formulated a new vision to maximize its contribution towards improvement of the situation and quality of life of the most vulnerable through a more distinct focus on grassroots level development. The priorities of the ERCS expressed in the CDP is based on four areas of intervention and objectives focussing on Grassroots Development, Advocacy, Restructuring/Decentralisation, and Resource Development.

Priority Programmes for Federation Assistance

To support the ERCS, the Federation will focus on:

- **Institutional and Resource Development:** to support the overall Comprehensive Development Program.
- **Co-ordination and Management:** intended to provide support to the Institutional and Development Programme, the main goal is to build a more efficient ERCS that has increased capacity to manage and implement more focused and responsive programmes.

[return to top](#)

1. Institutional Development Programme

Background and progress so far

The Federation Delegation in Ethiopia assists the Ethiopian Red Cross Society (ERCS) in a number of different ways including resource mobilization, co-ordination and technical input and support. External funding assistance to the ERCS is mainly through bilateral programmes and by the end of 2000, these will be consolidated within a Strategic Development Plan. This will act as the main fund-raising tool for the National Society from 2001. Therefore, the Federation Delegation will not issue an appeal on behalf of the ERCS for these programmes. It will, however, run an Institutional Development Programme for which funds will be sought through the Federation Appeal.

The ERCS has been through a period over the last few years characterized by change and restructuring. This has had a direct and beneficial impact on its capacity to manage and run effective programmes and activities. The process has turned the ERCS from an emergency relief-orientated organisation into one that aims to be more responsive to community needs while retaining the capacity to mount large emergency interventions.

The major achievements over the last two years have been the development of a new charter for the National Society; restructuring at the Headquarters which has involved the establishment of a new organizational and salary structure, establishment of better management information and financial systems, reduction in the level of staffing and re-equipment of some offices; elections of executive boards at branch and national level; creation of regional nuclei and strengthening of the branches.

Goal The major goal of the programme is to build a more efficient ERCS that has increased capacity to manage and implement more focused and responsive programmes.

Objectives and Activities Planned

Objective 1 To raise the profile and the networking capacity of the ERCS so that it enjoys regular contacts with relevant Government Ministries, WHO, UNICEF, UNDP and some of the main embassies.

The activities related to this objective are:

- Hold introductory meetings with these organizations, if not already contacted (end first quarter 2001).
- Establish regular point of contact - interlocutor - for each organization (first quarter 2001).
- Develop linkages and co-operative projects with the appropriate organizations - (particularly, MoH, UNICEF and WHO for the polio eradication exercise but also in other areas such as HIV/AIDS prevention) (during 2001).
- Attend inter agency meetings as and when held.
- Develop contacts with key embassies - at least, the American, British, French, German, Japanese - to raise profile of the ERCS and investigate areas of co-operation (during 2001)

Objective 2 To establish a Memorandum of Understanding and development contracts with Movement partners which will form the basis of long term partnerships with these organizations.

The activities related to this objective are:

- Develop an MoU and share it with the partners (end 2000).
- Develop development contract format and share it with partners (end 2000).
- Receive feedback and amend as appropriate.
- Receive formal agreement from partners.
- Sign an MoU (first quarter 2001).
- Sign Development contracts (during 2001)

Objective 3 To provide these partners with regular six-monthly narrative and financial reports that are accurate and timely.

The activities related to this objective are:

- Agree standardized formats for all reporting with all partners (early 2001).
- Develop systems to generate reports (early 2001).
- Train staff in new systems.
- Reports sent within 2 months of report end date (third quarter 2001)

Objective 4 To improve organizational and management skills at Headquarters as well as establish more effective financial and management information systems (MIS) throughout the organisation.

The activities related to this objective are:

- Select and install software (early-2001).
- Review recommendations of the MIS survey (end-2000).
- Implement recommendations of the MIS survey in the area of systems and training (during 2001)

Objective 5 To strengthen the branches through the establishment of better management systems so that they are able to manage and implement more effective programmes.

The activities related to this objective are:

- Develop a branch manual which outlines guidelines for the management of branches (mid-2001).
- Conduct training for the branches in branch manual and new management systems (late-2001).
- Implement the branch manual (during 2002).

Expected results by end 2002

- **To raise the profile and the networking capacity of the ERCS so that it enjoys regular contacts with relevant Government Ministries, WHO, UNICEF, UNDP, EU and some of the main embassies.** The main expected result is that the ERCS becomes better known to these organizations and has a higher profile. Areas of co-operation that are discussed might lead to ways of working more closely together and -where possible- formal agreements will be signed. . It is expected that ERCS will play a key role with WHO, UNICEF and Rotary International in the campaign to eradicate polio. ERCS will also be expected to have an important role on the National Epidemic Preparedness and Prevention Committee. Co-operation in the areas of HIV/AIDS prevention will be pursued. Through its networking, the ERCS will benefit from a greater understanding of the country's needs and strategies for dealing with them. In addition, in planning its programmes it will be able to work effectively with other organisations in the integration of approaches. In addition: To establish an MoU and development contracts with Movement partners which will form the basis of long term partnerships with these organizations; the main result will be signed agreements and a greater awareness amongst the partners concerning their roles and responsibilities; to provide these partners with regular six monthly narrative and financial reports that are accurate and timely; the partners will be fully aware of the achievements of programmes and expenditures undertaken.
- **To develop organizational and management skills at Headquarters as well as establish more effective financial and management information systems.** The main result of this intervention will be a better organized headquarters with clear information flow and more effective co-ordination based on quality financial and management information systems. Management will receive timely, accurate, relevant and complete information for decision-making. To strengthen the branches through the establishment of better management systems so that they are able to manage and implement more effective programmes. Branches will implement the branch manual and thus become more confident and self reliant while at the same time running more effective programmes and reporting activities to the headquarters.

Indicators

To raise the profile and the networking capacity of the ERCS so that it enjoys regular contacts with relevant Government Ministries, WHO, UNICEF, UNDP, EU and some of the main embassies.

- Regular contacts with these organizations.
- One or two projects run in co-operation with these organizations.
- More resources available to the ERCS.

- National Society is aware of programmes run by other organisations and has planned its own programmes accordingly and/or in cooperation with others.

To establish an MoU and development contracts with Movement partners which will form the basis of long term partnerships with these organizations.

- MoU and development contracts signed with the partners.
- Funding disbursed to the ERCS and activities carried out according to the programmes.

To provide these partners with regular six monthly narrative and financial reports that are accurate and timely.

- Timely and accurate reports received by the partners.

To develop organizational and management skills at Headquarters as well as establish more effective financial and management information systems.

- Improved information flow.
- Better co-ordination.
- More responsive and focused programmes.
- Production of regular, complete, accurate and timely reports on activities and programmes across departments, between HQ and branches and to decision-makers.

To strengthen the branches through the establishment of better management systems so that they are able to manage and implement more effective programmes.

- More effective programmes.
- More vulnerable people reached.
- Higher profile for the branches.
- Branches produce regular and accurate reports that link activities to expenditure.

[return to top](#)

2. Co-ordination and Management

Background and progress so far

The Federation has had a delegation in Ethiopia for over fifteen years. During this time it has provided assistance and support to the Ethiopian Red Cross Society (ERCS) mainly in the area of emergency response and relief. More recently, it has concentrated its efforts on building capacity and programme development. This has had a direct and beneficial impact on the capacity of the ERCS to manage and run effective programmes and activities. The ERCS runs a Comprehensive Development Programme (CDP) aimed at developing community based initiatives, building structures, decentralization and advocacy. It also runs stand-alone projects such as the Essential Drugs Programme that manages 27 pharmacies and the Blood Services Programme which runs 10 blood banks. Through its 31 branches, it implements a range of activities from ambulance services to first aid to health and water and sanitation interventions.

The Delegation will continue to provide support to the ERCS for the period of this programme with particular emphasis on resource mobilization, co-ordination and technical input and assistance. The main priorities for this support as in the recent past will be: the consolidation of a Strategic Development Plan for the ERCS based around a more focused CDP whilst integrating bilateral projects and programmes; further development of programmes or initiatives such as polio eradication and HIV/AIDS that build on the comparative advantage of the ERCS with its extensive branch and youth volunteers network; building of management capacity at HQ and in the branches; establishment of financial and management information systems; support to the emergency relief interventions of the ERCS.

Goal The main goal of this programme is the same as the Institutional Development Programme: to build a more efficient ERCS that has increased capacity to manage and implement more focused and responsive programmes.

Objectives and Activities Planned

Objective 1 To ensure effective management of the Delegation.

The activities related to this objective are:

- Hold weekly delegation meetings and quarterly 'big issue' meetings.
- Agree action plans for all delegates and conduct monthly reviews.
- Formally report on a quarterly basis to the Secretariat and partners.
- Ensure that systems are in place for the efficient running of the delegation

Objective 2 To provide competent support and assistance to ERCS management.

The activities related to this objective are:

- Ensure effective screening of potential delegates for suitability and competence.
- Hold weekly meetings with the Secretary General and others on an ad hoc basis.
- Hold quarterly delegation and ERCS senior management meetings.
- Manage delegation technical input to ERCS programmes.
- Provide effective monitoring of ERCS programmes and feedback to ERCS management.

Objective 3 To ensure proper co-ordination of PNS and donor support to the ERCS.

The activities related to this objective are:

- Support the ERCS in the development of the Strategic Development Plan and individual programme proposals and budgets.
- Support the ERCS in their regular reporting on programme activities and expenditures to partners.
- Provide feedback and delegation quarterly reports to partners.

- Sign an MoU with the partners.
- Ensure a proper flow of information concerning funding requirements of the ERCS and funding commitments by the partners.
- Support the ERCS in the organization of an annual partnership meeting.

Objective 4 To further and deepen linkages with Government, NGOs, UN agencies, Embassies and the OAU.

The activity related to this objective is:

- Hold regular meetings with the above to further the understanding of the ERCS and Federation within Ethiopia, investigate and develop areas of co-operation and possible sources of funding.
- Advocate for and on behalf of the ERCS.

Expected results by the end of 2002

- To ensure effective management of the Delegation: the main result will be a well functioning delegation with competent and informed delegates and local staff able to provide technical support to the ERCS within an agreed assistance framework.
- To provide competent support and assistance to ERCS management: the achievement of this objective will result in the senior management being supported by the delegation in its role as technical adviser, information provider and co-ordinator and better able to help position the ERCS as an effective development and relief agency carrying out responsive and focused programmes.
- To ensure proper co-ordination of PNS and donor support to the ERCS: partners being in a position to make fully informed decisions about support to the ERCS and resource commitments.
- To further and deepen linkages with Government, NGOs, UN agencies, Embassies and the OAU. This will result in a higher profile for the ERCS and the Federation, the increased possibility of local funding and the development of linkages with other agencies.

Indicators

- To ensure effective management of the Delegation: weekly and quarterly meetings; quarterly reports from the delegation; action plans; delegation systems in place.
- To provide competent support and assistance to ERCS management: competent delegates providing effective support; weekly and quarterly meetings; agreed framework of assistance.
- To ensure proper co-ordination of PNS and donor support to the ERCS: ERCS Strategic Development Plan and individual programme proposals and budgets; regular narrative and financial reporting; annual partnership meeting.
- To further and deepen linkages with Government, NGOs, UN agencies, Embassies and the OAU: regular meetings held and attended; initiatives/programmes run in co-operation with locally based agencies; ERCS in receipt of regular information bulletins from other agencies.

Monitoring and Evaluation arrangements

Weekly meetings will be held between the Head of Delegation and the senior management to monitor developments and make decisions. The ERCS senior management will meet on a regular basis to discuss and review programme progress and weaknesses. A quarterly meeting between the Federation Delegates and the ERCS senior management will be established with the aim of reviewing achievements against targets as well as discussing larger issues concerning ERCS direction and Federation support. Regular reports will be issued on programme activities. An evaluation of the Strategic Development Plan which will include this programme will be carried out at the end of 2002.

Critical assumptions

The main critical assumptions for the success of the programme are related to both the internal and external environment. These are that adequate funding is available for the programme and delegation costs; senior management continue to be assertive in building capacity within the ERCS; adequate level of staffing with the right calibre is developed at both HQ and branch level; Federation recruits and maintains human resources capable of carrying out the job. Externally, the assumptions are based around continuing political stability and some economic growth.

[return to top](#)

DELEGATION: ETHIOPIA			
PROGRAMME	IDRD	Coord. & mgt	TOTAL
Shelter & construction	0	0	0
Clothing & textiles	0	0	0
Food & seeds	0	0	0
Water	0	0	0
Medical & first aid	0	0	0
Teaching materials	0	0	0
Utensils & tools	0	0	0
Other relief supplies	0	0	0
Sub total supplies	0	0	0
Land & Buildings	0	0	0
Vehicles	0	0	0
Computers & telecom	0	0	0
Medical equipment	0	0	0
Other capital expenses	8,000	1,900	9,900
Sub total capital	8,000	1,900	9,900
Programme management	37,565	12,343	49,908
Technical services	11,245	3,695	14,940
Professional services	12,471	4,098	16,568
Sub total programme support	61,281	20,136	81,417
Transport & storage	85,400	16,800	102,200
Personnel (delegates & expatriates)	245,620	104,869	350,489
Personnel (local staff)	47,200	20,000	67,200
Sub total personnel	292,820	124,869	417,689
Travel & related expenses	14,100	3,929	18,029
Information expenses	2,116	1,015	3,131
Expert fees	0	0	0
Admin. - general expenses	93,383	14,404	107,788
Training workshops / seminars	0	0	0
Sub total travel, training, general exp.	109,599	19,348	128,947
Total budget	557,100	183,053	740,152