

# Appeal 2001-2002



International Federation  
of Red Cross and Red Crescent Societies

## The Caucasus Armenia, Azerbaijan, & Georgia (Appeal 01.58/2001)

*Click on programme titles or figures to go to the text or budget*

	<i>In CHF</i>
1. Armenia	2,191,214
2. Azerbaijan	8,020,673
3. Georgia	6,639,122
<b>Total</b>	<b>16,851,009</b>

1. Disaster Response
2. Disaster Preparedness
3. Health & Care
4. Humanitarian Values
5. Institutional & Resource  
Development
6. Regional Co-operation
7. Co-ordination & Management

## Introduction

### Armenia

#### National Context

Armenia declared its independence from the Soviet Union in September 1991. Armenia has always been the strategic crossroads between the Caucasus, Central Asia and Europe and has been ruled by the Turks, Mongols, Persians, Ottomans and the Soviet Union. The population is made up of 96 per cent Armenians, 1.8 per cent Kurds, 1.2 per cent Russians, 1.0 per cent others and is, therefore, considered the most homogenous country in the Caucasus. The total population of Armenia ranges between 3.4 million (1997 census) and 3.7 million. Many Armenians migrated mainly to Russia but also other countries following the difficult period of transition that followed independence.

Although Yerevan, the capital city of the Republic of Armenia, is home to almost one-third of the country's population, agriculture is the leading economic activity. Output declined substantially as a result of a massive earthquake in 1988, the onset of conflict with Azerbaijan over the Armenian enclave in that country in 1989 and combined with the effects of post communist economic restructuring. GDP underwent a 67 per cent contraction in 1992 to 1993 and industry production was reported to have virtually ceased by early 1993 with an estimated two thirds of the country's work force unemployed. There has been a partial economic recovery since but it is clear that long-term economic strength depends on settlement of the dispute with Azerbaijan.

The social situation is dominated by crushing poverty, very high unemployment rates, rising prices and the collapse of the health and social services. There is no immediate relief in sight. The hardest hit, in this crucial period of economical transition, account for one-third of the country's population. These are mainly the lonely elderly, internally displaced persons, refugees, handicapped, and orphans living in institutions.

The path to a market economy has not been an easy one for Armenia. According to the World Bank's study 54.7 per cent of the population remains below the poverty level and 27 per cent below food line. The collapse of industry and the high unemployment led to massive increase in new vulnerable groups. In addition, there are 310,000 refugees of whom 270,000 are from the Nagorno-Karabakh conflict of 1992, who are still living in temporary (public facilities) shelters for eight years.

Armenia is classified as one of the most disaster prone countries of the world. The country frequently suffers from earthquakes. The 1988 earthquake caused extensive damage. The fact that over 100 tremors were registered in 1998 alone is a clear evidence why earthquakes are considered by people and local authorities as the main impending disaster in the country. Besides earthquakes, other common natural disasters include: flash floods, heavy snow, high wind, hail storms, bush fires, gas explosions and drought. There is no data available on traffic accidents and gas explosions even though accidents from the two are on the increase.

### **National Society Context**

The ARCS has a country wide network of 11 Regional branches, 38 sub-branches, with 510 employees, 11,000 members and 700 volunteers. The main activities of the Society include: social and health services, disaster response/relief, first aid, rescue service (two teams), youth, institutional and resource development, population movement as well as information, tracing, dissemination services. In addition, it is also running rehabilitation programmes such as: assistance to spinal cord injury patients and housing construction in the earthquake zones together with the American Red Cross.

The economic and social context of the situation in the country dramatically increased the role of the Armenian Red Cross Society as one of the auxiliary bodies to the humanitarian services of the government. Through creation of competent branch structures worthy of public trust, the National Society, with support from the International Red Cross and Red Crescent Movement, hopes to be given more opportunity to live up to its mission - alleviating the suffering of Armenia's most vulnerable people.

### **Priority Programmes for Federation assistance in Armenia**

To support the Armenian Red Cross Society, the Federation will focus on:

- **Disaster Response:** expanding and strengthening the National Society's capacity to deliver needed material, food and social service assistance throughout Armenia.
- **Disaster Preparedness:** reducing the impact of and vulnerability to disasters in Armenia.
- **Health and Care:** providing public information, education and training for the prevention and treatment of common diseases, and disseminating first aid skills and knowledge throughout the country.
- **Humanitarian values:** expanding the network of ARCS information and dissemination capacities and strengthening effectiveness of information flow to the general public, improving the image of the National Society.
- **Institutional and Resource Development:** expanding and enhancing the ability of the ARCS to provide more assistance, of higher quality, with greater impact and relevance, to more vulnerable people in each of the communities it serves.
- **Coordination and Management:** phasing out its coordination of programme implementation and handing over management responsibility to a strengthened National Society.

# Azerbaijan

## National Context

After the break-up of the Soviet Union Azerbaijan was beset by political unrest. There was conflict with Armenia over Nagorno-Karabakh and unrest on the national political scene. Azerbaijan lost control over nearly 20 per cent of its territory with about 600,000 or 10 per cent of the population remaining as refugees or internally displaced persons (IDPs). Although a cease-fire agreement was signed in May 1994, the following period was marked by continuing disruption to the economy and a significant decrease in living standards.

Poverty and vulnerability are not easy to define in Azerbaijan. Depending on the many calculation methods, as many as 90 percent of the Azeri population are living in poverty according to Government statistics. However, using the World Bank definition, 62 per cent of the population are living below the poverty line, of whom more than 20 per cent are considered extremely poor. A considerable segment of the poor comprises old people, disabled pensioners and IDPs living in camps. These groups have restricted access to food, medicines and medical services. With a chronic shortage of funds for a health sector which is in desperate need for restructuring, the situation for the country's poor is not likely to change in the short to medium term. According to the UNDP's Human Development Index, Azerbaijan is now ranked 13th of the 15 former Soviet Republics.

## National Society Context

The history of collaboration between the Red Crescent Society of Azerbaijan and the International Federation goes back to 1993 when the first delegation of the latter was opened in Baku. The scale and depth of the humanitarian crisis in Azerbaijan at that time defined as an immediate priority launching a large scale emergency relief programme that was aimed to relieve the sufferings of dozens of thousands of IDPs, socially vulnerable, handicapped and other vulnerable groups of the population. The international community was ready to respond to the urgent humanitarian requirements in Azerbaijan.

The National Society's operational and management infrastructure was neither designed for nor equipped with the relevant means to cope with emergencies of such dimension and magnitude. Lack of clarity in the National Society's status and of its relations with the government did not contribute to its integration into planning and management structure of the quickly expanding emergency operation. These and other objective factors became decisive in setting up an operational and response framework in which the Federation played a leading operational and management role, while the National Society had limited operational responsibilities and serviced mainly as a formal link with certain central and local authorities.

In spite of the above the Federation used the infrastructural potential of the National Society, specifically when it concerned the provision of services to the lonely elderly people. Full use of this infrastructure, particularly in terms of personnel, was made in serving the lonely elderly and handicapped. Dozens of thousands of old and sick persons were taken care of by the National Society's visiting nurses, and hundreds of thousands of food parcels were distributed to the most needy through the local branches of the Red Crescent Society of Azerbaijan.

The process of change, aimed at helping the Azerbaijan Red Crescent Society to play an adequate role in meeting the humanitarian requirements and to prepare itself for gradual take over of operational responsibilities from the International Federation, started. Initiatives from both the Azerbaijan Red Crescent and the Federation, as well as practical steps, that required financial and expert support from a number of national societies and donor governments, resulted in a number of positive changes.

## Priority Programmes for Federation assistance in Azerbaijan

To support the Red Crescent Society of Azerbaijan, the Federation will focus on:

- **Disaster Response:** providing 32,500 displaced persons with essential relief and strengthening capacity for self-reliance.
- **Disaster Preparedness:** development of a disaster preparedness policy and plan, training volunteers and establishing an initial stock of relief items for 1,000 potential disaster victims.
- **Health and Care:** developing the National Society's complementary role in relation to health and care in the community through implementation of several projects, including: health promotion; care for people living with AIDS; first aid; and establishment of social rehabilitation centres.

- **Humanitarian values:** consolidating development of the information department at the NS and expanding its skills and role in marketing and fund-raising activities.
- **Institutional and Resource Development:** facilitating and strengthening the institutional and resource development process that was already initiated to allow the NS to provide effective services to vulnerable groups and timely response to disasters.
- **Coordination and Management:** phasing out its coordination of programme implementation and handing over management responsibility to a strengthened National Society.

## Georgia

### National Context

Georgia gained independence in 1991. Social, economic, military and political difficulties resulting from independence emerged almost immediately, and some still continue today although the country has changed almost beyond recognition during the last decade. The civil war in Georgia, mainly during 1991 to 1993, resulted in the death of upwards of 100,000 people, displacement of another 300,000 people, skilled personnel emigrating en-masse from Georgia, industry virtually ceasing and large-scale famine avoided only through substantial external humanitarian aid. By 1994-95 some limited recovery began in Georgia, but this been a selective and limited recovery. The huge economic decline in the early years of transition has not yet been reversed. Part of the population has adapted to the new procedures, but many of those that adapted have survived hand-to-mouth through partial, spasmodic employment in relatively unproductive activities such as small scale agriculture and trading and barter. Vulnerable groups remain marginalized and with a continuing fiscal shortfall, little is being done to assist them.

### National Society Context

The Georgian Red Cross Society (GRCS) is the largest and oldest established humanitarian organization functioning in Georgia. It has a structure in most parts of Georgia (principally excepting the disputed territory of Abkhazia) which encompasses thirteen regional offices and 46 branches. The GRCS was recognized by a Presidential Decree in 1993, but a clearer legal status was achieved through the Red Cross Law accepted by Parliament in 1997. The GRCS became a member of the International Federation of Red Cross and Red Crescent Societies in December 1997. During 1999 the GRCS was able, with support from the Federation, to reestablish Red Cross structures in the disputed territory of South Ossetia. This was considered an important achievement in the reconciliation process following the civil war there in the earlier part of the decade.

### Priority Programmes for Federation assistance in Georgia

To support the Georgian Red Cross Society, the Federation will focus on:

- **Disaster Response:** building the capacity of the National Society to respond to disasters efficiently and in a timely manner.
- **Disaster Preparedness:** supporting development of disaster preparedness and response plans, procedures and human and material capacities which will enable the GRCS to minimize the impact of disasters on the vulnerable.
- **Health and Care:** improving the health status of refugees, internally displaced persons and local residents of Georgia.
- **Humanitarian values:** developing a professional and effective information service within the GRCS.
- **Institutional and Resource Development:** enabling the GRCS to provide more assistance, of higher quality, with greater impact and relevance, to more vulnerable people in each of the communities it serves.
- **Coordination and Management:** managing an effective and efficient delegation which will benefit the GRCS and the beneficiaries it serves.
- **Regional Cooperation:** encouraging sharing of knowledge between National Societies in the Caucasus region and the recruitment and training of their staff.

# 1. Disaster Response

## Armenia

- **Social Service Centres**
- **Food Parcels for the Most Vulnerable**
- **Population Movement**

## Background and progress to date

Since its independence Armenia has experienced ten years of crises and disaster which have taken the country to the edge of socio-economic collapse. With the disintegration of the country's health and social welfare systems, the Armenian Red Cross Society (ARCS) is the only humanitarian organization with the physical presence and infrastructure to help the most vulnerable throughout all parts of Armenia. These humanitarian services are delivered through a nationwide network of regional community branch offices built up over the past four years through the institutional development programme.

The key to the success of this network is the complete integration of all programmes and activities which are run through it. For example, each regional disaster preparedness team cannot function without the volunteers attracted by local youth and first aid programmes; without the local information officer publicizing these efforts, without an informed and involved regional chair managing them; and without department heads at the headquarters level to plan and coordinate them. The three components of the National Society's disaster response programme are structured to create national, regional and sub-regional infrastructures which are more than the sum of their individual parts. For 2001-2002, these disaster response initiatives will include:

### *Social Service Centre (SSC) Project*

With the disintegration of Armenia's health and social welfare institutions, particularly in the countryside, the local ARCS office is the logical, and often the only place for the desperately vulnerable to turn for immediate, often life-saving assistance. Until recently the lack of local ARCS infrastructure limited this type of assistance to a small fraction of what was needed. The building of this infrastructure began in 1998, and has become a network of service delivery structures now known as the Social Service Centre (SSC) system of the ARCS. The SSC system is an integrated network of small units, or centres, with two or three staff positioned in Red Cross offices throughout the country. The purpose of each centre is to provide the maximum possible assistance to any vulnerable person who comes to it for help. This is an office-based as opposed to a home-based service delivery system, and is not limited in terms of beneficiary types, operating on an all-come-all-served basis. How much assistance is provided depends on resource availability. The kinds of services provided depend on local needs, and can range from life-saving food, shelter, medications or transport assistance; to family health training, or simply information and advocacy support to get help from others. Conceived and developed in Armenia, the SSC is a highly effective service delivery system which has dramatically increased the types and quality of the services ARCS provides and the number of vulnerable it serves. The SSC project has also attracted other NGOs (such as the European Community Humanitarian Office, World Food Programme, CRC, UNICEF) as a way to reach their own constituents at grass-roots levels. In 2001-2002, the SSC concept will be strengthened and expanded in two ways:

- by providing mini-SSC functions through 14 of the National Society's sub-regional, community branch offices in addition to the current 23 centres; and,
- by providing guidance and assistance to over 700 persons with spinal cord-injured and/or their care-givers throughout Armenia.

### *Food Parcels for the Most Vulnerable*

According to the UN Development Programme, 40 per cent of Armenians live on a fixed income of USD 5.40 per month, while the cost of minimum food needs is USD 31 per month (UNDP, 1999). The situation for the country's most vulnerable is especially dramatic and shows no signs of improving in the near future. Since 1992, various food relief initiatives by the ARCS reached more than 120,500 beneficiaries. The skills and lessons learned from

that experience – in beneficiary selection, packing, transportation, and monitoring – will be fully utilized in this initiative, which will mitigate the food crisis faced by 3,500 targeted beneficiaries in close consultation with the Ministry of Social Welfare, the governmental Humanitarian Assistance Commission, local authorities, and with other NGOs.

### ***Population Movement***

There are approximately 290,000 refugees, 180,000 internally displaced persons (IDPs) and about 100 asylum seekers in Armenia. The Law on Refugees was adopted in 1999. The population movement (PM) programme of the ARCS began in 1998 and works in close cooperation with the governmental Department of Migration and Refugees, UNHCR, the International Organization for Migration, and with departments within ARCS (youth, information and medical). In May 2000, the strategic priorities and directions of the PM programme were defined at the “Beyond 2000” conference. These priorities served as the basis for three PM initiatives to be undertaken in 2001-2002, which include: skills training for refugee women; psychological services for elderly refugees and refugee children; and, increasing public awareness.

**Goal** To assist the most vulnerable by expanding and strengthening the Armenian Red Cross Society’s capacity to deliver needed material, food and social service assistance throughout Armenia.

## **Objectives and Activities planned**

### ***Social Service Centre (SSC) Project***

**Objective 1** to promote and expand cooperation and community involvement in the project. Headquarters and regional office SSC staff will continue to work to promote local coordination and cooperation with and among local authorities, institutions and NGOs (these local networking efforts will be coordinated with local disaster preparedness, first aid, and youth efforts already underway). Efforts will also be focused on increasing involvement of volunteers and youth. Regional ARCS capacities will be expanded to serve as local clearing houses for information to assist the vulnerable.

**Objective 2** to maintain the existing Social Services Centres network which serves more than 80 per cent of the Armenian population. Each of the 23 centres (one in each of the ten regional offices, eight in Yerevan, and five in the largest branch offices) will continue to be staffed by a head of service and from one to three support personnel (depending on population served) to provide direct assistance to the vulnerable. Because many social services involve health and health-related issues (family hygiene, child care, disease control, guidance in finding medical services, and the like), individuals with medical and health-related qualifications and experience will continue to be utilized in staffing the centres.

**Objective 3** to continue to develop and provide basic and locally-tailored services based on local needs and priorities. Activities will include:

- continuing recruitment and mobilization of local assistance providers, donors sources and volunteers to provide immediate assistance to vulnerable individuals/families;
- continuing to provide basic information and training courses in the areas of health-care, family-care, childcare and eldercare;
- Where appropriate, provide basic social/psychological counseling to beneficiaries in need;
- continuing to provide in-home health-related assistance to the 10 per cent of prior Visiting Health Nurse beneficiaries who are bedridden (approximately 200 lonely elderly nationwide);
- providing limited funding to support each centre’s basic assistance supply and programme needs;
- providing basic information and guidance about where assistance is available from other local sources (local authorities, polyclinics, etc.) and, where appropriate, to serve as advocate to the vulnerable to secure their rights;
- providing basic health care information and/or counseling;
- providing distribution support for donated medications, food, clothing and other material items, and where appropriate, the prescription of medications;

**Objective 4** in cooperation with the International Post-Traumatic Rehabilitation Centre (IPTRC) staff of the ARCS, expand beneficiaries served by the SSC network to include over 700 persons with spinal cord injuries throughout Armenia. ARCS headquarters and regional SSC staff will work closely with the IPTRC staff to organize a special team to provide visits and support to prior patients of the latter. These include persons with

spinal cord injuries (and their caregivers) in need of continued assistance. Through this initiative, current plans include the distribution of 500 donated wheelchairs during 2001-2002.

**Objective 5** to expand the SSC network in 2001-2002. The SSC network will be expanded by extending project activities and programmes down to at least fourteen 14 sub-regional community branch offices. This expansion will be coordinated with ongoing grassroots DP, ID, youth and other programmes already underway, and will be funded in-part from other programmes.

#### *Food Parcels for the Most Vulnerable*

**Objective 1** to improve the situation of 3,500 vulnerable by providing food assistance. The food parcels programme will be implemented by the Federation's delegation and ARCS in close cooperation with the local authorities and other agencies involved in similar projects. A needs assessment will be conducted prior to the selection of beneficiaries. Procurement of food, packing, storage, and delivery of food parcels to distribution sites (Social Service Centres of the ARCS) will occur every three months, with a total of 28,000 food parcels to be distributed during 2001 and 2002. Food parcels will be delivered to house-bound beneficiaries by local ARCS youth and volunteers.

**Objective 2** to enhance public awareness regarding the International Red Cross and Red Crescent Movement and its mission, and to convey a consistent, positive and clear image of the ARCS. Activities will include publicizing the programme at each distribution site through regional and local mass media.

**Objective 3** to promote capacity building at ARCS regional and community branch levels. A vulnerability assessment will be undertaken and relief/logistics and management skills training of staff will be provided.

#### *Population Movement*

**Objective 1** to provide necessary social, and psychological assistance to selected vulnerable refugees in Armenia. Professional psychologists will provide psychological counselling, while ARCS Youth volunteers will carry out the social aspects of this function. The activities will take place in four selected collective centres in three locations (two in Yerevan and two in the regions), as well as within the eight ARCS Social Service Centers located in Yerevan. Also, a Red Cross summer camp will be organized in close cooperation with ICRC for refugee and non-refugee children to facilitate the integration of refugee children in society and to disseminate humanitarian values.

**Objective 2** to increase the image of the ARCS to attract volunteers and to increase cooperation with local and international organizations. A survey of all refugees in Armenia will be conducted and will enable the ARCS to better target assistance to beneficiaries, and to encourage beneficiaries to play a more active role in advocacy vis-à-vis other players in the field of displacement. Dissemination of relevant information will be done through various publications, TV broadcasts on refugees and asylum. These dissemination efforts will be directed at the general public, local authorities, local ARCS branches, refugees and asylum-seekers to facilitate the integration and naturalization process led by the government and UNHCR. This activity will enhance the public image of ARCS in general and, in particular, in the field of PM. The networking fund element of this component will enable the PM coordinator of the ARCS to share experience with counterparts within the Commonwealth of Independent States and beyond, and to attend relevant courses and seminars.

**Objective 3** to facilitate the integration and naturalization of refugees into the society through activities and advocacy. Activities will include developing and providing specifically designed courses in English, computer skills, business correspondence and ethics, and accountancy targeting 30 refugee women who will be selected by the ARCS.

#### **Expected results**

##### *Social Service Centre (SSC) Project*

The number of SSC beneficiaries receiving support will increase by 30 per cent in 2001 and by 25 per cent in 2002. The scope and quality of services provided by the SSC system will continue to expand. The number of ARCS volunteers involved in regional and community branch office activities will expand. Formal research records and card catalogues for beneficiaries will be created to support the information assistance component of

each centre. The care of patients with spinal cord injuries will improve. The reputation of the Movement and the ARCS will be enhanced throughout Armenia.

### ***Food Parcels for the Most Vulnerable***

Each year 14,000 food parcels will be distributed to help alleviate food shortages of the vulnerable for the coming two years. Strengthened capacity of the regional and community branch offices of the ARCS, which will be actively involved in the implementation of the project. Increased recruitment and retention of ARCS volunteers.

### ***Population Movement***

Thirty (30) refugee women will be selected and trained in computer skills, English, business correspondence, ethics and accounting by three professionals on a regular basis for 12 months. The psycho-social project will create better interpersonal conditions in four selected collective centres and eight ARCS Social Service Centres. Two psychologists and 60 Youth Red Cross volunteers will provide individual counselling to 330 elderly refugees. Some 100 refugee and non-refugee children will attend the Red Crescent summer camp. Active networking coupled with advocacy, both within the Movement and beyond. Attendance of the National Society's PM coordinator at four relevant seminars/courses. Awareness of refugee matters will increase among the general public and refugees through a series of public events and media presentations, which will also help to enhance the image of the ARCS.

## **Indicators**

### ***Social Service Centre (SSC) Project***

An increased number of vulnerable people in Armenia, spanning various categories, assisted and supported through the growing network of ARCS Social Service Centres. Improved public image, membership and support of the National Society.

### ***Food Parcels for the Most Vulnerable***

Food security for 3,500 impoverished and extremely vulnerable persons in Armenia for the 2001-2002 period.

### ***Population Movement***

Advocacy of refugee rights and increased awareness and tolerance of their situation by the general public. Increased skills and ability of selected refugee women to find gainful employment. Improved psychological well-being of elderly refugees and children.

## **Monitoring and Evaluation arrangements**

The Monitoring Group of the ARCS will monitor implementation of each of the above described initiatives. The group is accountable only to the society's President. The Federation's delegation, together with the leadership and programme managers of the ARCS will carry out evaluation of project implementation. The headquarters of the ARCS and the Federation's delegation jointly developed operating and financial monitoring systems for these projects. The development of new SSC sites, and execution of food distributions will be monitored through monthly reports required within the ARCS, as well as within the ongoing DP, ID and other programmes.

## **Critical assumptions**

- Funding support for these initiatives will be adequate to achieve stated goals and objectives.
- Unexpected political disputes and/or international conflicts will not detract interest and resources from these projects.
- The ARCS will be able to retain trained staff and volunteers amidst the current disintegrating social and economic environment of Armenia.
- Support will be available to fund the key programmes with which this programme will be coordinated (i.e. regional DP, first aid, youth, etc.).

## **Azerbaijan**

## **Background and progress to date**

The International Federation and the Red Crescent Society (RCS) of Azerbaijan have been assisting internally displaced persons (IDPs) in the seven so-called 'southern camps' since 1994. At present, there are 32,500 beneficiaries residing predominantly in dwellings made up of mud bricks with little living space. Assistance provided to the camp population includes food, potable water, medical services, hygiene articles and non-food items such as kerosene stoves, plastic sheeting, jerry cans, clothes and shoes. In an effort to increase the self-reliance of the displaced, a series of community developmental activities was initiated in 1997 comprising of agriculture, income generation projects, skills development and loans/credits for small enterprises, mainly animal husbandry. Activities aimed at psycho-social rehabilitation were also a part of the strategy. The RCS of Azerbaijan is playing an increasingly important role in the implementation of the community development activities.

A total of 700 families in the 'southern camps' originate from the so-called 'liberated areas'. A pilot project aimed at assisting 160-170 families from Shukurbeyli village in Fizuli to return to their homes was initiated by the Federation in 1999. Through this project, families from Shukurbeyli receive assistance with reconstruction or rehabilitation of homes. Loans and credits are given to provide the returnees with a possibility of generating an income and general community mobilisation is encouraged and assisted to improve the physical infrastructure in the village. A further 160 families will be included in the next phase of the project which will run towards the end of 2002.

An assessment carried out in 1999 in the 'southern camps' concluded that capacity building measures undertaken in the camps should be continued while a step-by-step reduction in the food aid was advised, thus encouraging the camp residents to be more self-reliant in an environment of dwindling international support. The rehabilitation and repatriation pilot project was seen as a natural extension of this approach as it ends years of displacement and reliance on outside assistance for the families involved.

Food-assistance provided today by the Federation is only complementary with 50 per cent of the required energy level and 35 per cent of the protein level, and is distributed monthly. A survey done during the summer of 2000 suggested that targeting the most vulnerable within the camp community would be impossible as beneficiaries would never accept anything less than equal treatment. The Federation concluded that a continuation of its food assistance should continue at the present level until the projects aimed at increased self-sufficiency give the displaced an adequate substitute for the loss of food aid. A gradual reduction of the food aid is still the target and will be phased out during 2001 should the positive trends within the community development programmes continue.

Potable water is provided to the whole camp population by either pumped water from artesian wells or nearby irrigation canals, after which it is chemically treated and distributed through a network of tap stands located throughout the camps. A gradual hand-over of the water provision services to the local authorities is planned in 2001 and the Federation will only retain the responsibility for the provision of water in three camps before finally handing it over to the local authorities by the end of 2001. Sanitation tasks were handed over to the local authorities in 1998-1999.

Developing and implementing community based programmes and activities targeting the most vulnerable in the local communities as well as in the camps started in the Sabirabad regional centre of the RCS of Azerbaijan, which shares its space with the Federation's sub-delegation. A 'meals on wheels' project assists lonely, elderly people in Sabirabad. The National Society (NS) recruited and trained volunteers for this project to raise funds and collect food. Its image has significantly improved and an increasing number of volunteers take part in this project, which will be expanded to include other communities in 2001-2002. The Sabirabad centre is gradually taking responsibility for the Children Support and Health Education programmes in the camps. Currently, 72 volunteers and 24 Red Crescent health promoters are involved in these projects. To ensure access to resources needed to keep the Red Crescent projects running, cooperation with other parts of the community, local authorities, other NGOs and the media will be essential.

A Population Movement programme was initiated in Azerbaijan in March 1998 to follow up the CISCONF and Almaty Declaration on population movements. The break-up of the Soviet Union and the formation of independent states, social and economic crises, armed conflicts and increased ethnic tension all contributed to a dramatic increase in population movements. Forced displacements grew, as did the number of refugees, persons in refugee-like situations, involuntary relocated internally displaced persons and ecological migrants. The Population Movement programme was set up to develop a capacity within the NS to formulate and implement projects which would provide assistance and social or legal counseling to the displaced. Further, development of effective

partnerships with UNHCR, the International Organization for Migration (IOM), the government and others is an integral part of the Population Movement programme.

**Goal** To provide 32,500 displaced with basic necessities such as food, hygiene articles and to mobilise the whole community and strengthen their capacity for self-reliance. Further, to assist families from the 'liberated areas' with rehabilitation of their homes and encourage voluntary repatriation through community participation, community development and income generating activities. Displaced persons, refugees and stranded migrants will be assisted through temporary integration, advocacy and other projects, through the Population Movement programme of the Red Crescent Society of Azerbaijan.

## Objectives and Activities planned

**Objective 1** to ensure a balanced diet through supplementary, monthly food distributions to 32,500 displaced, and improvement of their hygiene situation.

Activities will include:

- procurement, transportation and storage of 3,035 metric tons (MT) of food;
- updating beneficiary lists, planning and scheduling food distributions and maintaining records for all activities;
- distributing 5 kg of wheat flour, 1 litre of oil, 1 kg of chickpeas, 0,5 kg of sugar and 0,2 kg of salt per month per person to 32,500 beneficiaries, starting in January 2001 and throughout the year;
- procurement, transportation and storage of 78 MT of toilet soap and 130 MT of laundry detergent;
- distribution of 200 grams of soap per month and 1 kg of laundry detergent every three months to 32,500 beneficiaries;
- procurement and distribution of plastic buckets (one bucket for families with one to five members and two buckets for families of six or more persons).

**Objective 2** to ensure provision of potable water to the displaced in three camps and ultimately reduce the Federation's involvement.

Activities will include:

- procurement of chlorine and aluminum for water treatment and water pumps;
- chemical treatment and distribution of potable water to Camps I, II and III;
- proper maintenance of water treatment, storage and distribution facilities and replacement of old water pumps;
- training people within the camp community to operate and maintain the water treatment and distribution facilities;
- prepare a hand-over to the local authorities of services and assets, including training of administrative and technical staff to guarantee a continuation of the services.

**Objective 3** to increase the self-reliance among the displaced thus reducing their dependency on outside assistance.

Activities will include:

- continuing support to the 1,782 families involved in the agricultural kitchen garden project currently providing 8,761 persons with irrigation aids;
- expanding the agricultural project to include an additional 450 families and support them with seeds, tools, fertiliser and irrigation aids;
- training the established kitchen garden committees further to improve their skills and strengthen their role as coordinating body of the agricultural project;
- providing training and advice on cultivation techniques if needed to increase the output;
- encouraging closer links between the local authorities, relevant international organisations and the kitchen garden committees;
- training established women's committees in needs assessment, programme planning and implementation;
- encouraging and supporting women's committees to play an active role in advocating issues important to displaced women;
- continuing support to the skills training centres but ultimately handing over the centres to relevant bodies in the camps;
- assisting the disabled with disability aids and encourage participation in community based activities.

**Objective 4** to develop and strengthen the capacity, skill and resource of two regional Red Crescent centres in the areas where the ‘southern camps’ are located, including development of appropriate community based projects.

Activities will include:

- developing a volunteer training course in cooperation with the Sabirabad and Lenkoran Regional Red Crescent Centres;
- recruiting and training volunteer trainers;
- training staff and volunteers in the Sabirabad and Lenkoran regional centres as well as branches in these districts in fund-raising;
- advising the regional centres on issues such as management, programme planning, implementation and reporting;
- assisting the relevant Red Crescent branches to identify potential beneficiaries for the ‘meals on wheels’ project based on set criteria;
- supporting the Red Crescent in implementing a ‘Children Support Programme’ in the camps.

**Objective 5** to ensure successful repatriation of 160 families. A suitable village for reconstruction and rehabilitation will be identified in consultation with relevant government bodies, the National Society and potential returnees. The Federation will provide construction materials for 160 houses, while the government committed to provide water, electricity and irrigation (where applicable), and the returnees will be responsible for the actual construction work. The Federation will hire teams of professional builders that will oversee the house reconstruction/rehabilitation subject to participation of house owners. Procurement of construction materials will be based on standard Federation procedures. In order to ensure a safe environment for returnees, the Azerbaijan National Agency for Mine Action (ANAMA) will carry out clearance of mines or any unexploded devices. Mine awareness information will also be distributed before the project begins. Registration and interviews with families willing to be repatriated or resettled to the selected village/area will be carried out. Assistance will be provided to establish basic infrastructure such as a school, health services centre, water supply and irrigation as needed. Encouragement will be given to establish special interest committees such as the women’s, agricultural and small businesses committees. A representative from the RCS of Azerbaijan will be appointed to the project, ensuring the NS is involved in the community mobilisation process.

Small loans of USD 1,000 will be provided to returning families subject to approval of project proposals by the Federation’s delegation and the RCS of Azerbaijan’s representative. Eighty per cent of the loan will have to be repaid within one year of receiving the money, in installments as agreed with the Federation. The income generating projects will be closely monitored by a beneficiary committee to avoid misuse or failure. The returned loan money will be handed over for community based activities once a mechanism is established for handling the funds, either through a credit union or community fund. The health services centre will be equipped with first aid and health promotion materials. The RCS of Azerbaijan will be involved in training five volunteer health promoters to address public health issues in the community.

**Objective 6** to assist the Red Crescent Society of Azerbaijan in setting up mobile technical teams and skills training projects to assist vulnerable refugees and IDPs.

Activities will include:

- establishing three mobile technical teams (with four persons each) in three regions, equipped with a vehicle and basic tools;
- regular visits to beneficiaries in remote locations by the teams and assisting with small repairs (e.g. broken door, window, roof, floor, fence, electric installations etc.), and providing beneficiaries with social contacts;
- cooperation of teams with the local Red Crescent branches and regional centres and linking their activities within the areas of health, disaster preparedness and relief, and youth;
- identifying new beneficiaries in cooperation with the local Red Crescent and creating a database which includes all beneficiaries of the branches;
- organizing a summer camp for 100 children for one month;
- organizing psycho-social activities in four selected collective centres, through active IDP involvement;
- organizing skills training for young women in the form of a professional secretary course targeting 30 women;
- producing posters, brochures and targeting mass media in cooperation with the information department;
- training Red Crescent volunteers in cooperation with the regional centres;
- continuing cooperation with UNHCR regarding persons needing protection as well as regarding distribution of clothes and other items to especially vulnerable;

- continuing cooperation with IOM regarding stranded migrants; (12) continuing cooperation with governmental agencies.

### **Expected results**

A total of 32,500 displaced will have a nutritional standard on level with, or above, those outlined as minimum in the *Sphere Project*, reducing the number of malnourished or undernourished beneficiaries and reducing the risks of diseases. The latter will further be reduced by distributing hygiene articles; in particular, the number of diarrhoea cases is expected to drop. A sustainable and reliable supply of potable water at a quality and quantity above that outlined in the *Sphere Project* will ensure the camp population's needs. Staff will be trained to operate and maintain the water treatment and distribution facilities thus reducing the need for assistance from the Federation. A successful hand over to the local authorities of the responsibility for water issues is the safest solution for a long term provision of potable water to the displaced population in the camps. The displaced living in the camps will be able to take a more active role in improving their own situation. Kitchen garden committees will be able to take over the responsibility for all the agricultural activities thus eliminating the need for further Federation support. The women's committees are expected to be strong advocates on issues that are important to women in the camps and take a more active role in improving their own life situation.

Volunteer recruitment and training methods will be significantly improved in the Sabirabad and Lenkoran Red Crescent Regional Centres and branches. Fund raising and promotion skills will have been further developed and small donations in cash or kind received. The regional centres in Sabirabad and Lenkoran will implement community based projects. Management, planning and implementation skills will be improved as well as cooperation and interaction with other Red Crescent centres, branches, main office and members.

A minimum of 160 families will return to their place of origin, or resettle near their home of origin, resume a normal life and benefit from the loan/credit scheme for developing sources of income. The returnees will have access to basic services such as education and health facilities. The village will be free of mines and the inhabitants will be fully aware of the dangers should they come across mines or unexploded devices and take necessary measures to alert the right bodies. A sense of community spirit will develop and a number of community based initiatives implemented.

The three mobile teams will have performed between 2400-2800 interventions assisting vulnerable refugees and displaced. A database registering the request for assistance and interventions will give a better idea of local vulnerability and the image of the Red Crescent Society will improve. The summer camp for IDP children and skills training courses will have a positive psychological effect.

### **Indicators**

A reduction in the number of malnourished and undernourished beneficiaries. Absence of diseases caused by polluted water or lack of hygiene articles. Increased number of trained volunteers and educators. An increased output from agricultural production. Reconstructed or rehabilitated homes. Increased self-sufficiency of returnees.

### **Monitoring and Evaluation arrangements**

Monitoring will be carried out through: monthly or quarterly reports from relevant departments with basic statistics, and information; technical specialists (water/sanitation, nutrition, construction, institutional development and income generation); staff in charge of, or connected to, the various projects.

Evaluation will be carried out through: comparison of available reports and statistics; questionnaires, interviews and observations conducted by programme staff; surveys of the nutritional and/or socio-economic status of the displaced; external evaluation of the reconstruction/rehabilitation project.

### **Critical assumptions**

- A stable funding situation.
- The ability of the Red Crescent Society of Azerbaijan to recruit volunteers and raise funds.
- Continued political stability and co-operative political environment.
- Continued support to the displaced from other sources (local authorities, government, NGOs).
- Commitment and ability of the local authorities to resume responsibility for some of the Federation's activities.
- Interest among the displaced to return to their home of origin.

# Georgia

## Background and progress to date

Virtually everything in Georgia today hinges on the economic situation. Disasters are magnified by the social deterioration that continued unabated since independence and the three subsequent armed conflicts. Because of financial constraints or the condition of the administration, there is limited capacity, either by individuals or the government, to assist during times of disaster, much less for everyday needs. Sadly, after a decade of independence, much of Georgia continues to depend on assistance from the international community.

Last year the Disaster Response programme tried to ensure access of the most vulnerable - who are unable to move from reliance towards self-sufficiency - to basic necessities, decreasing suffering and increasing dignity. The capacity of the Georgian Red Cross Society (GRCS) to assist vulnerable people has likewise gradually developed as it defines its role in society. Together, the Federation and the GRCS implemented a number of disaster response projects. These included:

- ***Emergency assistance to Chechen refugees, other displaced and the local population in Pankisi Valley:*** Assistance is being delivered, in coordination with UNHCR, the International Committee of the Red Cross (ICRC) and Medecins sans Frontieres/France (MSF/F), to some 17,000 Chechen refugees, displaced and vulnerable local people. This assistance is aimed at meeting their relief and basic health care needs, and also aims to promote general health and provide referrals for specialized care.
- ***Emergency rehabilitation of collective centres accommodating internally displaced persons:*** Providing rehabilitation to 40 collective centres accommodating 11,888 internally displaced persons (IDPs), which are most urgently requiring repair in order to remedy significantly substandard living conditions as per the *Sphere Project's* minimum standards for shelter. Rehabilitation work included: improving insulation through roofing repairs; replacement of doors and windows; adequate and safe electrical installations; and improvement to hygiene and sanitation facilities. Basic tool kits were provided to IDPs for continued maintenance and community participation was promoted in the project.
- ***Mobile Technical Teams:*** These teams assisted IDPs and the most vulnerable population in collective centres (where the number of families does not exceed 10) and in private accommodation in remote areas, with minor repairs to windows, doors, roofs, and electrical installations.
- ***Community Development:*** Encouraging the IDP community of 30 collective centres (approximately 49,000 beneficiaries) to help itself by encouraging socialization within the collective centres, motivating the beneficiary IDPs to take a more active part in their future and be less dependent on humanitarian assistance via relevant, productive training, small business start up loans and kitchen garden supplies.
- ***Population Movement:*** assisting the GRCS in its efforts to address the question of refugees and other forced populations in a systematic manner.

In 2001, a new approach toward IDP assistance is planned in Georgia. Humanitarian organizations, including the Federation, have been focusing on identifying the most vulnerable based on need rather than on category. The next couple of years will see assistance in Georgia transform from direct relief to various groups in the country, to the development of Georgia holistically. This might include the gradual departure of IDPs from collective centres to private accommodation within existing communities.

With full consideration to the changing humanitarian environment in Georgia, the Federation's 2001 Appeal will concentrate on assisting the GRCS to develop working relationships with other organizations, which will help it to define and establish its role in the country as a humanitarian organization with strong community links. To this degree, the projects this year are more crosscutting and complementary, relying on more resources from the various GRCS departments. The majority also aim to be community-driven, in the sense that the communities play an increasingly larger role in the projects' development. The Disaster Response programme, therefore, will develop institutional and individual capacities of its beneficiary partners while also providing relief assistance.

**Goal** To timely and efficiently respond to disasters and the human suffering caused by them while building the capacity of the GRCS, thus enabling it to develop its own resources and network and become a long-term partner to the government and other relevant agencies.

## Objectives and Activities planned

**Objective 1** (emergency assistance to Chechen refugees, other displaced and the local population in Pankisi Valley): to maintain health and basic hygienic conditions among refugees and their host families and organize health education and health promotion activities for health personnel and the community at large. The following activities will be undertaken to achieve this objective:

- distribution of World Health Organization-recommended essential drugs, medical supplies and essential relief items to refugees and the most vulnerable from the local population;
- monitoring the nutritional status of refugees and host population;
- promotion of public awareness and attitudes towards health and health-related problems.

**Objective 2** (emergency rehabilitation of collective centres accommodating internally displaced persons): to improve the shelter and basic living conditions of IDPs accommodated in selected collective centres, at the same time establishing a system for the future maintenance of rehabilitation works (through building responsibilities and self-reliance). The following activities will be undertaken to achieve this objective:

- a construction assessment will be carried out covering all IDPs collective centres allowing prioritization of needs amongst all centres with 10 or more inhabitants;
- based on the *Sphere Project's Humanitarian Charter and Minimum Standards in Disaster Response* and previous rehabilitation experience, it is planned to spend approximately CHF 20,500 per collective centre as an average and standard package of work on 30 medium or large-scale collective centres;
- appointment of maintenance personnel through IDP committees on each site to prevent rapid deterioration of rehabilitation works.

**Objective 3** (mobile technical teams): to support the GRCS in improving the shelter and basic living conditions of IDPs and most vulnerable local population accommodated in selected collective centres and private housing in remote locations. Three semiskilled workers will accompany a skilled team leader, equipped with an all-terrain vehicle, to remote parts of their designated region to make minor repairs to the glazing, roofing, electrical installations of homes/shelters and to chop firewood.

The teams will collect data about beneficiaries' vulnerability in collaboration with the IDP committees, local Red Cross branches and the Community Development project, using specially designed forms. This information will be compiled into a database which will provide statistical information for a Vulnerability and Capacity Assessment. Also, it will be used as a checked and updated beneficiary list for different distributions and projects not only for Federation and GRCS but for NGOs and governmental bodies as well. The database will create the possibility for proper targeting and for evaluation of real needs for future projects.

**Objective 4** (community development): to enhance the knowledge, preparation and motivation of the GRCS, IDPs and local communities to help themselves and others. The following activities will be undertaken to achieve this objective:

- shifting the responsibilities for implementation of the Community Development Project to regional GRCS branches and turning the local GRCS offices into clearinghouses of information on projects offered by the Federation and GRCS and other services offered by local NGOs and agencies in the regions;
- conducting community participation assessments for each of the communities covered by the regional GRCS branches, and based on the results, facilitate the creation of various interest groups and co-ordinate workshops and internships in the targeted communities.

**Objective 5** (Population Movement): to build capacity of the GRCS to address the plight of refugees, IDPs, formerly deported persons, and forced migrants both through programme and advocacy activities. Public awareness will be raised on behalf of the displaced to facilitate better understanding between IDPs and the local population through dissemination and information activities as well as series of public events. Community based self-help activities will be organized to reduce the level of traumatization experienced by the IDPs. Grassroots seminars will be continued to transfer skills and know-how to the GRCS, building its capacity to address the plight of vulnerable groups. A public awareness campaign will be implemented as well. Formerly deported Meshketians in Samtske-Javakheti will be assisted with integration and psycho-social support groups for IDP women and children will be supported in selected collective centres.

### **Expected Results**

The health status (physical and mental), hygiene and living conditions of 17,000 refugees and the local hosting population will improve. A more complete, accurate and useful database will be in use and used to inform the

development of clinical services. Around 11,000 IDPs accommodated in selected collective centres and 8,000 IDP families and vulnerable local population in remote and isolated areas will receive minor rehabilitation assistance resulting in improved living conditions. The psycho-social support groups in selected collective centres will improve interpersonal conditions of approximately 5,000 IDPs, out of whom two-thirds are women and children. Language, history and legal courses through the Population Movement project will facilitate the integration into society of 643 formerly deported Meskhetians already in Georgia and reduce the tension with the local population in three selected locations. These activities will position the GRCS to play a role in the return process in the longer term. Liaison between different projects will make activities and information more interlinked, useful, efficient and flexible. More beneficiaries will become a step closer to self-reliance and confidence that is necessary to be involved in decision-making that affects their lives. Increased capacity of the National Society's regional branches through transference of implementation responsibility, decreasing the role of the Federation in Georgia. The GRCS will benefit from direct work with the community and its activities will encourage a strong volunteer base.

### **Indicators**

Improved health and hygiene conditions among IDPs as well as adequate, safe shelters for them. An increased level of community participation in programme implementation and of GRCS volunteers. Instigation of initiatives by the GRCS.

### **Monitoring and Evaluation arrangements**

The monitoring of the projects under the Disaster Response programme will be undertaken on the national level by the respective Federation and GRCS project managers. The Europe department at the Federation's Secretariat in Geneva will continue to provide technical support and general monitoring and coordination of the programme.

Evaluation of different projects will be through regular meetings between the GRCS and the Federation project managers in order to identify recurring problems and needs for project modification. Monitoring visits will be made by GRCS and Federation personnel to randomly selected project sites. Areas of concern will be incorporated into a monthly report that will be discussed at regular weekly meetings. After an initial six month period, progress will be reviewed jointly by the Federation and GRCS, their beneficiaries and, if appropriate/feasible, with donor(s).

### **Critical assumptions**

- The relief items will be available on time.
- The staff will be willing and able to collect accurate, timely and complete beneficiary data.
- The standards of clinical practice will be raised.
- Health promotion pilots will develop satisfactorily.
- The National Society will have the capacity to implement the projects properly.
- The projects will meet the existing needs in the region and be implemented as planned.
- The impact of the programme on beneficiaries will be according to the expected results.
- Project implementation will not be impeded by instability in the region.
- Capacity and operational requirements of the GRCS headquarters and its regional branches will enable key personnel to contribute to this project.
- The GRCS project staff will take over operational responsibility.
- The beneficiaries will have the motivation to actively participate in the projects.
- The present level of support for the programme from the Federation and the National Society's leadership will be maintained.

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## 2. Disaster Preparedness

### Armenia

#### Background and progress to date

Armenia is one of the most disaster prone countries of the Caucasus; a small country with many categories of natural disaster. The most catastrophic are earthquakes (accounting for 95 per cent of disaster threats), as evidenced by the 1988 Spitak earthquake which killed 25,000 people. Landslides are the second largest natural threat. During the past decade Armenia experienced steep economic decline and crushing poverty, with the government of Armenia unable to provide many basic services. There is little maintenance of public facilities (bridges, dams, reservoirs, roads, etc.); and domestic housing and other structures are in precarious condition. In 1997, with support from the UN Development Programme, the government began the process of developing a national disaster preparedness and response (DPR) plan.

The Armenian Red Cross Society (ARCS) is the oldest and largest humanitarian organization in Armenia, and the only one with a physical presence in all areas of the country. It initiated its DPR programme in 1998, in close cooperation with the government and other participating NGOs, and with funding support from the Finnish and Norwegian Red Cross Societies. Since that time ARCS became one of the most active and effective players in the Armenian DPR establishment. It works closely with Armenia's supreme DPR authority, EMA (Emergency Management Administration) and the EMA's Crisis Management Institute (CMI), as well as the National Survey for Seismic Protection. In 1999 a Memorandum of Understanding was signed confirming ARCS and EMA coordination in the areas of: search and rescue, first aid, information and dissemination, tracing, regional offices material resources, and the utilization of the National Society's International Post-Trauma Rehabilitation Centre (IPTRC) complex. The DPR programme of the ARCS is well recognized by relevant government organizations and the general public, and has been officially mandated with appropriate national roles and functions. Beyond establishing its position within the Armenian DPR establishment, the ARCS programme focuses on the following five areas of activity:

#### *Public Education and Information*

From mid-1998 through June 2000, the ARCS prepared and distributed over 500,000 DPR public information and educational posters, leaflets and other materials throughout Armenia. These materials were distributed at its headquarters, regional and community levels; as well as by all government and non-government organizations with which ARCS has working relationships. Also, ARCS-produced radio and TV programmes dedicated to disaster preparedness were broadcast throughout the country.

#### *DPR Skills Training*

The ARCS conducted numerous DPR training and simulation events for its staff and volunteers at all levels. These events included the participation of governmental and non-government organizations, including: EMA, Fire Brigade, Ministry of Internal Affairs, Ministry of Health, and other ministries. Special regional training courses and events were also conducted with local government DPR unit representatives. The package of DPR skills training underway or planned includes the following twelve topics: basic DPR training; DPR planning; first aid; risk reduction; DPR information gathering and reporting; logistics; basic rescue; DPR camp set-up; dissemination; rapid assessment; water and sanitation systems; and DPR radio procedures.

#### *DPR Infrastructure Development*

The ARCS emphasized the development and strengthening of the regional structures and resources through which DPR activities will be channeled to high risk areas. To date, six regional DPR centres were established, and a total of three DPR zonal and 11 regional centres are planned. The work includes: facility refurbishment; support equipment; security; stock storage; communications, and radios, and the creation of adequate, well equipped local

training facilities. Each DPR centre will be staffed by a regional DPR coordinator and a “rapid response” team of twenty-two staff and volunteers who were trained in the DPR disciplines described above.

### ***DPR Mobilization***

The community-based DPR activities of the ARCS is supported by and coordinated with the activities of its other programmes and departments; each with defined DPR roles and responsibilities at local levels. The ARCS departments and programmes most actively supporting DPR activities include: first aid, dissemination, information, rescue teams, relief, youth, population movement, relief/logistics and tracing. In a similar manner, essential ARCS-wide management, organizational and structural enhancements to accommodate DPR needs will be continued in the areas of: administration; structure; internal communications and reporting; and decentralization of decision processes.

### ***DPR Emergency Stocks Distribution***

As noted above, zonal and regional offices are being strengthened to serve as central DPR resource distribution points. Emergency stocks to support 2,500 persons will be stored in, and distributed from DPR centres as local infrastructures are established

**Goal** The goal of the programme is to reduce the impact of and vulnerability to disasters in Armenia.

## **Objectives and Activities planned**

**Objective 1** to educate the public in high risk areas about how to cope with different types of natural and manmade disasters to reduce their impact. Activities will include: continuing public educational activities about disaster preparedness using leaflets, posters, TV and radio messages and exploring new methods of conducting public education campaigns.

**Objective 2** to increase the knowledge and skills of ARCS staff and volunteers in disaster preparedness and response. Activities will include:

- elaborating and expanding DPR training curriculum and modules for training of staff and volunteers;
- conducting 30 different types of training seminars for regional and headquarters ARCS staff and volunteers as well as local authorities;
- conducting different types of simulation exercises at national, zonal and regional levels in close collaboration with regional civil protection structures.

**Objective 3** to train eleven DPR trainers who will be in charge of public and community education activities. Activities will include:

- elaborating training of trainers courses in close collaboration with the CMI;
- expanding participation of ARCS staff and volunteers in these trainer trainings;
- developing trainer’s skills and knowledge through extended training experience.

**Objective 4** to strengthen the regional rapid response teams by providing them with essential DPR skills and equipment. Activities will include:

- adapting the terms of reference and functional responsibilities of ARCS units to reflect changed structures as needed;
- providing the necessary technical and material recourses for the regional response teams according to their functional responsibilities;
- providing the regional response team members with refreshment of skills and knowledge through follow-up training and simulation exercises;
- establishing permanent relationships between regional rapid response teams and governmental structures to develop coordination and collaboration.

**Objective 5** to develop the eleven regional and three zonal DPR centres of the ARCS. Activities will include:

- adopting the terms of reference and functional responsibilities of the ARCS units according to changed structure as needed;
- transferring regional structural development responsibilities to the DPR zonal centres;
- providing the zonal centres with all necessary DPR-related equipment.

**Objective 6** to distribute and maintain adequate levels of emergency stocks for 2,500 beneficiaries. Activities will include enlarging emergency stocks of the ARCS with necessary items to help more people in case of disaster and to effectively meet relief challenges.

**Objective 7** to ensure communications capabilities of the ARCS in times of disaster. Activities will include:

- establishing a high frequency (HF) radio network at the headquarters and zonal centres of the ARCS to facilitate timely flow of information to the ARCS units and to governmental structures concerned with disaster response;
- providing regional response teams with portable VHF radios (walkie-talkies) to facilitate communication between groups working at operational sites.

**Objective 8** to strengthen and develop the zonal, regional and community structures of the ARCS in coordination and collaboration with governmental and non-governmental organizations, both in and outside of the country. Activities will include:

- elaborating and signing Memorandum of Understanding with governmental bodies, such as the Ministries of Health, Internal Affairs, Foreign Affairs, and relevant international organizations (such as the UNDP);
- organizing meetings, discussions and “round tables” with representatives of relevant DPR-related organizations.

**Objective 9** to improve and elaborate the legal base for disaster preparedness and response and the National Society’s position within the governmental DPR programme. Activities will include:

- assisting in preparation of draft national standards for rescue, first aid, and relief and logistics;
- promoting these documents and work for their adoption by the government of Armenia.

**Objective 10** to cooperate and assist in the development of Armenia’s national disaster preparedness and response plan. Activities will include promoting coordination within the relevant organizations and with representatives involved in the preparation of the national disaster preparedness and response plan.

**Objective 11** to continue to establish and strengthen the community based disaster preparedness and response network of the ARCS by providing it with adequate technical and material resources. Activities will include:

- promoting distribution of special DPR training as elaborated by the ARCS and the Crisis Management Institute;
- developing community-based disaster preparedness and response structures by setting up community response teams and organizing special training/seminars and simulation exercises for them.

**Objective 12** to promote DPR networking, sharing of information and experiences with the other countries in the Caucasus region. Activities will include: (1) promoting inter-regional meetings between National Societies in the Caucasus; (2) promoting establishment of common DPR structures in the regions by building an adequate legal base; (3) sharing experiences and achievements of the ARCS in this field.

### **Expected results**

Increased level of public awareness about possible disasters and coping mechanisms. Staff and volunteers with increased level of disaster preparedness and response skills and knowledge. Well elaborated disaster management trainer’s manual will be developed. Well-established disaster preparedness and response structure at all levels of the ARCS. Regional and zonal disaster preparedness and response structures will have well structured organizations and material resource bases. Positioning of emergency stocks for a total of 2,500 target beneficiaries. HF radio/communication network in place at headquarters, in zonal centres, and in the most at-risk regions. Strong links established between regional and zonal centres of the ARCS with governmental and non-governmental organizations. Full participation and approved legal base of the ARCS in the national DPR programme. Community based disaster preparedness and response systems in place by end of 2002. Increased image of the ARCS among the general public and national institutions. Continued increase in the number of active ARCS volunteers. Significant networking role of the ARCS in DPR with the neighboring countries of southern Caucasus and beyond.

### **Indicators**

General public better educated about disaster risks and prevention activities. Better trained and equipped staff and volunteers of the Armenian Red Cross. Ability to meet immediate relief needs of 2,500 disaster victims. Legally

recognized role of the ARCS in national disaster preparedness and response plans and increased coordination and collaboration with relevant governmental structures.

### **Monitoring and Evaluation arrangements**

The Treasurer of the ARCS and the Federation's delegation in Armenia will carry out project financial monitoring. The National Society's monitoring team and the delegation will monitor programme implementation. Regional activities will be monitored through the existing system of monthly activity reports. On-the-spot supervision will be conducted regarding procedures and guidelines as applied to departments, regional offices, warehouses, and the DPR zonal centres. Feedback on the outcome of public awareness efforts and the quality of distributed items will be provided through surveys. The radio communications systems will be regularly checked by established procedures.

### **Critical assumptions**

- The role and experience of the ARCS in the sphere of humanitarian activities, particularly in the field of DPR, will be sustained.
- Regional and community-level ARCS offices will continue to attract substantial numbers of volunteers.
- The continued existence of the National Society's rescue teams.
- Donor funding for DPR programmes will be continued at current levels for at least three years.
- The governmental DPR effort will continue.
- Continued positive working relationships between the ARCS and governmental organizations in the field of DPR.

## **Azerbaijan**

### **Background and progress to date**

Azerbaijan is a disaster prone country with the most common hazards being landslides, floods and earthquakes. The country lies in an earthquake zone and tremors measuring 4.0 on the Richter scale occurred during both 1998 and 1999. Landslides are common in the mountainous parts of the country. Ecological disasters are a new threat emerging from disintegration of old chemical factories and the onshore oil industry. Adding to these threats is the fact that displaced persons settled in places that are disaster prone and not environmentally safe.

The poor socio-economic situation in the country with big groups of the population marginalized (displaced persons, unemployed) combined with high risk of disasters creates a situation of high vulnerability for large groups of people in Azerbaijan.

The Red Crescent Society of Azerbaijan started to respond to small-scale disasters, such as the landslide in Baku and forest fires in northern Azerbaijan during the spring and summer of 2000. Although carried out with limited material and human resources, these activities show that the National Society has a very important future role in assisting vulnerable victims of disasters.

The National Society (NS) is a member of the governmental disaster committee, which plans for and coordinates disaster response. It is also represented at local committees with the same functions. The NS therefore has a good network and well-established contacts with authorities responsible for disaster preparedness (DP) and response issues.

The programme is a long-term capacity building intervention. It will take a number of years to build up experience and knowledge to achieve a very well functioning and effective disaster preparedness and response programme. The focus during the first year will be to clearly define the role and mandate of the Red Crescent Society of Azerbaijan within a wider national framework as well as establishing operational procedures. Some training of staff and volunteers will also take place. Building up skills and competence of human resources in this field will more clearly be emphasized during 2002.

**Goal** The purpose of the programme is to create a well-integrated disaster preparedness and response capacity at the Red Crescent Society of Azerbaijan to enable it to assist the most vulnerable groups of the population in times of disaster. In the long term, it also aims at informing and educating the local population in disaster awareness.

## **Objectives and Activities planned**

**Objective 1** to assess high risk areas and their population's vulnerability to disasters throughout Azerbaijan. Activities will include:

- linking with and gathering information from the authorities regarding disaster prone areas in the country;
- involving the regional centres and branches to map vulnerability of the population to disasters in their geographical region as well as other organizations' preparedness activities;
- feeding in information gathered regarding disaster risks into the planning process to establish clear priority areas for the National Society;
- establishing procedures for regularly updating the assessment of risks and vulnerabilities.

**Objective 2** to elaborate a Red Crescent disaster policy. Activities will include:

- maintaining and strengthening contacts with government agencies and NGOs working with disaster response so as to define the mandate and role of the Red Crescent Society of Azerbaijan regarding fields and borders of responsibilities, rights of intervention and coordination/cooperation with partners;
- obtaining approval from the National Society's governing board of the DP policy after discussions with staff and volunteers at headquarters and regional levels;
- presenting the adopted policy internally within the NS and to external partners.

**Objective 3** to elaborate operational procedures and establish operational structures for disaster response that will form the disaster response plan for the NS. Activities will include:

- gathering information regarding experience of other National Societies in this field as well as that of the Federation's Secretariat;
- based on the policy and other experiences developing operational procedures for assessments of needs and capacities, decision making regarding intervention, beneficiary selection and registration, tracing in disaster, involvement of beneficiaries, access to relief goods and other resources, warehouse handling principles, purchase of relief goods, internal communication and coordination, reporting principles, procedures for fund-raising, local and international appeals, external information, public relations;
- establishing criteria for local versus national disasters;
- developing regulations for organizational structure and decision making for local and national disasters, including roles and responsibilities of various functions within headquarters, regional centres and local branches, the cooperation methods and reporting lines among these functions, the coordination and decision making powers in disasters of different sizes and the coordination with external partners;
- adopting the developed procedures and regulations, and formulating these into the National Society's disaster response plan;
- developing a manual with operational procedures and implementation guidelines.

**Objective 4** to develop curriculum and training materials for training of staff and volunteers in the policy and procedures of the disaster preparedness programme. Activities will include:

- organizing a series of seminars with clear tasks in between seminars for different groups of headquarters and regional staff regarding their role in the disaster preparedness programme, emphasizing issues such as: disaster risks assessment and mapping of vulnerabilities; policy implementation and operational procedures; setting up departmental and regional plans within the national plan; and, involvement of disaster teams made up of volunteers;
- based on the operational procedures, developing training curriculum and materials concerning disaster intervention on the local level;
- selecting and training trainers for the implementation of the disaster intervention course and organizing a pilot course to test the materials and methods;
- printing training materials for the disaster intervention course;
- training disaster teams needed for local disaster intervention;
- preparing and implementing an information campaign for the public regarding disaster risks.

**Objective 5** to secure a minimum contingency stock to respond to victims of local disasters. Activities will include:

- stockpiling and/or preparing contractual relationships with suppliers to enable rapid acquisition or delivery of essential relief supplies (blankets, plastic sheeting, family tents, first aid kits and food supplies) for 1,000 beneficiaries during the first year and an additional 1,000 beneficiaries during the second year of the programme;
- pre-positioning needed relief material in warehouses at headquarters and regional levels according to disaster risk priorities and transport possibilities.

**Objective 6** to strengthen existing and secure additional material resources needed to effectively execute planned disaster activities;

Activities will include:

- strengthening existing communication facilities and introducing e-mail systems in the six regional centres;
- ensuring upkeep of the central warehouse and ensuring facilities in the regions according to needs by negotiating terms of use for existing warehouses with the authorities;
- organizing and conducting on-the-job training for the warehouse staff;
- purchasing an all-terrain vehicle for the disaster preparedness programme;
- evaluating further need regarding the transport fleet according to the planned size of the disaster preparedness programme;
- securing the needed vehicles or working out contractual agreements with suppliers to enable rapid delivery of relief goods in time of disasters.

**Objective 7** to integrate the disaster preparedness programme into other Red Crescent programme activities, strengthening both the preparedness and the services provided to vulnerable groups on an every day basis.

Activities will include:

- defining how resources (human, material and knowledge) within the disaster preparedness programme can be linked to and used by other National Society programmes;
- ensuring that trained volunteers in disaster preparedness teams or with other functions have tasks within other related programme activities;
- defining how the disaster preparedness programme's resources should be used in repatriation of displaced persons.

### **Expected results**

A clear picture of local and national disaster risks and vulnerabilities of the population. Written and approved policy and operational procedures for the National Society's disaster preparedness programme. Informed and engaged key staff and volunteers with a clear understanding of their role and responsibilities in times of disasters. A tested curriculum for a training programme regarding disaster intervention targeting staff and volunteers who will be active on the local level in disaster situations. Secured disaster relief stocks for 1,000 beneficiaries, placed in geographic areas most at risk of disaster. Effective integration of the disaster preparedness programme into other activities.

### **Indicators**

A defined mandate and role of the disaster preparedness programme of the Azerbaijan Red Crescent within the national framework. Clear procedures for DP and response activities established at the NS. A network of trained volunteers ready to act in time of disasters with the support of sufficient material resources.

### **Monitoring and Evaluation arrangements**

Monitoring will be done by the National Society leadership together with the regional disaster preparedness delegate and the Federation's country delegation. This will be based on monthly reports elaborated by the National Society's disaster preparedness department presenting achievements to date compared to a pre-agreed timetable for implementation.

A mid-term evaluation will be done after six months to form the basis of an updated plan for 2002. After that regular participatory evaluations will be held on an annual basis. The National Society, the Federation and the donor National Societies will be involved in these sessions. All results from evaluations will be utilized for planning of the programme.

### **Critical assumptions**

- The socio-economic and political situation in the country will be stable.

- The interest shown by the governmental authorities regarding disaster preparedness activities of the Red Crescent Society of Azerbaijan is transformed into concrete cooperation.
- No major disasters occur during the build-up of the programme.
- A fully funded programme with a partner that is committed to supporting this programme on a long-term basis.
- The funding situation for other Federation-supported programmes in Azerbaijan is adequate.

## Georgia

### Background and progress to date

Georgia is threatened by a variety of natural and man-made disasters. Natural hazards include earthquakes, landslides, mud flows, avalanches and floods. Man-made hazards include technological hazards (e.g. coastal contamination from oil spills, radioactive leakage) and environmental degradation. Ethnic and political conflicts caused large population displacements, creating severe threats to the lives and health of the population. Economic collapse following independence resulted in continuing widespread poverty, which has increased vulnerability to all forms of hazard. There is little hope for improvement in the near future, and it is likely that economic decline, political and civil conflicts and the threats of natural and technological hazards will continue and possibly increase. During 1997-1999 the Georgian government began the process of developing its disaster management policy, strategies and procedures, with the intention of involving local non-governmental organizations in this national programme. Its efforts to develop a national disaster preparedness (DP) plan have proceeded slowly, and already limited government resources were cut further in 2000.

The Georgian Red Cross Society (GRCS) initiated its DP programme in October 1999 and its ongoing development and expansion focuses on four broad areas: (1) establishing the role of the GRCS in the national DP effort; (2) building a nationwide DP network infrastructure; (3) staff development and training; (4) public information and education.

The GRCS is one of the most active and effective players in the Georgian DP community. It is a member of the supreme DP authority, the Commission for Emergencies and Civil Defense (CECD) and sits on its steering committee, which is the main supervising body to design a national disaster preparedness plan. At local levels, the GRCS cooperates with national and regional CECD and civil defense structures, and includes the staff of these local units in its training and public education efforts. GRCS is establishing close cooperation with international organizations interested in DP (e.g. Save the Children, Academy of Educational Development, CARE, and UN Development Programme), and was asked by the government and UNDP to assume a leadership role in mobilizing all NGO participation in the national DP plan.

The National Society's DP programme is a community based effort. To support it, a nationwide network of fully equipped, staffed and trained DP centres is being created to provide rapid and coordinated response to disasters throughout Georgia. A total of eleven regional and two zonal DP centres are planned for the most high-risk areas of Georgia, and work on the first six of these centres should be completed during 2000-2001. For each centre, this work relates to physical infrastructure (e.g. expanded space, physical repair, equipment, security, communications), training of required staff; and maintaining supplies of emergency equipment and stocks to provide rapid response for local disasters. Emergency stocks are intended to provide food, medication, clothing and other supplies to 2,500 victims for a two-week period, and will be pre-distributed within both zonal and regional DP centres. The remaining six centres are planned to be built during 2001-2002.

Led by their respective regional DP coordinators, each of the 12 DP centres will develop a volunteer-staffed regional rapid response team which will be trained in DP-related disciplines (such as planning, rapid assessment, DP information/reporting, risk reduction, first aid, basic rescue, camp setup, water and sanitation, and relief/logistics). To accommodate this dramatic expansion of regional responsibilities, basic structural and administrative changes and supporting training are being introduced at all levels of GRCS. An integral part of these regional DP efforts is the creation of strong regional supporting structures in the areas of youth, dissemination, community development, first aid, mobile technical teams and social service delivery.

A central and ongoing component of this programme is to inform the general public about risks and how to mitigate them, and to prepare them to respond effectively in disaster situations. This work already began with posters and educational leaflets in 2000 (15,000 posters, 75,000 hazard-specific leaflets on four topics).

**Goal** The overall programme goal is to develop disaster preparedness and response plans, procedures and human and material capacities which will enable the GRCS to minimize the impact of disasters on the vulnerable in Georgia.

## Objectives and Activities planned

**Objective 1** to continue to refine disaster preparedness and response policies and operational procedures of the GRCS to conform to the requirements of national guidelines.

The following activities will be undertaken to achieve this objective:

- continued study and analysis of existing policies and procedures of programmes/departments at the GRCS headquarters and regional levels;
- maintaining and strengthening contacts with responsible persons in the operational governmental agencies, including the DESCDC agency, to ensure their input on conformity of the GRCS's programme to the national plan and definition of possible roles and mandates for the GRCS in relation to the DP plan;
- ensuring that proposed changes in the national plan are consistent with and inclusive of ongoing GRCS auxiliary support and mandates;
- submitting the final draft of the DP and response programme to the GRCS leadership and board and gaining their approval;
- introducing and helping to implement newly developed, practical, effective operational policies and procedures at all GRCS structural levels;
- monitoring and facilitating smooth implementation of the disaster preparedness and response programme strategies.

**Objective 2** to continue to assist the GRCS in defining its roles and mandates in the national DP and response programme and enhancing its active participation and contribution to it.

The following activities will be undertaken to achieve this objective:

- developing the GRCS operational disaster preparedness and emergency disaster response policies and procedures to be compatible with and acceptable to the national disaster preparedness and prevention policy guidelines;
- presenting the newly developed disaster preparedness and response policies and procedures to the DESCDC;
- continuing to work on development of the national DP and response programme, negotiating with DESCDC the roles and mandates of the GRCS in the planning and implementation of the national disaster preparedness, response and prevention programme;
- continuing to work on achieving a memorandum of understanding between GRCS and DESCDC, discussing the final draft at the legislative authority level;
- working on recognition of this agreement by the CECD.

**Objective 3** to continue to develop disaster preparedness and response training curricula and materials to educate staff, volunteers and the public at large, in high risk areas, on coping strategies and preventive measures.

The following activities will be undertaken to achieve this objective:

- continuing to gather training materials developed in other countries;
- analyzing the existing GRCS DP curriculum and evaluating it in cooperation with NGOs specialized in training and education;
- continuing to identify and gather information needed to prepare for and respond to disasters;
- developing and preparing a DP and response training curriculum and public awareness materials for staff, volunteers and the general public (using TV and radio and information/education programmes in schools and other institutions, supplemented by production of posters and leaflets).

**Objective 4** to continue to organize and deliver training to staff, volunteers and the general public at the headquarters, regional and sub-regional levels on the concepts and strategies of disaster preparedness and response, needs assessment, contingency planning and operational procedures.

The following activities will be undertaken to achieve this objective:

- continuing to organize and deliver seven training programmes at GRCS headquarters and regional levels for staff and volunteers in basic DP concepts, first aid, rescue, relief and logistics;

- continuing to strengthen community based first aid training and community based DP and response training to GRCS staff, Red Cross youth and volunteers and community leaders in high-risk localities in close cooperation with regional DESCDC heads.

**Objective 5** to continue to improve and strengthen the existing GRCS organizational and management systems to enable the National Society to respond more effectively to ever-increasing human vulnerability.

The following activities will be undertaken to achieve this objective:

- continuing to increase the interest and commitment of NS leadership, staff and volunteers at all levels;
- continued improvement and strengthening of the programme by assigning specific DP and response duties and responsibilities to qualified GRCS professional staff;
- continuing to introduce selected forms of DP and response programme activities at regional and sub-regional levels based on the extent of disaster risks and vulnerabilities;
- continuing to improve gathering, recording and timely reporting of disaster-related information;
- encouraging GRCS staff and volunteers at all levels to collect past and present information on the history of disasters in their respective localities.

**Objective 6** to continue to improve and strengthen existing facilities (communications, radios, e-mail) and structures (warehouses, maintenance workshops) to maximize use of these resources as part of the planned programme.

The following activities will be undertaken to achieve this objective:

- improving and strengthening regional GRCS office facilities to accommodate and effectively execute planned DP and response activities;
- continuing technical support from the Federation delegation's telecom expert (for at least three to four months) to install HF radios, Pactor, VHF radios, computers and e-mail facilities and equipment;
- establishing and strengthening an effective DP related information/communication system by improving use of existing communications facilities and by introducing e-mail systems in the two DP zonal centres;
- establishing and ensuring upkeep and security of the central and zonal warehouses and their stocks;
- reevaluating the transport fleet (heavy trucks and mini-trucks), maintaining those needed for the planned GRCS operations and minimizing costs incurred for fleet maintenance.

**Objective 7** to secure minimum contingency stocks (enough for a total of 2,500 target beneficiaries for two weeks) to respond to the most vulnerable victims of localised disasters. Stockpiling will be undertaken or agreements will be reached with suppliers to enable rapid acquisition or delivery of essential relief supplies for 2,500 beneficiaries.

**Objective 8** to continue to integrate health related, first aid, rescue, relief and other activities of the GRCS for their positive contribution to disaster preparedness, prevention and mitigation efforts. The following activities will be undertaken to achieve this objective:

- enhancing programme impact and sustainability through an integrated programme activity approach;
- involving responsible personnel in health related and other activities, to ensure and enhance integration of these activities into the DP and response programme;
- continuing to expand GRCS staff involvement in the planned DP and response training seminars to enhance their knowledge and skill in preparedness, response and mitigation efforts.

**Objective 9** to continue to promote co-ordination and collaboration with operational governmental organizations, intergovernmental agencies, national and international non-governmental organizations. The following activities will be undertaken to achieve this objective:

- continuing close co-operation, co-ordination and collaboration with operational governmental agencies such as DESCDC, the Ministries of Health, Agriculture and other operational line ministries;
- continuing close co-operation, co-ordination and collaborative working relationships with other international organizations and NGOs, such as UNDP, CARE, Academy of Educational Development and Save the Children;
- continuing to strengthen and facilitate good flow of disaster-related information and exchange of experiences;
- continuing to work out and implement plans for community based public education activities and sharing of DP and response-related information.

## **Expected results**

The existing GRCS disaster preparedness and response policies and operational procedures will be reformulated to conform to the requirements of the national guidelines and the National Society's role and mandate will be defined. Training curriculum and materials will be developed and provided to GRCS staff, volunteers and members of the public. Existing GRCS organizational and management systems will be improved and strengthened to enable the National Society to respond more effectively to ever increasing human vulnerability. Also, existing GRCS facilities (communications radios, e-mail) and structures (warehouses, maintenance workshops) will be improved and strengthened. A contingency stock of relief supplies (enough for a total of 2,500 beneficiaries for two weeks) will be secured. Health related, first aid, rescue, relief and other activities will be integrated into the planned disaster preparedness, prevention and mitigation programme. Coordination and collaboration with operational governmental organizations, intergovernmental agencies, national and international non-governmental organizations will be achieved.

## **Indicators**

Increased disaster response capacity of the Georgian Red Cross and appropriately trained National Society staff and volunteers with access to contingency stocks for response to natural or manmade disasters. Red Cross staff and volunteers, as well as the general public, educated about disaster preparedness and mitigation.

## **Monitoring and Evaluation arrangements**

The GRCS and the Federation's delegation in Georgia will carry out financial monitoring and oversee programme implementation. Regional activities will be monitored through the existing system of monthly activity reports. On-the-spot supervision will be conducted regarding procedures and guidelines as applied by headquarters' departments, regional offices, warehouses and the DP zonal centres. Feedback on the outcome of public awareness efforts and the quality of distributed items will be provided through surveys. The radio communications systems will be regularly checked by established procedures.

## **Critical assumptions**

- The humanitarian role of the GRCS, particularly in the field of DP and response, will be financially sustainable.
- GRCS regional and community-level offices will attract substantial numbers of volunteers.
- Donor funding for DP and response programmes will be continued at current levels for at least three years.
- The government's effort to create a national DP plan will continue with no major interruptions.

Positive working relationships will continue between the GRCS and governmental organizations functioning in the field of DP and response.

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## 3. Health and Care

### Armenia

- **Supplementary First Aid Training in Regions and Communities**
- **Improving Basic Levels of Clinical Services and Self Help in Armenia**

### Background and progress to date

Ten years of war, deadly natural and man-made disasters, economic blockade and crushing poverty have left Armenia on the edge of socio-economic collapse, with little hope for improvement in the foreseeable future. With the disintegration of the country's health and social welfare systems, the Armenian Red Cross Society (ARCS) is one of the few institutions with the national presence and infrastructure to help the most vulnerable in terms of long-term prevention and treatment of illness and disease, and, in times of emergencies and disaster, the ability to save lives in the immediate aftermath of tragedy. This programme supports both of these short and long-term necessities through two projects:

- Supplementary First Aid (FA) Training in Regions and Communities.
- Improving Basic Levels of Clinical Services and Self Help in Armenia, and

In disaster prone countries such as Armenia, experience has shown that the ability to save lives depends on the ability of local populations to respond quickly and properly within the first four to five minutes after a disaster or accident occurs. Skillfully rendered first aid is what often makes the difference between life or death, rapid recovery or long hospitalization, and temporary injury or permanent disability. For these lifesaving capacities to be in place when needed, public education and training of high quality is required for large numbers of people throughout the country. The first aid programme of the ARCS is the most highly developed in the Caucasus; is a recognized leader throughout the Commonwealth of Independent States and in western Europe. In Armenia, it is a central component of the National Society's highly regarded, nationwide disaster preparedness programme. To date, FA training was implemented in five of Armenia's regions, where the needed physical and human resource were built, and where fully trained and certified regional FA instructors are already at work. The challenge of 2001-2002 is to extend these same lifesaving capacities to the remaining half of the country.

The Armenian health care system is no longer able to deliver adequate levels of health services; health care infrastructures continue to deteriorate; and these conditions were aggravated by drastic declines in living standards and widespread poverty. With 27 per cent of the population categorized as poor, and 28 per cent as very poor, these groups are unable to meet basic health needs due to health care costs. The situation is particularly bad in rural areas, where many health facilities have simply ceased to exist. The results include: rising morbidity and mortality rates and incidences of diarrhoeal disease, acute respiratory disease, the reemergence of malaria (since 1994), and growing concerns about sexually transmitted diseases (STDs) and new cases of HIV/AIDS. Such diseases can be more effectively treated and controlled when people understand how to limit their spread; that is, how to deal with the source of infection; how to interrupt transmission; and the need to obtain qualified medical advice as soon as possible. ARCS has extensive experience organizing and conducting health-related activities for vulnerable populations through its execution of numerous health education and public awareness campaigns. In this project ARCS will utilize its network of regional and community branch offices to bridge the gap between formal service delivery and the general public, which will be implemented through two main components:

- prevention and treatment of the most common diseases which will include anti-malaria activities in the Ararat and Armavir regions, and training for mid-level medical personnel in Tavush and Syunik regions on the subjects of evidence-based management of the most common causes of ill health, and the provision of essential medicines.
- health education and training on communicable diseases and a healthy life style. This component will provide health education classes for the general public in all ten regions of Armenia and will include a pilot STD/HIV/AIDS education project in Yerevan.

**Goal** To reduce the risks and suffering of the most vulnerable by providing public information, education and training for the prevention and treatment of common diseases, and disseminating FA skills and knowledge throughout Armenia.

## Objectives and Activities planned

### *Supplementary First Aid Training in Regions and Communities*

**Objective 1** to strengthen the first aid response structure and capacities in the ARCS headquarters and within each of the ten ARCS regional offices. Activities will include:

- recruiting 100-120 candidates for participation in the FA training courses in Arrogation, Ararat, Armani, Gegharqunik, Shirak, Vayots-Dzor and the Yerevan regions of Armenia;
- signing the Memorandum of Understanding and contracts with the corresponding governmental and non-governmental structures;
- purchasing the necessary training materials and supplies;
- organizing six FA training courses in each mentioned region, training and certifying approximately 600 persons for early disaster response;
- selecting the most qualified participants following completion of the basic FA training courses for further involvement in instructor training courses;
- organizing two phases of FA instructor training courses for selected qualified participants from the above-mentioned and four additional regions;
- supervising basic FA training courses conducted by local instructors; (8) supervising and certifying the FA instructors in these regions

**Objective 2** to continue to improve FA operational systems and procedures throughout the National Society's countrywide network. Activities will include:

- selecting regionally responsible persons for FA in ten regions of Armenia;
- developing headquarters-regional and branch-community FA regulation documents;
- establishing headquarters-regional and branch-community FA infrastructure;
- training one FA group in each region and in Yerevan; (5) involving the regional FA groups in regional and national competitions.

**Objective 3** to ensure adequate and timely public awareness and understanding regarding FA needs and responsibilities. Activities will include:

- developing and publishing 500 posters;
- developing and publishing 300 copies of booklets highlighting branch-level FA activities; (3) distributing published posters and booklets among the population;
- organizing FA demonstrations in regions/communities with involvement of local volunteers;
- developing and distributing a questionnaire about local risks among the population;
- analyzing and evaluating the mentioned questionnaires;
- organizing training courses about local risks for the population.

**Objective 4** to continue to recruit and involve new volunteers and youth in the activities of the ARCS. Activities will include:

- recruiting and involving new volunteers and youth in the activities of the ARCS;
- recruiting first aid volunteers and creating FA groups within each of the ten regional offices of the ARCS;
- involving them in Red Cross youth activities.

**Objective 5** to develop self-sustaining FA instructor recruitment and training systems within six regional offices of the ARCS. Activities will include:

- incorporating topic on training as a self-sustainable activity in FA instructor training courses;
- developing management documents and drafting of agreements for local FA activities in the regions;
- organizing pilot occupational health and safety training courses in regions and communities, involving local FA instructors in this process.

**Objective 6** to publish updated training materials. Activities will include:

- developing and publish training materials according to the local needs for further distribution among the participants of different training courses;
- editing *Basic FA* manual and *FA Elements* pamphlets;

- printing 15,000 copies of *Basic FA* manual;
- printing 10,000 copies of *FA Elements* pamphlets;
- distributing the training materials through regional and community branch offices.

**Objective 7** to organize production and assembly of 180 FA kits and FA-disaster “suitcases” for distribution to regional offices and newly trained volunteers. Activities will include:

- designing FA kits and FA-disaster suitcases according to the needs of regional branch and community branches of the ARCS;
- organizing production and assembly of these supplies;
- organizing a seminar on the purpose and use of the FA kits;
- distributing the FA kits and FA-disaster suitcases to regional offices and newly trained first aid volunteers.

### ***Improving Basic Levels of Clinical Services and Self Help in Armenia***

**Objective 1** to strengthen the primary health care institutions in Tavush and Syunik *mazes* by organizing training for medical personnel in evidence-based management of the most common causes of ill health, and through the provision of appropriate medicines and basic clinical supplies.

In close cooperation with the Ministry of Health, guidelines for medical personnel will be prepared based on World Health Organization (WHO) recommendations and, where available, for the management of the most common causes of ill health. Where WHO guidelines are not available, the Medecins Sans Frontieres handbook on clinical practice will be used.

Training sessions will be organized for mid-level medical personnel, stressing evidence-based practice and problems associated with the misuse of medicines. National experts will organize ten training sessions for 45-50 medical nurses from rural communities. Training sessions will be conducted once every three weeks. Each one-day session will cover one topic for interactive learning.

Medicines necessary for the treatment of common diseases will be provided to primary health care institutions which are located in the rural areas of Tavush and Syunik. A list of medicines will be prepared based on the WHO contents for the Basic Medical Kit. Supplies of these medications will be provided to the most peripheral levels of the health care system for use in cases of health emergencies. For more specialized treatment, patients will be referred to the next level of service (i.e. polyclinics, hospitals, etc.). Provision of such basic medicines will reduce vulnerability of 40,000 to 50,000 people in remote villages, and will be cost-effective. Medicines will be procured locally, which will allow a reduction in transportation costs, avoid problems with registration and ensure the timely delivery of medicines. Warehouse facilities which meet governmental requirements for pharmaceutical storage will be rented to keep medications in appropriate conditions. Medicines will be distributed to the health posts on a monthly basis, taking into consideration the consumption rate and quality of prescriptions.

A basic data set will be developed and implemented through discussion with the Ministry of Health and all involved health-care staff, in order to monitor and evaluate programme implementation.

**Objective 2** to improve the detection of tuberculosis (TB) and malaria through active case findings. Activities will include:

- providing training seminars for Red Cross volunteers and necessary supplies for active detection of malaria cases;
- organizing training seminars on active detection of TB and the follow-up care for active cases.

**Objective 3** to organize a health education campaign in schools and poly-clinics through the ARCS network of 15 regional branch offices located in the 10 *mazes* of Armenia.

Educational materials will be prepared for the general public, in close cooperation with the Ministry of Health, addressing the basics of first aid, communicable disease prevention and a healthy life style.

Two instructors in each of fifteen ARCS regional branches will be identified and trained as community educators. The training curriculum will be based on WHO guidelines and cover: community based first aid; food and nutrition; water/sanitation; common communicable diseases; and, healthy life styles. A total of 18 days of training for 30 community educators will be conducted in Yerevan covering first aid and health issues. All instructors will receive health education materials for further dissemination in their communities.

One-hour health classes will be conducted for schoolchildren, parents and teachers once a week. Each instructor will be responsible for the education of 15-20 people. The health education curriculum will be covered in 10-12 hours during a period of about two months. Instructors will work three days a week as educators in schools, using the rest of the week for preparatory work. Health education events (role playing, demonstrations, competitions, etc.) will be organized on a regular basis. Health education activities in schools will be implemented during April-May and September-November.

During the summer months, health classes will take place in camps for children, and in poly-clinics for women's consultations. The health curriculum for women will include issues of healthy pregnancy, breast feeding, and weaning practices. Instructors will, again, work three days a week as community educators in polyclinics/women's consultations and summer camps. Active follow-up of beneficiaries and the involvement of new ones will be carried out.

**Objective 4** to improve knowledge and awareness regarding STD/HIV/AIDS among university students. Activities will include:

- preparing a training curriculum in close cooperation with the Ministry of Health and national experts on STD/HIV/AIDS, to address their prevention and early symptom recognition;
- conducting a pre-test KAP (Knowledge, Attitude, Practice) study among students of four universities located in Yerevan to determine their baseline level of knowledge and awareness regarding STD/HIV/AIDS;
- preparing an educational booklet for youth, promoting safe sexual behaviour and to stimulate discussion of its content in focus groups (two focus groups with eight-ten students in each will be organized to ensure that the material is relevant, appropriate and easily understood);
- printing and disseminating 20,000 copies of an educational booklet among students;
- organizing small group discussions and role playing activities for students based on guidelines of the Federation, recommendations of WHO, as well as on cultural and behavioural traditions in Armenia;
- conducting an evaluation at the end of the programme in order to evaluate both the improvement in knowledge and acceptability of the approach among beneficiaries.

All the above-mentioned activities will be conducted on a voluntary basis. Confidentiality of results obtained through the KAP study and focus group discussions will be maintained. Implementation of these activities will be through cooperation with the Ministry of Education and the administrative structures of the selected universities.

## **Expected results**

### ***Supplementary First Aid Training in Regions and Communities***

More than 700 volunteers will be involved in the regional/community FA activities in Aragatsotn, Ararat, Armavir, Gegharqunik, Shirak, Vayots-Dzor and the Yerevan regions of Armenia. FA training centers will be established in the above regions. More than 600 certified first aid volunteers (for early disaster response) will be trained in the regions. More than 40 FA instructor candidates will be selected and 30 will be certified. More than 100 persons will be certified by the efforts of newly trained FA instructors. Ten regionally responsible persons for FA will be selected in the regions of Armenia. FA groups will participate in regional and national competitions and simulation games will be organized in each of the ten regions. Posters, manuals, pamphlets and booklets will be published and distributed. FA kits and disaster suitcases will be procured and distributed to first aid volunteers.

### ***Improving Basic Levels of Clinical Services and Self Help in Armenia***

A decrease in morbidity and mortality from most common diseases in Taush *marz* by the end of 2001 and in Syunik *marz* by the end of 2002. Approximately 80-100 medical nurses working in the rural health posts of Taush and Syunik *marzes* will be trained in the evidence-based management of the most common causes of ill health and the rational use of drugs. A total of 30 volunteers in Ararat and Armavir *marzes* will undergo refresher training in early detection of malaria cases. A total of 90,000-100,000 people in the remote rural communities of Taush and Syunik *marzes* will benefit from improved quality of health care. Early diagnosis of TB and malaria, with proper registration, referral and follow-up, will result in a reduction in the number of cases. Fifteen branches of the ARCS will have trained personnel able to work as educators and health promoters in their communities.

Some 250-300 people (children and adults) will be trained by each community educator by the end of 2001 bringing the total number of educated people to approximately 9,000. By the end of 2002, this figure should be doubled. Educated children will be agents of change for their parents, friends and neighbours. These children will be involved on a voluntary basis in educational activities organized by the respective ARCS branches in the future.

University students from four universities will improve their knowledge and awareness regarding STD/HIV/AIDS by the end of 2001. The lessons learned from this pilot project will help to improve the extension to another eight universities in 2002.

### **Indicators**

Reduced risk and suffering of vulnerable in Armenia from communicable diseases and natural or manmade disasters events. Decreased mortality and morbidity rates for common diseases. Better educated general public and youth about health issues. Well-trained and strengthened network of ARCS first aid and volunteers throughout Armenia.

### **Monitoring and Evaluation arrangements**

ARCS monitors will monitor FA project activities, the head of the project will provide ongoing professional supervision, and the Federation's regional health delegate will oversee project execution and expenditures. The FA project director will complete monthly reports and the final assessment. The results of the programme will be assessed by questionnaires of participants and cooperating partners.

Monitoring the disease prevention project will be the responsibility of the respective health departments of the ARCS/Federation. Health statistics for the most common diseases will be provided by the local medical institutions. The quality of prescriptions written by medical personnel will be checked on a regular basis by the representative of the Ministry of Health and ARCS/Federation. Special health cards will be developed to monitor the health condition of the population in remote communities and the distribution of medicines. Monitoring of new cases will be done by the head of the ARCS branch in each region. All activities will occur through close cooperation with the anti-malaria office established in Ararat *marz* by the ministry and supported by WHO and the national TB programme. Copies of reports from the ARCS branches will be submitted to the Federation. Monitoring of the health educational campaign in 15 *marzes* will be done by the heads of ARCS branches on a regular basis, and randomly by the programme coordinator and assistant. The STD/HIV/AIDS education campaign will be monitored by the programme coordinator/assistant in close cooperation with national STD/HIV/AIDS experts. In addition, random monitoring of all parts of the project will be carried out by the Federation's health coordinator. Mid-term evaluation of the programme will be carried out at the end of 2001, and its results will be used to make necessary revisions for the continuation of the project in 2002. The final evaluation will be based on health status indicators and the results of a special survey of the population. In Tavush and Syunik, satisfaction of performance of the medical personnel involved will be also assessed.

### **Critical assumptions**

The increasingly difficult economic and social conditions in Armenia will not precipitate an increased departure of already trained FA instructors and other specialists.

- New civil and/or international conflicts will not detract from FA needs and programme.
- The water supply and sewage system problems will not be improved within the framework of this programme.
- It will remain difficult to change traditional practice of treating diarrhoeal diseases.
- Health education helps to decrease the incidence of disease.
- The negotiation process with the Ministry of Education will not be delayed.
- Interactive learning methodologies (new to Armenia) will be adopted with little resistance.

## **Azerbaijan**

- **Health Promotion**
- **Care and Support for People Living with AIDS**
- **Social Rehabilitation Centres**
- **First Aid**
- **Health Promotion in the Southern Camps, Repatriation/Resettlement Areas and Lenkoran Region**

## **Background and progress to date**

Due to a series of assessment reports in the past six months, the nature of health care activities in Azerbaijan supported by the International Federation are undergoing dramatic change. This requires a challenging shift in thinking for the Red Crescent Society (RCS) of Azerbaijan, but through a gradual process of reform, recommendations are continuing to be followed up in these planned programme activities for 2001-2002.

The socio-economic situation in Azerbaijan significantly impacts on the health of the population, with gross limitations placed on access to quality medical care and health information, and those other factors (such as sanitation and good nutrition) which contribute to a state of good health.

Tendency has been to emphasise intervention (medications, injections and other expensive treatments), rather than prevention (focusing on personal and environmental hygiene for example, which play significant roles in illness prevention). There is a great need in Azerbaijan to provide quality health education and to raise public awareness of the causes of ill health, preventive measures and simple management. Additionally, there is a need to start tackling more contemporary health issues, such as those relating to road accidents, smoking (extremely prevalent in Azerbaijan) or HIV infections. The problem of HIV is increasing in Azerbaijan. With no active surveillance system and the presence of universally accepted risk factors, (IV drug use, unsafe sex practices, population movement, commercial sex work), the number of documented cases of HIV (193 at present) is likely to be a gross underestimate. In the absence of an aggressive government policy, the need for widespread health education is urgent. Support to the RCS of Azerbaijan to develop a national strategy, particularly among youth through peer education, is an important component of planned activities.

Currently, the National Society (NS) as a whole is heavily dependent on external funding. It is therefore important that it be guided toward strategies, such as health promotion, which require limited resources, but also offers long term impact for the beneficiaries. Furthermore, any such activities should “fill the gaps”, not duplicate or address government responsibilities, such as those linked to clinical/curative services. This approach is well founded throughout the programmes, which importantly, are closely influenced by the National Society’s own plan of action for health, the Federation’s policy on health, the Red Cross/Red Crescent Health Interventions in Europe framework, the recently drafted Regional Assistance Strategy and *Strategy 2010*.

Health promotion became the focus of the National Society’s activities in the ‘southern camps’, and it is possible that activities developed here could be models for its health activities in other regions.

The public health framework, common to all components of this programme package, will complement and enhance locally available health services. These will remain as the main referral points when necessary, so close collaboration and co-operation is not only sought but essential. In instances of inadequate services by local authorities, the RCS of Azerbaijan will be encouraged to take a stronger advocacy role on behalf of the beneficiaries.

A number of successful interagency relationships have been established by the Federation. The National Society will be encouraged to maintain and support this, through representation at interagency and other meetings. Collaboration is central to planned training programmes and activities. UNFPA, UNAIDS, the Azerbaijan Centre in Response to AIDS, the Azerbaijan Ministry of Health Family Planning Centre, Operation Mercy, and the Leonard Cheshire Foundation, offer an example of the broad range of operating partners expected to contribute to planned activities.

In a recent development, International Medical Corp (IMC) proposed to re-establish clinical services in the ‘southern camps’, an activity from which the Federation withdrew earlier this year. This will be approached from within a development framework, including large aspects of community mobilisation and responsibility. This is a very exciting period for the Federation and National Society, as this development offers a collaborative opportunity, which will see improved co-ordination and delivery of both preventive and treatment services for the internally displaced persons (IDPs). This setting offers an excellent opportunity for the National Society to be assisted in consolidating its ‘complementary’ health role, in a setting of partnership and co-operation.

The health programme of the RCS of Azerbaijan should shift towards addressing public health needs, within the limitations of those recommendations highlighted in *Strategy 2010*. That is, through developing the complementary role of the NS, leaving behind the clinical/curative approach, which has historically been an emphasised and expensive component of its health activities in Azerbaijan. The services that will be provided will focus on health promotion and education, as well as on basic social care. Four areas will be targeted:

### ***Health Promotion***

Activities will be developed within specific areas and in response to local needs. This might be provision of education relating to infectious diseases, or the importance of immunisation and breast feeding of children. Based on the Federation's guidelines, a peer education programme relating to HIV/sexually transmitted diseases (STDs) will be piloted in Baku, with the view to expand to other regional centres. People living with AIDS will also be involved in this process, with the view to increasing access to high risk groups in the community, as well as providing meaningful activities for these people.

### ***Care and Support for People Living with AIDS***

This will be developed in close co-operation with the Azerbaijan Centre in Response to AIDS. It will include components of nursing care and social support for HIV positive people and their families, as well as community education to reduce the enormous stigma and isolation currently caused by the disease. Visiting nurses (re-trained from earlier programme) based at Social Rehabilitation Centres (see below) will be active in this process.

### ***Social Rehabilitation Centres***

The Social Rehabilitation Centres will offer a base for proposed health education and social care activities. These centres will mean development of the existing regional centres and additional facilities in the Baku area. The centres will be the base of first aid training, volunteer training, food and hygiene assistance, support groups, youth groups, mother's groups, and outreach activities for health education purposes and well as for clients with special needs, such as bedridden patients. It will integrate experience and skills of the traditional visiting nurses programme (ceased due to lack of funding) but also use new groups of volunteers. Such an approach should raise efficiency, sustainability and the visual profile of the RCS of Azerbaijan within the community.

### ***First Aid***

The First Aid project will stress quality assurance and become more comprehensive, and include a greater emphasis on health education and promotion

### ***Health Promotion - Southern Camps, Repatriation/Resettlement Areas and Lenkoran Region***

The responsibility for clinical services in each of the seven 'southern camps' was returned to the Azerbaijan authorities. The Federation's support for health activities in the camps will now focus on strengthening the capacity of the RCS of Azerbaijan at the Sabirabad Regional Centre, to target those areas of public health not addressed adequately by the government, namely that of health promotion and education. This represents a sustainable investment in improving the health of the IDPs, with a great potential for long term change.

The main feature of this programme will be to support creative and participatory, community based health promotion and education within the camps and other targeted areas. The programme will be developed within a Primary Health Care context, focusing on endemic and seasonal illnesses, with a strong component of Integrated Management of Childhood Illnesses training for health promoters and first aid instructors. Thus, campaigns relating to water and sanitation, nutrition, maternal and child health, family planning, immunisation and the prevention and treatment of local health problems, will be addressed. An annual plan for health activities will be developed, and integration/cooperation between the RCS of Azerbaijan and community based agencies/groups (such as schools, institutions, women's committees, children's activity groups and RC youth groups) will be encouraged, in order to strengthen the community's overall response to health and sanitation issues. A number of health promotion activities will be timed to coincide with relief distributions occurring through the Disaster Response programme.

It is anticipated that these activities will be extended to relevant repatriation/resettlement areas (e.g. Fizuli), and also to regional areas targeted through the Community Development programme. Initially, this will mean the surrounding areas of Sabirabad and Lenkoran regions.

**Goal** The purpose of this package of programmes, corresponding to the guidelines set out by *Strategy 2010*, is to develop the complementary role of the RCS of Azerbaijan in relation to health and care in the community.

### **Objectives and Activities planned**

**Objective 1** to encourage the IDP community and local authorities to accept greater responsibility for public health within the 'southern camps'. Activities will include:

- continuing to assist the National Society's Sabirabad Regional Centre in its development of health promotion skills and encouragement of community participation;
- increasing training opportunities for RCS of Azerbaijan health promoters/first aid instructors in the 'southern camps';
- continuing to support the National Society's health promoters/first aid instructors in delivery of basic first aid and health promotion campaigns;
- identifying and acting on opportunities for NS health promoters to integrate their activities more closely with those of the various community development, youth and relief programmes;
- facilitating greater co-operation between local authorities, IDPs, and the Sabirabad Regional Centre, in relation to maintenance of water supply and delivery systems, and sanitation within the camps.

**Objective 2** to develop a health promotion strategy, including three health promotion activities (responding to identified needs) to be used at the local level. Activities will include:

- developing a new health strategy with the National Society, building on internal and external assessments, in line with the Federation's policy and strategy and approved by the presidium;
- identifying needs and gaps for health education and promotion on a local level (including NS training needs);
- assisting volunteers and staff to respond to identified needs, within a health promotion framework;
- cooperating with regional areas (starting with Lenkoran and repatriation/resettlement areas) to train and support voluntary health promoters to implement community based activities.

**Objective 3** to develop a youth peer-education programme on sexual health, with an emphasis on prevention of HIV/STDs, to be piloted in the Baku area, with the view to regional expansion. Activities will include:

- conducting focus group discussion with NS youth volunteers, in order to develop a KAP (knowledge/attitude/practice) survey, relating to sexual health of youth in Azerbaijan;
- NS youth volunteers carrying out the KAP survey;
- utilizing survey results to develop a pilot peer education project, relating to sexual health (with emphasis on STDs/HIV);
- recruiting and training a group of peer educators, representative of both genders;
- producing material for group sessions and distributing leaflets;
- supporting peer educators on regular basis, when facilitating peer education at schools and RCS of Azerbaijan centres;
- evaluating the Baku pilot project in order to assess expansion.

**Objective 4:** to improve the level of care and support available for people living with HIV/AIDS. Activities will include:

- involving people living with HIV/AIDS and their families, to develop a self help/support group at each of the National Society social care centres in the Baku metropolitan area;
- supporting the NS in development and dissemination of educational materials to raise public awareness of HIV/AIDS, and contribute to a reduction in stigma and discrimination;
- supporting the Azerbaijan Centre in Response to AIDS in their care of people living with AIDS, through NS volunteer assistance and food and hygiene parcels for the most socially isolated and vulnerable.

**Objective 5** to support development of 14 proposed social centres that will act as a base for community based health promotion and social care activities. Activities to achieve this objective will include assisting the 14 nominated regional centres/branches to be transformed into Social Rehabilitation Centres. For each centre: job descriptions will be determined; staff will be trained to ensure understanding of new strategy and working methods; policy and procedure manuals for Social Care Centres will be developed; local needs assessments will be performed in order to develop centre activities/services; and volunteer recruitment strategies will be developed.

**Objective 6** to improve the capacity and quality of the existing Community Based First Aid training programme. Activities will include:

- assessing local health needs and current practices to develop supplementary health promotion/education material to be included in the Community Based First Aid training manual;
- reviewing and revising the existing Community Based First Aid manual;
- arranging a two-day training course (on two occasions) for existing first aid trainers to assist development of health promotion skills, and introduce revised training manual;
- developing a structured training of trainers programme, so that first aid training of volunteers can be expanded efficiently to the national level;

- increasing availability of first aid training for RC volunteers;
- reviewing quality assurance activities and improving them as necessary.

**Objective 7** to develop skills, experience, network and working methods of the health department to become skilled in programme development, coordination, and the provision of support and training to branches, regional staff and volunteers (in the area of health and social care according to the health strategy of the National Society).

Activities will include:

- continuing consultations and on-the-job training;
- assessing possibilities for visiting other National Societies to learn from their experiences and establish benchmarks for the RCS of Azerbaijan;
- supporting the NS to develop and maintain health networks with local and international NGOs and governmental institutions.

### **Expected results**

A completed National Society health promotion strategy, with three activity outcomes in 2001 and 2002. A youth peer education programme (on sexual health, with focus on STDs/HIV), will be developed and pilot tested in the Baku metropolitan region in 2001, then revised/expanded to regional areas in 2002. Improved level of care and support for people living with HIV/AIDS and their families. Fourteen Social Care Centres established in 2001, reviewed with activity/volunteer expansion in 2002. Broadened approach to first aid curriculum and training, within a more vigorous quality assurance framework. Revised edition of training manual will be available in mid-2001. A skilled NS health department, developing quality programmes, and providing co-ordination, training and support to National Society staff on a national level by 2002.

### **Indicators**

Raised level of responsibility assumed by IDPs for public health within the 'southern camps'. Increased public awareness of HIV/AIDS and reduction in stigma and discrimination for those living with disease. Increased number of communities reached by health education/promotion activities. Decrease in maternal and infant mortality rates among targeted beneficiaries. Well trained health providers and volunteers.

### **Monitoring and Evaluation arrangements**

- Monthly reporting from community health promoters and first aid instructors.
- Community Health Centre ('southern camps') facility/operational surveys.
- Social Care Centre facility/operational surveys.
- Annual staff performance appraisals and assessment of training needs.
- Regular feedback to field staff via health information system ('southern camps') data analysis.
- Assessment of health department operations.
- Processing of evaluations on training programmes by participants.
- Pre/post assessments of health worker/first aid instructor knowledge.
- Pre/post surveys among samples of target groups throughout various campaigns.
- Annual review of health information system data to determine trends, evaluate progress and programming needs.
- Interviews with health department staff

### **Critical assumptions**

- Ongoing political stability in the country and the region.
- Sufficient funding for the programme.
- Commitment of health promoters, first aid instructors and NS volunteers to engage in health promotion work.
- Participation of community groups such as women's committees and schools.
- Continued co-operation of other NGOs, UN agencies and Ministry of Health in assisting with training activities and resources (such as contraceptives) to support programmes.

## **Georgia**

### **Background and progress to date**

Socio-economic problems, civil wars and armed conflicts associated with the collapse of the USSR affected Georgia adversely. In particular, the budget for social welfare was reduced, the health service has collapsed and

the number of unemployed people has increased. Socio-economic difficulties continued to deteriorate, partly as a consequence of the armed conflicts in Abkhazia and South Ossetia (1992-93). Currently there are about 300,000 internally displaced persons (IDPs) in Georgia, many of whom are accommodated in Tbilisi. In addition, over 20 per cent of the Georgian population has emigrated. Population movements between the countries of the former Soviet Union are contributing to the spread of communicable diseases such as tuberculosis, malaria and HIV/AIDS.

Owing to insufficient funding and recent further cuts in the budget, the Georgian Ministry of Health and Social Affairs cannot afford to implement preventative programmes. It is also unable to fund curative services adequately. In response to this situation, the International Federation and the Georgian Red Cross Society (GRCS) have implemented a number of health projects. These have included:

### ***Health Education/Promotion***

According to data provided by the Ministry of Health, the number of HIV/AIDS and other sexually transmitted disease (STD) cases rose sharply in Georgia over the last decade. This may be due to insufficient knowledge of safe sexual behaviour and widespread drug addiction. In addition, the spread of cardiovascular diseases is a result of various risk factors such as smoking, alcohol abuse and low levels of physical activity. The project aims to raise public awareness of safe sexual practices and the development of a healthy lifestyle within Georgia (excluding Abkhazia).

During the spring of 2000 the GRCS, with the assistance of the Federation, implemented a health education/promotion campaign to inform teenagers about drug abuse, tobacco and alcohol use, safe sex and healthy living. Some 3,000 newsletters, 10,000 booklets, 300 posters and 17,500 condoms were distributed; in addition, 488 radio advertisements were made and 64 newspaper articles published. About 1,500 people were surveyed also, revealing that young people require education in the basic principles of healthy living. This initial activity proved to be a useful pilot for developing a more comprehensive programme.

The prevalence of Iodine Deficiency Disease is high throughout Georgia, varying between 45 per cent and 85 per cent, with an average of 64.24 per cent. It causes significant underdevelopment in children and decreased later performance for the whole of the population affected. Provision of iodized salt is possible, but the population must understand the importance of the problem to ensure its use. Advocacy with the government and health education will be components of this project. UNICEF will be supported in its plan to eliminate this health problem.

### ***First Aid (FA)***

During the first two years of this project, 12 regional first aid offices were established and trainers were recruited and trained to deliver programmes in basic first aid. Some 3,000 people attended the courses. The present programme requires updating and expansion into other types of FA courses, development of quality assurance procedures and development of links with international organizations concerned with raising standards in this field.

### ***Social Service Centres***

The Visiting Nurses Programme/Home care ended 30 June 2000 due to changes in donor funding policy. However, the 12,000 vulnerable elderly beneficiaries of the programme who are trying to live on USD 6 per month continue to require help. A newly designed transitional project would redirect service delivery through Social Service Centres (SSCs) where it would be possible to provide a broader range of help to more people, at lower costs per capita, and through a much smaller workforce.

### ***Health Care***

Basic health care (supply of medicines and equipment) was provided to 130,000 IDPs and local residents in Samegrelo through this project. Ninety nurses and health care workers from the 24 collective centres covered by the six polyclinics received health promotion training and are currently disseminating this to the population. Training was also provided to clinical staff in evidence-based care and improvement of the facilities used. Additional Health Care activities included: basic health care and health promotion to Chechen refugees through the disaster response programme; assistance to 60,000 vulnerable through the psycho-neurological programme with medication and training of health care staff.

**Goal** To improve the health status of the vulnerable in Georgia (local population, IDPs and refugees) and the standard of clinical services they receive. In addition, development of the capacity of the GRCS and the Georgian health and social services to continue service provision and development after the withdrawal of the Federation.

## Objectives and Activities planned

### *Health Education/Promotion*

**Objective 1** to develop and implement a number of health education/promotion projects. Health education/promotion activities to be undertaken will address drug and substance abuse, healthy eating, physical fitness, safe sex (including HIV/AIDS), communicable diseases (including tuberculosis and malaria), road safety and mental and emotional health. The Federation's publication *Action with youth HIV/AIDS and STD: A training manual for young people* will be used and distributed. UNICEF will supply iodized oil to children and pregnant women and health education will be provided by the GRCS to help ensure that Iodine Deficiency Disorder is eliminated.

### *First Aid*

**Objective 1** to develop a range of first aid courses (community based, basic and advanced) so that the GRCS will be able to recruit dedicated volunteers, able to respond to natural and man-made disasters, and develop income generation opportunities which would enable them to become self-sufficient;

Community Based First Aid (CBFA) and Basic First Aid (BFA) courses will improve knowledge of the population of ways in which they can help themselves, when unwell or involved in accidents or disasters, will increase the appropriate use of health care services, empower people to be more independent and equip them to respond quickly and appropriately to both man-made and natural disasters;

Given the high number of road accident fatalities in Georgia, the provision of advanced first aid and road rescue services will help to minimize the consequences. These activities will be linked to the CBFA and BFA programme by giving appropriate knowledge and skills to the motorway police and population living along the most dangerous roads. In addition, the health promotion project will include road safety issues and link in with the publicity in this project. It will also serve as a pilot for the development of highly skilled teams to serve in disasters and in mountain rescue operations.

### *Social Service Centres*

**Objective 1** to develop Social Service Centres (SSCs) where local populations will be served through appropriate advisory services, provision of support services (e.g. meals-on-wheels, mother and baby clubs) and to act as centres for GRCS activities, including health promotion and FA programmes. 18 centrally located SSCs will be established in which a range of services will be available for people in need of help and support (e.g., the elderly, young mothers, homeless). They will also be able to provide office space for the local GRCS branches, in order to raise the profile and accessibility of the organization, together with FA training centres and venues for health promotion activities.

### *Health Care*

**Objective 1** to help the Ministry of Health/Social Affairs establish effective and efficient health care services through provision of medicines, clinical tuition and renovation of health-care facilities, in the short term, on the understanding that they take over responsibility for all provision by the end of 2002. Primary Health Care provision: the need to supply needs-based and not category-based help is becoming ever more apparent; the standards of primary health care are low and require considerable improvement; the standards should be improved for all the residents served by the ambulatories/polyclinics; those aided by the Federation currently (assistance was provided initially for IDPs but the needs of the local population are similar) need to be improved and serve as a model/pilot for the development of all such facilities, in partnership with the ministry;

Psycho neurological project: people affected by psychiatric and degenerative diseases and/or epilepsy are disadvantaged by social stigma, as well as the effects of the illness; they and their families need help to cope with both of these effects while the society at large needs to be educated into a greater understanding, in order that individuals in this very vulnerable category are given every chance to fulfill their individual potential for health and well-being.

## Expected results

***Health Education/Promotion***

Public awareness of the necessity for taking preventative measures against HIV/AIDS and other STDs will increase by the beginning of 2002. The public will be informed about the significance of a healthy lifestyle through the health promotion campaign which will include topics such as smoking, alcohol abuse, drug addiction, healthy eating, physical exercise and road safety. The number of those infected with HIV/STDs and people suffering from smoking related diseases, alcohol abuse and drug addiction, will be reduced. Iodine Deficiency Disease will be prevented.

***First Aid***

The development of high quality FA courses and supportive documentation. Training of 12,000 people in FA each year and recruitment of at least 25 per cent of them as GRCS volunteers. Development of income generation activities providing the GRCS with at least USD 6000 per year for further development of the FA department, in the first instance, and subsequently for other departments, dependent on needs. A well-trained cadre of first aid volunteers able to respond to both natural and man-made disasters. Death and disability rates of traffic accident victims will be reduced.

***Social Service Centres***

A better quality of life for a greater number and range of beneficiaries than the current home care programme. Beneficiaries that are not housebound will receive services at the social service centres and polyclinics. Home visiting services will be provided only to those who are genuinely housebound, approximately 10 per cent of the home care programme beneficiaries.

***Health Care***

Health care facilities will be supplied with essential drugs and medical supplies and be appropriately equipped. The knowledge, skills and attitudes of clinical staff will be improved through a series of tutorials. Public awareness of health issues and health related behaviours will improve through the health promotion campaign.

**Indicators*****Health Education/Promotion***

Decreased incidence and prevalence of HIV/AIDS and sexually transmitted diseases in Georgia. Some impact on the prevalence of smoking, alcohol abuse and drug addiction. Eradication of Iodine Deficiency Disorder in Georgia.

***First Aid***

The availability of high quality CBFA/BFA/AFA courses, with appropriate supporting manuals and certificates. Increased number of participants for first aid courses, and increased number of volunteers/GRCS members recruited annually. Income generated through provision of FA courses and materials. First aid volunteers providing assistance to victims of man-made and natural disasters. Decreased rates of road traffic fatalities.

***Social Service Centres***

An increased number of people receiving services through the social service centres. The number of boarding house residents and the number of hospital bed days used per month. The morbidity and drug consumption rates at each facility.

***Health Care***

More complete, accurate and useful data collected and used for development of clinical services. Reduced incidence and prevalence of major causes of morbidity and mortality. Standard of clinical practice raised. Increased number of health care facilities equipped and renovated to the required standards.

**Monitoring and Evaluation arrangements**

The GRCS and the Federation will perform monitoring and evaluation activities jointly. Links with governmental agencies will be developed and maintained in order to receive official data on relevant indicators, to ensure that the development of services conforms with the needs in Georgia and the adoption of the relevant services by the government at the end of the projects. The reporting requirements of the Federation and donor organizations will also be fulfilled.

## **Critical assumptions**

### ***Health Education/Promotion***

- The rates for STDs/HIV may drop within one to two years but those for chronic diseases, and AIDS, will take much longer to show any effect.
- As it is difficult to change attitudes quickly, the programme's effect on the prevalence of smoking, alcohol and drug abuse may take much longer than the project's time frame.
- The supply of iodized salt will be reliable and available at an affordable price.

### ***First Aid***

- The interest and willingness of the population to participate in FA training and activities.
- Increased training for people and organizations willing and able to pay for materials and training.

### ***Social Service Centres***

- Ability and willingness of the GRCS to move from the VNP/Home Care programme to the social service centres model.

### ***Health Care***

- The drugs required and on the World Health Organization's essential drugs list will be available locally, at competitive prices and will conform to WHO and government of Georgia standards.
- Clinical staff, patients, their relatives and the general public will attend and benefit from the educational opportunities presented.

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## 4. Humanitarian Values

### Armenia

#### Background and progress to date

The numerous disasters and conflict situation in Armenia resulted in extreme poverty and collapse of health and social welfare systems. In these circumstances the role of ARCS as an auxiliary body to the humanitarian efforts of the government has increased dramatically. The Red Cross and Red Crescent Movement's role is to promote respect for other human beings and to encourage willingness to help the most vulnerable throughout Armenia. This programme will support activities which ensure that local authorities and structures, and the private sector understand the role of the National Society (NS) and utilize its capacities in emergency, as well as peaceful, situations.

The Humanitarian Values programme is a follow up to a regional information project begun in 1998-99, which was followed by the Norwegian Red Cross-funded "Promotion of Humanitarian Values" project during 1999-2000. The continuation of this project is intended to promote humanitarian values through further skills development of the Dissemination and Information departments of the ARCS at regional and community levels throughout Armenia; and to increase the profile of the NS by clearly presenting itself and its activities.

**Goal** The goals of this project are to: extend and continue to expand the ARCS network of information and dissemination capacities down through ten regional branch and eight community branches offices; to strengthen the effectiveness of information flows both to the general public and to, from and between the headquarters, regional and community offices; and, to increase the National Society's image among the general public and other institutions at the grassroots level.

#### Objectives and Activities Planned

**Objective 1** to promote knowledge of the Red Cross and Red Crescent Movement, its fundamental principles, and International Humanitarian Law (IHL) among the general public and other institutions. Activities to achieve this objective will include:

- improving dissemination and communications skills of dissemination officers within ten regional and eight community branch offices through regularly scheduled training sessions;
- disseminating knowledge of the Movement and IHL through regional and community branches to ARCS volunteers and paid staff, students, state institutions, refugees, internally displaced persons and the general public;
- developing and publishing dissemination materials to be distributed to schools and to RC volunteers; (4) developing and producing materials which promote and protect the RC emblem;
- continuing to participate actively in the organization of major Red Cross dates and events at the headquarters, regional and community branch levels;
- developing new dissemination methods and tools to improve the efficiency of all ARCS information and dissemination services.

**Objective 2** to strengthen public relations and communication skills of the National Society's network of regional and community branches. Activities will include:

- enhancing material and technical resources of the regional branch dissemination function to strengthen its capacity to develop and produce print and audiovisual materials highlighting local Red Cross events, activities and projects;
- producing monthly newsletters in Armenian highlighting regional and community branch events, activities and programmes;

- collaborating on a regular basis with mass media to convey the Red Cross' message through TV, radio, newspapers and magazine reports;
- establishing and maintaining public relations contacts through cooperation with relevant institutions and media structures;
- publishing and producing an annual report of ARCS activities as well as posters and calendars;
- coordinating selected events in cooperation with the United Nations.

**Objective 3** to increase Red Cross membership and the number of ARCS volunteers. Activities will include:

- organizing and providing regular training for Red Cross volunteers to enhance and improve their information gathering and dissemination skills, and to ensure exchanges of knowledge and experience between headquarters and regional/community level volunteers;
- organizing summer camps (one per year) for Red Cross youth and volunteers with planned round table discussions concerning the promotion of humanitarian values throughout Armenia;
- ensuring active participation of ARCS volunteers in all ARCS projects, activities and events.

### **Expected results**

Increased public awareness of the Movement and IHL at the headquarters, regional and grassroots levels. Strengthened public relations and communication skills at the headquarters, regional and community branches of the ARCS. Increased number of trained volunteers at all levels. Local monthly newsletter published for the headquarters, regional and grassroots branches during 2001. Summer camps organized and held once a year for Red Cross youth and volunteers.

### **Indicators**

A 25 per cent increase in the number of the RC youth and volunteers by 2001, and 30 per cent by 2002. Increased contributions from local/international donors. Greater public awareness of the Movement and its fundamental principles. Improved image of the National Society and improved cooperation with governmental structures

### **Monitoring and Evaluation arrangements**

The independent monitoring group of the ARCS will monitor project implementation. The Secretary General and the respective heads of the information and dissemination departments will evaluate the project.

### **Critical assumptions**

- Socio-economic stability in the country.
- Donors will not reduce support for the NS during the next two years.
- Absence of major political or armed conflicts.
- Limited changes in the laws and regulations governing the work of national and humanitarian organizations.

## **Georgia**

### **Background and progress to date**

The Humanitarian Values programme started in October 1998 through the two-year Southern Caucasus Regional Information Project for the National Societies of Armenia, Azerbaijan and Georgia. The project sought to provide capacity building, skills training and direct consultations to the information departments of each of the National Societies. Directly, the project funded the salaries of two persons at each National Society (NS), provided technical facilities for professional information and publicity work, and budgeted funds for their basic information activities.

The project was in line with the Federation's mandate in building the National Societies' capacities for promoting the International Red Cross and Red Cross Movement's fundamental principles and humanitarian values. The project benefited not only the staff of the information departments, but also the staff in the headquarters of each NS. The Red Cross/Red Crescent staff is now prepared to look for publicity opportunities and to use them to raise the image of the National Society, the emblem, and principles of the Movement.

In Georgia, however, structures are still not in place to support the regular flow of information between headquarters and the branches. The quality of information has substantially increased, yet there is a need for

regular external and internal reporting to achieve the common objective of increasing awareness and raising the profile and message of the GRCS to attract the attention of donors and volunteers. Information, image building and public relations - powerful tools for recruiting volunteers, achieving programme goals and fund raising - have not been fully used by the GRCS. Promotion of the fundamental principles and humanitarian values is aimed at changing behaviour in the community, thus contributing to building civil society.

Further, capacities that were built within other parts of the GRCS did little to strengthen the National Society's role in the entire project cycle. The GRCS has been gradually taking over responsibility for implementation of programmes from the Federation. The responsibility for proposal writing, fundraising, public relations and reporting remained, however, with the delegation.

Continued effort by the Federation and the GRCS is needed to further develop the information department and overall information capacity of the NS within the recommendations established by the Southern Caucasus Regional Information programme of 1998-2000 and through participation in the Regional Co-operation programme.

**Goal** To further develop a professional and effective information service within the GRCS so it may publicise and promote assistance to the most vulnerable, advocate the humanitarian issues, values and principles of the Movement, and draw public attention to its activities.

### **Objectives and Activities planned**

**Objective 1** to further assist the GRCS establish an effective internal information service by improving the information flow between the information and other departments as well as between headquarters and the branches. Four information officers will be recruited in the following regions: Imereti and Racha-Lechkhumi; Samegrelo and Zemo-Svaneti; Ajara and Guria; and Kakheti. Four branch organisations will each be supplied with technical equipment (computer, printer, camera) and provided related computer skills training. The GRCS information department, with Federation support, will formulate and develop its strategy as part of the National Society's strategic plan and as a basis for the planning of information, publicity and public relations work. Dissemination of humanitarian values within the GRCS down to the branch level will be achieved through training/workshops linked with disaster preparedness, population movement and dissemination activities.

**Objective 2** to further assist the GRCS establish an effective external information service by drawing stakeholder, volunteer and donor attention to its assistance to the most vulnerable and by advocating humanitarian values and the principles of the Movement. Activities to achieve this will include organizing seminars/workshops for the GRCS information/dissemination staff on: working with media; interview and writing skills; camera use; the role of information in volunteer/membership drives and fund raising; public relations; preparation of high quality publications; working on the image of the National Society; the role of information in disaster preparedness; and, working with media during disasters.

Various campaigns will also be carried out with production of posters on the *Power of Humanity* (volunteers) theme, the fundamental principles, and transparency and accountability.

Volunteer and membership drives and fundraisers for GRCS programmes through: organization of a rock concert for youth; use of souvenirs such as T-shirts with GRCS logos and pens, cups, etc., with the *Power of Humanity* emblem; involving journalism and film students in information activities of the GRCS by training and giving them opportunities to film footage, edit video materials, and use graphic arts computer programmes; cooperating with UN agencies in the region on planning joint activities as part of the International Year of Volunteers. These activities will be carried out in close co-operation with the Community Development and Youth departments of the GRCS and the Federation.

Activities to raise public awareness will include: public image surveys of the GRCS in the beginning and at the end of the project; production of a GRCS badge/pin; seminar for mass media and NGOs on the Movement, International Humanitarian Law, and the fundamental principles; field trips for mass media; printing a brochure on GRCS, as well as wall and pocket calendars; production of a 10 to 15-minute film on the history and activities of the GRCS with involvement of volunteers (research work in state and film archives); creation and maintenance of a GRCS web site; organization of events on special Red Cross occasions such as 24 June (anniversary of the battle of Solferino), 12 August (anniversary of the Geneva Conventions), 8 May (World Red Cross/Crescent Day) and 26

September (Georgian Red Cross' birthday); a photo exhibition highlighting volunteer work and GRCS/Federation archives.

Regular publications, to both help staff and volunteers learn about each other's activities and to hand out to donors, media, governmental and non-governmental organisations, will be produced and include: the quarterly GRCS newsletter *Review*, in English and Georgian; an annual report (both in English and Georgian); distribution reports and press-releases on ongoing projects/programmes. Also, special TV/radio reports on RC activities and relevant topics will be organized.

**Objective 3** to strengthen the role of the GRCS in other parts of the project cycle by developing proposal writing and reporting skills of its staff. Special seminars will be organized for GRCS staff on project proposal writing, donor relations and reporting. Also, English language courses will be provided for information officers.

**Objective 4** to build on the network and relationship between the three National Societies in the region with further activities to promote peer development. This objective is closely linked with the institutional development initiatives in each country. Please refer to the Regional Co-operation programme for details on planned activities.

### **Expected results**

- The branch organisations will have the capacity to provide accurate information regularly and on time to headquarters and vice versa; liaison of the information department with other departments of the GRCS will improve.
- The GRCS will have a better image amongst the media, general public and stakeholders and be more respected and recognized for regional and national efforts. The staff of the GRCS will become more skilled in information-related activities publicising the work of the NS and the publication distribution network will become better in the regions. As a result, it is expected that the number of vulnerable served will be dramatically increased by 30 per cent in 2001 and by 35 per cent in 2002.
- GRCS project proposal writing, donor liaison and reporting skills will be developed. By the end of 2001, the number of volunteers and participants in Red Cross activities will increase by 20 per cent at the national/headquarters level, and by 50 per cent in the regions.

### **Indicators**

Increase in number of volunteers and funds raised for the NS. Increased number of beneficiaries served and interest of mass media in the GRCS work. Active involvement of GRCS branches in dissemination and information work. High-quality project proposals and reports on implemented activities and programmes. GRCS able to liaise effectively with donors in order to attract programme funding.

### **Monitoring and Evaluation arrangements**

The Federation and the GRCS information department will carry out monitoring through field trips. The GRCS will be reporting to the Federation on a monthly basis. A public image survey will be carried out at the beginning and at the end of the programme to evaluate its effectiveness. At the end of the project, a questionnaire will be prepared for the regions/branches and headquarters to estimate the impact of the project on information flow within the NS. Assessment of the information department's capacity will be made by the Federation to estimate further support and assistance needs.

### **Critical assumptions**

By the end of the project, the financial situation of the GRCS will be strong enough to support the well-trained and highly qualified information staff on its own.

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## 5. Institutional and Resource Development

### Armenia

- Institutional and resource development
- Youth development

### Background and progress to date

#### *Institutional and Resource Development*

Institutional development is a process of many contributing steps. For the Armenian Red Cross Society (ARCS) this process began in 1988, and has proceeded in three phases. In phase I, from 1988, the ARCS developed operational capacities to become the implementing partner for virtually all Red Cross humanitarian relief efforts in Armenia; which, throughout the 1990s, exceeded USD 260 million.

Phase II, from 1997, saw a major redirection of the mission and objectives of the ARCS; from top-down implementation of large relief projects, to the development of capacities to deliver community-based services throughout Armenia. In 1998 new organizational and management structures were implemented in both headquarters and the regions; decision processes were decentralized; and the management tools were built to support vigorous development of the National Society's ten regional offices. By late 1999, the infrastructure of each regional office included the skill, material and human resources to successfully deliver services in each of the areas of social services, disaster preparedness, social services, relief, first aid, youth, health and dissemination. In 1999-2000, a nationwide Vulnerability and Capacity Assessment, SWOT and strategic planning processes were used to determine the next steps in the development process.

The goal and objectives of Phase III focus on the achievement of two central accomplishments during 2001-2002: (1) to successfully extend the grassroots capacity building process down to sub-regional, community branch office levels throughout Armenia; and, (2) to successfully complete the financial restructuring process of the ARCS which began in 2000 to enable the National Society (NS) to achieve operational and financial independence.

#### *Youth development*

The development of new NS capacities through the institutional development programme has been impressive, but the need to sustain and continue to strengthen them over the long-term presents an even greater challenge. The key to meeting this challenge is people; the ability to first attract and then to retain the volunteers through which most RC work must be accomplished. Experience shows three things about this challenge: first, a large portion of RC volunteers are young people; second, it is easier to attract the youth than it is to retain their involvement over a long period; and, third, it is Red Cross youth programmes which keep youth involved as long-term participants and volunteers in RC activities, including special efforts for vulnerable youth. It is for this reason that, as regional capacity building continues, the role of RC youth has become the critical supporting element for the entire ARCS capacity building strategy. To date, youth programmes were established in ten regional branches of the ARCS. The challenge of 2001-2002 is that the ARCS development process is now being taken to sub-regional areas by developing the capacities of twenty-six of its community branch (CB) offices. Because of its role in attracting and retaining young volunteers, RC youth will play a critical role in this development process, most of which will be planned by headquarters youth, but which must be executed by the youth leaders at regional levels.

#### **Goal(s)**

- ***Institutional and Resource Development:*** To continue to expand and enhance the ability of the ARCS to provide more assistance, of higher quality, with greater impact and relevance, to more vulnerable people in each of the communities it serves, and to achieve operational and financial independence by the end of 2002.

- **Youth development:** The goal of this programme is to develop and expand strong Red Cross youth programmes within the regional and community branch offices of the ARCS to increase youth participation and influence in Red Cross activities, and to support efforts to assist vulnerable youth.

## Objectives and Activities planned

### *Institutional and Resource Development*

**Objective 1** to continue to develop and expand the headquarters' ability to plan and manage the building of more capacities, to provide more help, and to serve more vulnerable people throughout Armenia. In addition to their overall planning and management responsibilities, ARCS headquarters leadership and department heads will play key roles in training and preparing their counterparts at the regional branch (RB) levels to work effectively to develop CB chairpersons, staffs and volunteers. In addition to these RB/CB-related responsibilities, the headquarters' leadership and department Heads will be responsible for achieving the following:

- continuing to work and secure passage of proper Red Cross Law;
- continuing development of ARCS standard operating procedures and manuals for use in headquarters, and at RB and CB levels;
- building and strengthening headquarters communications and information flows to, from and between RB and CB structures;
- designing, testing and implementing RB and CB institutional assessment and planning tools;
- organizing management training workshops for the management and governance structures at headquarters, RB and (as appropriate) CB levels;
- continuing headquarters' resource development and fund raising initiatives;
- publishing a model institutional development manual (based on the experience of the ARCS in developing its nationwide branch network) for use by regional and community branches, as well as by newly developing NSs (to be prepared in Armenian, English and Russian).

**Objective 2** to continue to develop and strengthen the National Society's RB office infrastructures and capacities, particularly in their ability to develop the capacities of the CB offices within their regions. With support from their headquarters' counterparts (and the headquarters ID team), it will be regional chairpersons and their respective staff who will do much of the work to develop corresponding functional capacities at the RB level, as follows:

- institutional assessment of each RB office, and an evaluation of the activities and human and material resources of the CBs within the region;
- based on the results of the evaluation, select those CBs to be further developed;
- conduct training workshops for RB staff on the methods to be used in their development;
- visits to and meetings between RB and CB management and staff to plan, schedule and implement the CB development process;
- guide and assist CBs in each of the functional areas described below.

**Objective 3** to undertake the systematic development of CB office infrastructures and their capacities to expand the number and types of help provided by the ARCS to the vulnerable in the communities. Activities will include:

- management and functional training (RB/CB conferences and frequent RB staff support visits);
- coordination by regional and community branches with local community authorities and organizations to gain financial and/or other forms of support for CB development efforts;
- design and implementation of specific activities in each of the following functional areas:
  - CB office management: Attend CB training conference and work with regional chairperson and regional staff to learn responsibilities, duties and methods for office development;
  - First Aid (FA): Work with regional FA resource personnel to create a sub-regional cadre of first aid volunteers, and use regionally based FA instructors to provide regularly scheduled FA training courses;
  - Disaster Preparedness (DP): Work with the regional DP Coordinator to develop an abbreviated community DP plan (basic risk assessment, public education, early warning, rapid response); create and maintain a minimal disaster response team, and attempt to train and maintain a cadre of disaster response volunteers in other population centres within the community;
  - Social Services Centres (SSCs): Work with the regional SSC head to identify appropriate persons for volunteer community SSC staffing;
  - Dissemination/Information: Work with regional dissemination officers to develop abbreviated volunteer-based dissemination and public education/information capacities within the CB;

- find, secure and equip appropriate facilities which will allow each of the activities listed above to be carried out in an effective and efficient manner;
- develop fund raising methods, skills and experience to help finance the continuation and expansion of CB activities.

**Objective 4** to continue and complete the financial restructuring process of the ARCS to create a transparent system of internal financial controls and procedures which meets the requirements of the international donor community. Activities will include:

- as a follow-on to the audit of financial systems at ARCS in mid-2000, assisting in completion of the financial restructuring process within headquarters;
- expanding the ARCS system of financial and management controls and procedures to regional branches and, when ready, to selected/developed community branches;
- achieving an ARCS-wide adoption of the new financial system and capacities in order to meet western accounting and financial standards by the end of 2002.

**Objective 5** to enhance the image and reputation of the ARCS, and to expand its relations with relevant domestic and international institutions, and the opinion makers who influence those institutions. Activities will include:

- strengthening the National Society's International department to develop and maintain contacts, and create productive relationships with international humanitarian and donor communities;
- increasing involvement and participation of ARCS leadership with groups and gatherings of national and international decision and opinion makers;
- increasing the activities of the information and dissemination functions at the ARCS, and the public information/education components of the DP, FA, SSC and other programmes, to publicize ARCS projects, activities and accomplishments, at both national and regional levels;
- increasing ARCS visibility and identification at public events (RC-embossed T-shirts or aprons worn by volunteers and youth), development and production of RC/ARCS-identified items (bags, caps, etc.) development of an ARCS Awards Programme (certificates, awards, RC membership cards, FA certification cards, etc.).

### *Youth development*

**Objective 1** to strengthen RC youth in all regional branch offices of the ARCS and establish RC youth clubs in twenty-six community branch offices. Activities will include:

- providing training to RB and CB chairpersons to enable them to help create and support youth clubs within their offices;
- electing and providing leadership training to RC youth leaders in the 26 community branches;
- ensuring proper RB and CB facilities for youth club activities and events;
- assisting RB youth groups and leaders in starting and building RC youth clubs at the CB level;
- ensuring close cooperation and coordination between headquarters, RB and CB youth, and providing regular visits by headquarters RC youth leaders to regions and communities to provide exchanges of information and experience;
- working to establish contacts and cooperation with other youth organizations at community, regional, national and international levels.

**Objective 2** to attract and recruit young people to RC youth activities at regional and community levels throughout Armenia. Activities will include:

- continuing to disseminate knowledge about the International Red Cross and Red Crescent Movement, International Humanitarian Law, ARCS and youth activities through schools, colleges and universities at regional and community levels;
- continuing to recruit volunteers into the regional and community RC youth clubs;
- ensuring that CB youth volunteers are involved in all major ARCS functions (DP, FA, SSC, Relief, etc.) and in all youth events within their communities.

**Objective 3** to increase youth involvement by providing appropriate RC training (leadership, FA, DP, etc.) and other educational and cultural opportunities to stimulate long-term participation and commitment. Activities will include:

- organizing and conducting workshops to introduce and plan this programme for RB and CB youth leaders;
- providing organizational management training for regional and community branch youth leaders;

- providing appropriate training, workshops and seminars and on-the-job training for CB volunteers recruited for ARCS activities, such as DP, FA, and SSC;
- publishing leaflets, brochures and quarterly newsletters to provide and share information about RC youth programmes, activities and events throughout the country.

**Objective 4** to ensure that youth volunteers are involved in all major programmes and activities carried out at RB and CB office levels (DP, FA, CD, SSC, etc.), and that youth programmes are keyed in to the needs of vulnerable youth. Activities will include:

- ensuring that every proposed ARCS project includes a component to be executed by RB or CB offices and, where appropriate, delegate some aspects of these effort to be carried out by RC youth, particularly efforts directed to support vulnerable youth;
- encouraging new RC youth to participate in current training programmes for the numerous ID, DP, SSC (and other) functional disciplines now being developed by the NS;
- coordinating available headquarters, RB and CB youth resources to propose, plan and execute joint humanitarian and/or revenue generating projects.

## **Expected results**

### ***Institutional and Resource Development***

More and higher quality ARCS services delivered through all its offices and structures, particularly at the grassroots, community branch office level. A dramatic increase in the number of vulnerable served within each region. The ARCS will be more respected and recognized for regional and national efforts. Financial systems will be upgraded to western standards and thus eligible for direct relationships with western donors by the end of 2002. An increased number of volunteers and participants in Red Cross youth at national, regional and community levels. Increased use of the National Society's network of regional and community branches by other humanitarian organizations and NGOs. A successful grassroots development model and example for others NSs to copy.

### ***Youth development***

Newly established RC youth clubs in twenty-six community branch offices. Improved communications, cooperation and coordination between regional and community branches of the ARCS. An increased number of youth volunteers involved in the Movement and its activities throughout Armenia. A dramatically increased number of most vulnerable served at the community branch level. An improved image of the ARCS and RC youth among international and local communities.

## **Indicators**

### ***Institutional and Resource Development***

An increase in the number and variety of new activities started and expanded by ARCS community branch offices. Increased number of beneficiaries served, particularly at the RB and CB levels. More involvement of regional volunteers and more youth attracted to the Movement. Improved quality and skills of regional office management, staff and volunteers. Increase in the number of regional donors; and later, the amounts of donor based funds received.

### ***Youth development:***

A growing number of new community branch-level RC youth clubs and increased number of ARCS beneficiaries served. Increased number of volunteers trained in RC disciplines. Greater number and types of youth activities proposed and executed at regional and community branch levels. More involvement by youth in ongoing programmes and activities of the ARCS.

## **Monitoring and Evaluation arrangements**

The headquarters of the ARCS and the Federation's delegation jointly developed operating and financial control and monitoring systems for this project. The National Society's finance department will carry out financial monitoring and control responsibilities. All project startup expenditures will be thoroughly documented; and dispersal of funds will be approved on the basis of pre-approved project budgets and expenditure schedules. Headquarters and RB office managements will monitor startup and month-to-month financial transactions. Overall responsibility for execution of this programme will be the responsibility of the National Society's Institutional Development department, which will coordinate headquarters, RB and CB programmes and activities. Day-to-day management of each regional programme will be the responsibility of the RB chairperson.

### Critical assumptions

- Funding support for these initiatives will be adequate to achieve stated goals and objectives.
- Unexpected political disputes and/or international conflicts will not detract interest and resources from these projects.
- The ARCS will be able to retain trained staff and volunteers amidst the current disintegrating social and economic environment of Armenia.
- Support will be available to fund the key programmes with which this programme will be coordinated (i.e. regional DP, first aid, etc.).

## Azerbaijan

### Background and progress to date

This programme is a continuation of the earlier institutional and resource development programme that began in 1997. In the coming years the priority will be to develop human and financial resources of the Red Crescent Society (RCS) of Azerbaijan. Emphasis will therefore be put on increasing the competencies of staff and volunteers at headquarters and regional levels, especially regarding skills in management and programme planning, implementation and evaluation. These skills and knowledge will also be essential for the establishment of a well functioning financial management system and to increase the National Society's own fund-raising capacities. Another essential area is to improve the organisational structure so it becomes sustainable and more effective. Basic governance issues will be addressed within the programme. It is foreseen that support to the National Society (NS) in the area of capacity building will also continue after this programme period of two years.

For the programme to be successful it will be essential to link closely with other programme areas implemented by the RCS of Azerbaijan with support of the Federation, such as the information, health promotion, social care and disaster preparedness programmes.

In the summer of 1999 the leadership of the NS changed, demonstrating its new openness to change as well as commitment to capacity building and institutional development. This programme will build on and link into achievements by the earlier institutional and resource development programme, such as the establishment of seven regional centres and their programme activities as well as the income generating projects that were set up.

The National Society is starting to build up contacts with partners in Azerbaijan that will be important for capacity building. The NGO centre and other NGO umbrella organisations can be a resource when arranging training events. UN organisations, for example the UN volunteer programme, can share experiences as well as materials. Private enterprises are also important partners, especially within the resource development area and the NS is building up its contacts in this area.

Other National Societies will be essential partners in this programme. The leadership and staff of the Red Crescent Society of Azerbaijan needs to gain experiences from sister societies to be able to set bench marks for its own development.

**Goal** The goal of this programme is to assist the Red Crescent Society of Azerbaijan to become a better functioning organisation that will be able to provide effective services to vulnerable groups and timely response to disasters. This will be done by facilitating and strengthening the institutional and resource development process that was already initiated.

### Objectives and Activities Planned

**Objective 1** to increase competence and skills of regional and headquarters staff in programme and resource management. Activities will include:

- organizing two-day training courses twice per year in programme planning and human and financial resource management for regional centre co-ordinators;
- organizing two-day training courses twice per year in programme planning and volunteer management for regional centre youth officers;

- developing and printing of a basic branch management handbook, by using existing Federation and locally developed materials;
- organizing one-day training sessions for headquarters staff on 20 to 30 occasions with themes selected according to results of a training assessment carried out during the autumn of 2000;
- organizing English courses for headquarters staff;
- contacting and learning from other National Societies through study visits, especially for the NS leadership and youth department;
- linking in with other training opportunities inside and outside the country, such as the NGO forum in Azerbaijan and Federation events.

**Objective 2** to improve the financial management system of the National Society, including computerisation of its finance department. Activities will include:

- assessing the current financial system to specify needs for future systems, including needs for staff training and computer software, by a local technical consultant;
- organizing tender, purchase and installation of computers with adequate software programmes;
- training staff at headquarters level in the new system by the service provider;
- transferring accounts from old system to the new system with an overlap period and testing;
- continuous training and support in using the new system over a time period of nine months after installment of the new system;
- organizing a training-course for bookkeepers at the regional centres to improved the skills of their manual bookkeeping system.

**Objective 3** to increase the number of volunteers actively taking part in service programmes as well as to improve the management of volunteers. Activities will include:

- elaborating guidelines for volunteer management, including a code of conduct for volunteers;
- developing a volunteer introduction course in modules that can be used by branches and regional centres, including such themes as recognition, development of attractive activities and other methods for retaining volunteers;
- training regional staff in volunteer recruitment and management using modules from the introduction course for new volunteers;
- identifying and piloting new programme activities based on needs in the local community, in which volunteers can be active (such as the health, social care and disaster preparedness programmes);
- establishing a fund to support start-up costs for local initiatives of programme activities, for meeting local vulnerabilities and for volunteers (maximum amount will be CHF 2,000 per local project);
- organizing a three-day annual national meeting for 70 volunteers to stimulate the exchange of experience and for training and motivation activities.

**Objective 4** to improve the National Society's ability to raise funds from diversified sources for National Society programmes. Activities will include:

- training in fund-raising for headquarters and regional staff, especially the information department, and organizing visits to other National Societies;
- assisting the NS to organise two new types of fund-raising events per year, of which one will be combined with a national fund-raising campaign targeting sponsors and private persons;
- encouraging the National Society to develop a long term funding plan and assisting it to produce this plan;
- based on an evaluation of current income generation projects implemented in 2000, identifying which of the projects are financially sustainable and establishing new business plans and annual planning procedures for these projects;
- providing training in business planning, budgeting and accounting as well as regarding market analysis and basic management for project managers and headquarters staff involved in income generating projects;
- setting-up a management system for the income generating projects, with clear division of decision powers between headquarters and projects as well as clear rules regarding profit distribution, according to recommendations in the above-mentioned evaluation;
- making new investments, if necessary, according to the new business plans, using current resources in the revolving fund or raising more funds directly from donors.

**Objective 5** to elaborate and establish an effective branch, regional and headquarters structure as well as initiating the process of creating a new organisational culture. Activities will include:

- gaining agreement of all stakeholders regarding the need to review the current organisation with the aim of adjusting the organisational structure;
- reviewing the current organisational structure, studying issues such as the roles of staff and volunteers, identifying which positions are staff or volunteer position, and future membership definition;
- organizing regular seminars for regional centre co-ordinators and meetings for headquarters staff as discussion forums regarding current changes and future plans (similar meetings for branch chairpersons will take place on the regional levels), facilitating dialogue and building trust and transparency;
- improving the system of human resource management by ensuring basic practices for contractual terms and job descriptions;
- translating the publication *Guidance for National Society Statutes* into Azeri;
- assisting the NS in reviewing and updating its current statutes on the basis of the above mentioned review

**Objective 6** to create an awareness of good governance within the leadership of the National Society. Activities will include:

- translating the Federation's National Society governance guidelines;
- consulting and discussing with NS leadership about governance issues, including division of roles and responsibilities between governance and management;
- organizing a seminar with governance members regarding the above mentioned issues;
- ensuring that the National Society leadership will gain experience from other National Societies where governance and management is clearly divided.

### **Expected results**

Improved management skills in programme, human and financial resource management among staff at headquarters and regional levels, which will lead to more effective and relevant service programmes. After the first year local social welfare or health promotion activities will have begun in 14 branches. A well-functioning, computerised finance department that will provide the National Society with good financial information for decision-making and reporting will be established by the end of 2001.

Improved understanding of how organisations work among regional and headquarters staff, as well as improved internal communication. Discussion initiated regarding good governance among the governance and management leaders of the National Society. The statutes and implementation guidelines of the NS will be updated.

An increased number of volunteers active on a regular basis in programmes targeting vulnerable groups as well as health promotion, disaster preparedness or fund-raising activities.

Increased income from diversified sources. At the headquarters level, increased income from income generating projects, donations from enterprises, private persons and charity events. At the regional and branch levels, increased income from donations from enterprises and individuals.

### **Indicators**

Improved NS organisational structure clarifying roles and responsibilities. Well functioning and transparent NS finance system. More effective branches, regions and headquarters office with increased openness and preparedness for change and local initiatives.

### **Monitoring and Evaluation arrangements**

Evaluations at training courses, workshops and seminars will be fed into the ongoing monitoring and evaluation process. A simple system of participatory evaluation and conclusions during the planned seminars for regional centre co-ordinators. Meeting will be held every three months with headquarters staff responsible for programme implementation to discuss and evaluate progress according to expected results. A new self-assessment of its capacities will be carried out by the National Society, facilitated by the Federation delegation, as a final evaluation. Financial monitoring will be done according to budgets and actual spending, as well as analysis of cost effectiveness of activities.

### **Critical assumptions**

- The socio-economic and political situations in the country will be stable.
- No major man-made or natural disaster will occur.
- The programme will be fully funded and fully staffed.
- The funding situation for other Federation-supported programmes will be sufficient.

# Georgia

## Background and progress to date

The Georgian Red Cross Society (GRCS) is the oldest and largest humanitarian organization in Georgia and one of the only with an active presence throughout Georgia. In the 1990s GRCS gained substantial experience through its implementation of large-scale international relief efforts. As national priorities shifted, the GRCS began a fundamental redirection of its mission and strategy in 2000: from the centralized relief efforts of the past, to the expansion of the scope, quality and effectiveness of its services to the vulnerable in all parts of Georgia. The National Society's strategy to accomplish this mission is through vigorous institutional development and aggressive capacity building at grassroots (regional and community) levels.

This capacity building process already began. Through its 2000 Strategic Plan, new organizational and management structures are being developed; the decentralization of information flows and decision processes is underway; and the essential management tools and controls are being assembled to support vigorous development within each of the GRCS's eleven regions, as well as selected sub-regional structures. By mid-2001 all regional offices will be equipped with the facilities, skills, equipment and human resources to successfully deliver services in the areas of disaster preparedness, relief, social services, first aid, youth, health and dissemination. To support these regional/grass roots efforts, management and administrative tools are being built to manage change and promote self-sufficiency throughout the GRCS. Key among these initiatives is completion of the financial restructuring process, which began in 2000. The desired result of this family of capacity building initiatives is to enable GRCS to achieve operational and financial independence by the end of 2002.

The goal and objectives of this programme are highly ambitious and will not, indeed can not be achieved through ID efforts and funding alone. This programme requires the mobilization and direct participation of every GRCS function, whether at headquarters or the regional level, and every Participating National Society-funded project which supports those functions. For example, regional-based DP can not exist without the regional youth and regional first aid programmes to draw its volunteers; neither of these can exist without training and resources provided by an informed headquarters staff; and nothing of lasting value will happen without a strong regional chair to manage it all. As in most post-Soviet institutions, these lateral and vertical working relationships are totally new to GRCS, and to many Federation delegates. Creating and making these relationships work present the greatest development challenges to GRCS and the delegation alike.

**Goal** To enable the GRCS to provide more assistance, of higher quality, with greater impact and relevance, to more vulnerable people in each of the communities it serves.

### Objectives and Activities Planned

**Objective 1** to continue developing and refining the management and operational policies, structures and systems at all levels within the GRCS organization. The following activities will be undertaken to achieve this objective:

- continuing to work to secure passage of a proper Red Cross Law by the Georgian legislature;
- continuing to develop headquarters office administrative systems and procedures for transportation systems, assets control, cash management, office maintenance, security, vertical and lateral communications;
- continuing development of GRCS Standard Operating Procedures and Manual for use in the headquarters, and then within all regional structures;
- continuing development of English language capacities within headquarters to facilitate contacts with international counterparts and donors (priorities on improvement of official correspondence, funding proposals, and report preparation);
- building and strengthening the quantity and quality of headquarters communications and information flows to and from regional structures through effective electronic means (phone/fax, phone, e-mail), monthly all-region meetings and meetings between headquarters department heads and their regional counterparts on an as-needed basis.

**Objective 2** to expand and strengthen the material, human and skills resource base of each GRCS regional structure to a level at which they can respond quickly and effectively to the needs of the vulnerable in their communities. During 2000 six selected GRCS offices were expanded or enlarged and upgraded. An additional six regional offices (plus selected sub-regional offices) will be similarly upgraded during 2001-2002. Renovations will

include essential structural and cosmetic repairs, plumbing/electrical repairs, security measures, creation of meeting/training rooms, and secured storage spaces. These offices will also be equipped with telephone, fax, and essential office equipment (and some furniture) during 2001-2002. Regional volunteer recruitment will be expanded through ID support for youth leadership training and for local first aid and youth programme activities. Regional-based staff and volunteers will receive training for each functional discipline (including first aid, disaster preparedness, social service care, relief, etc.) as needed within each region.

**Objective 3** to help the GRCS dramatically expand the number, quality and types of assistance activities and services delivered by its regional structures, including both nationwide programmes and activities tailored to local needs. As a matter of GRCS/Federation policy, all programmes and projects which are to be included in the Appeal process will be required to include at least one funded component which is managed and implemented at the regional office level. Regional institutional development, Vulnerability and Capacity Assessments and SWOT analyses will be conducted of each regional office's structure and capacities, and of the needs and priorities of the vulnerable in the communities they serve. Regional development priorities (strategy, objectives and specific activities) will be identified in the form of short-term (two-year) regional development plans and long-term (ten-year) regional strategic plans. Implementation and expansion of specific regional programmes and activities in each of the following functional areas:

- **First Aid (FA):** strengthening regional and sub-regional FA training capabilities and providing regularly scheduled training programmes by trained instructors in each region;
- **Disaster Preparedness (DP):** In cooperation with national and regional authorities: developing regional plans (assessment, early warning, rapid response, emergency stocks); creating and maintaining disaster response teams; and training and maintaining disaster response teams within each region.
- **Health:** Expanding existing regional health and social service activities and services and extending existing GRCS contacts and activities throughout the regions, as appropriate.
- **Dissemination:** Developing and expanding dissemination activities within the regions via media, schools and special events, and, in agreement with ICRC, ensuring that dissemination is a formal element in every regional office-sponsored programme, project, activity and event.
- **Red Cross Youth:** Utilizing the attraction of regional FA, DP, community development and other regional programmes to: recruit youth as volunteers; encourage their participation in Red Cross social, cultural and educational activities; serve as future GRCS leaders and supporters.
- **Community Development (CD):** The GRCS's network of 30 community development structures will become active participants in, and contributors to regionally planned programmes and activities (beginning with DP, FA, and youth);
- **Social Services:** Continuing to seek support and funding to convert GRCS's long-established visiting nurses' programme to the more efficient, office-based, all-come-all-served Social Service Center programme, which will provide a major contribution to community-based grassroots service delivery;
- **Volunteers:** Recruiting and expanding the use of volunteers to provide efficient and cost-effective means to staff regional DP functions and to help those made vulnerable by the collapsed of local government social service structures.

**Objective 4** to continue and complete the GRCS financial restructuring process to create a transparent system of internal financial controls and procedures which is acceptable to the international donor community. The following activities will be undertaken to achieve this objective:

- as a follow-up to the transition to a computer-based western accounting system, conducting an audit of financial systems to determine the needs for change in the GRCS's financial policies and procedures to meet donor requirements;
- creating and implementing a system of financial and management internal controls and procedures which safeguard GRCS assets, control its liabilities, and reliably record and report all relevant GRCS transactions;
- expanding the financial/accounting capacities of the GRCS and its material and human resources to achieve transition to acceptable accounting and financial performance standards by the end of 2002.

**Objective 5** to increase the image and reputation of the GRCS among, and establish productive, supportive, and, if appropriate, donor relationships with, all relevant domestic and international institutions, and the opinion makers who influence those institutions. The following activities will be undertaken to achieve this objective:

- establishing an international department within the GRCS to plan, develop and maintain contacts, and create productive relationships with the international humanitarian and donor communities;

- establishing a formal system and schedule which will ensure that the leadership of the GRCS (or its representatives) are present and become active participants at all appropriate gatherings of national and international decision and opinion makers;
- mobilizing and coordinating the public relations resources of the information and dissemination functions, as well as the public information/education components of the DP, CD, FA and other programmes, to publicize each new GRCS project and/or activity, at both national and regional levels;
- ensuring visibility of the Red Cross at all publicly visible GRCS humanitarian efforts (e.g. RC embossed T-shirts or aprons worn by volunteers and youth).

### **Expected results**

Increase in the number and quality of GRCS services delivered through all its offices and structures. A dramatic increase in the number of vulnerable served - up by 30 per cent in 2001 and by 35 per cent in 2002. The GRCS will be more respected and recognized for regional and national efforts. Financial systems upgraded to western standards and thus eligible for direct programme relationships with donors. Increased number of volunteers and participants in Red Cross youth at both national (by 20 per cent) and at regional levels national (by 50 per cent) by the end of 2001. A successful grassroots development model and example for others NSs to copy.

### **Indicators**

An increase in the number and variety of new activities started and expanded. An increase in the number of beneficiaries served. Increased number of regional volunteers and involvement by youth. Improved quality and skills of regional office management, staffs and volunteers. An increase in the number of regional donors; and later, the amounts of donor-based funds received. An increased number of vulnerable participating in GRCS projects and activities.

### **Monitoring and Evaluation arrangements**

The headquarters of the GRCS and the Federation's delegation jointly developed operating and financial control and monitoring systems for this project. The National Society's financial department will carry out financial monitoring and control responsibilities. All project startup expenditures will be thoroughly documented; and dispersal of funds will be approved on the basis of pre-approved project budgets and expenditure schedules. The management of the GRCS headquarters and regional structures will monitor startup and month-to-month financial transactions. Overall responsibility for execution of this project will be the responsibility of GRCS's Institutional Development department, which will coordinate headquarters and regional-based programmes and activities, and monitor indicators. Day-to-day management of each regional programme will fall under the GRCS's regional chairperson.

### **Critical assumptions**

- Funding support for this project will span the two years needed to achieve stated goals and objectives.
- Unexpected political disputes or international conflicts will not distract interest and resources from this long-term, multi-discipline project.
- The GRCS will be able to retain trained staff and volunteers amidst the current disintegrating social and economic environment of Georgia.
- Support will be available for the key programmes with which this programme will be coordinated (disaster preparedness, first aid, and social care services).

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## 6. Regional Cooperation

- **Regional Knowledge Sharing**
- **Regional Recruitment and Training Programme**

### Background and progress to date

#### Regional Knowledge Sharing

The three countries of the southern Caucasus – Armenia, Azerbaijan and Georgia – share a common decade-long situation. All three have suffered economic collapse, crushing poverty, disintegration of their social welfare and health systems, mass population movements, recurring political and military conflicts, natural and manmade disasters, and widespread institutional corruption at all levels. All three countries are in desperate circumstances and in continued decline. There is little hope for improvement in the near future, providing strong need for Red Cross and Red Crescent Society development.

Upon the break-up of the former Soviet Union, the three National Societies within the Caucasus – the Armenian Red Cross Society (ARCS), the Red Crescent Society of Azerbaijan (RCSA) and the Georgian Red Cross Society (GRCS) – were extremely weak and underdeveloped. Since that time, the development of their capacities progressed on an irregular basis. In some cases, this was due to the staggered arrival of Federation assistance; in others it was the National Societies' response to different national needs and priorities.

The result is that each National Society (NS) is now at a different stage in the development process. This is quite apparent in a general development sense and particularly evident when comparing specific operating functions and capacities: the ARCS has extensive first aid capacity and the GRCS has little; the ARCS is well into its financial restructuring and the RCSA does not know where to start; the GRCS has a community development capacity that the others need; the RCSA and GRCS want to convert their obsolete Visiting Nurses programmes to a Social Service Centres system and want to know how the ARCS did it.

These examples not only demonstrate a diversity of National Society needs and capabilities but also describe an opportunity for regional knowledge sharing. Currently there is no ongoing mechanism in place through which the experience and lessons learnt from successful development efforts can be shared with other National Societies. This programme intends to establish such a mechanism within the southern Caucasus.

#### Regional Recruitment and Training Programme

This programme was launched through the Federation's Global programme in the 1998 Emergency Appeal. The programme aimed to enlarge the pool of talented potential delegates, to increase the variety of nationalities among delegates and to reflect better the international nature of the Federation by setting up networks of skilled, committed Red Cross and Red Crescent staff, who would be available to share their expertise within the region as well as being on call to serve as delegates internationally. Within the framework of the programme, a common system and procedures to promote transparency and equity were developed, as were global tools for pre-screening and matching, such as an interview and assessment module. As a result of this initiative, the percentage of Federation delegates recruited through the regional recruitment programme increased from 11 per cent of the total number of delegates in 1997 to 23-24 per cent in 2000. The target for 2001 is 25 per cent.

The programme was introduced to the southern Caucasus region in November 1998 during a workshop in Istanbul, with the involvement of the Turkish Red Crescent. Representatives of the NSs and the Federation's country delegations in Turkey, Armenia, Azerbaijan and Georgia were trained in selection and assessment of future delegates.

The first southern Caucasus regional Basic Training Course (BTC) was organised in 1995 in Georgia. Out of 26 participants from National Society/country delegations from Armenia, Azerbaijan and Georgia, six were recommended as future delegates. A second regional BTC was organised in Budapest, in December 1999. As a

result, four candidates from the region were recommended. Six more candidates participated in individual BTC courses organised by other National Societies.

To date, there are 16 regionally selected candidates (from Armenia, Azerbaijan and Georgia), who successfully participated in Basic Training Courses (BTC) for future delegates. Out of these 16, five were proposed by the National Societies, the rest were selected from the Federation's delegation staff. Of these 16, five were sent on mission in 1999-2000.

To achieve the common objective of improving the quality of candidates' skills, attitudes and Red Cross/Red Crescent knowledge, the programme will further encourage National Societies in the region to share their skilled human resources on an international level and further enlarge the pool of talented potential candidates resulting in a higher capacity to effectively respond to operational needs and thus more effective RC/RC programmes.

### **Goal(s)**

- **Regional Knowledge Sharing** - To expand and enhance each of the three southern Caucasus National Societies' abilities to serve the most vulnerable by sharing the experiences, procedures, skills and techniques that have been learnt and/or developed by other National Societies.
- **Regional Recruitment and Training Programme** - To strengthen the capacity of National Societies in the region by giving their staff and volunteers the opportunity to share their experience with others while also developing their skills in new areas of work and training. Also, to send suitably qualified staff on international missions and regional exchanges.

### **Objectives and Activities planned**

#### ***Regional Knowledge Sharing***

**Objective 1** to assist the National Societies to benefit from the skills, experience, tools and systems developed by each other and, where necessary, by outside expertise. In keeping with the programme design parameters stated above, the activities of this programme are quite specific and, in most cases, focus on the transfer of a particular existing capacity from one National Society to another. The programme objectives target the operationally-related disciplines of the five core programme areas: disaster response; disaster preparedness; health and care; humanitarian values; institutional and resource development. Within each of these programme areas a clear opportunity to share knowledge has been identified; know-how is clearly needed by the others; and the functional capacity of one National Society can be used to enhance the capacity of one or both of the others.

Most of the planning and execution activities of this programme are common. The central component is a series of regional co-operation meetings or workshops. These meetings will be attended by the delegates and National Society counterparts from all three countries who are responsible for the core areas/functions being examined. For operational and cost reasons, most of these meetings will be held in Georgia and facilitated by the Federation delegation in Georgia.

Current plans call for these meetings to be from two to three days in length, and to be held from two to three times per year for each core programme area/function. With the exception of two delegation-contracted staff working in Tbilisi, all programme funds will be used to cover direct meeting-related expenses (such as participants' travel, food, accommodation, per diem) and to support costs such as printing, materials, local fuel, translation and guest fees. In the likely case that these meetings may result in follow-up activities, the costs for these activities will be covered by the relevant country programme budget.

The meetings will be organized around specific topics and with specific, desired outcomes such as: to share expertise already available in individual countries to inform and develop appropriate programmes and/or projects. Also, training opportunities will be sought for the meeting participants, such as courses and expertise available in the region, and through international visits, where the expertise/experience is not available locally.

**Objective 2** to build a regional network and relationship between the three National Societies with activities to promote peer development. Common regional goals, activities and approaches will be shared and defined within the five core programme areas:

- creating a combined disaster response plan for regional co-ordination and, if feasible, shared resources;
- creating a combined disaster preparedness plan for regional co-ordination and, if feasible, shared resources;

- producing a regional health strategy in line with the Federation's *Strategy 2010* and governmental strategies where available, which is agreed and can be adopted by each of the partners over the 2000-2005 period;
- developing and implementing policies through regional or country assistance strategies based on the health strategy;
- loaning, as recommended in the 1998-2000 Regional Information programme's final report, the information officers from the National Societies to each other for two-week working visits to increase awareness on common regional situations and approaches and activities of the Movement;
- creating a regular electronic publication, the *Caucasus Chronicles*, as a tool to establish a tightly running information network between the National Societies;
- assisting the three National Societies to develop the characteristics of well-functioning societies according to the Federation's standards.

### ***Regional Recruitment and Training Programme***

**Objective 1** to send six BTC trained candidates from the region on international or regional missions by the end of 2002. The following activities will be undertaken to achieve this objective: (1) regular distribution of the Federation's list of open positions to the National Societies and within the country delegations; (2) full support and encouragement from the Federation to qualified and interested candidates in accordance with its guidelines for application to advertised positions.

**Objective 2** to maintain the pool of qualified candidates by identifying ten new candidates for already planned individual BTC trainings organised by other National Societies/regional delegations by the end of 2002. Candidates will be identified through formal interviews based on the Federation's Standard Interview Module (standard position description, language test, interview questionnaire and assessment form) in accordance with the programme guidelines to ensure that the most qualified candidates are recruited. Selected candidates will be placed in individual BTC training courses organised by other National Societies through the Federation's Secretariat. Selection of candidates will be coordinated by the Regional Recruitment Coordinator based in Tbilisi. Selection and preparation of individuals for this programme will be also included in institutional development activities.

**Objective 3** to diversify to the extent possible the profile of candidates. Categories of candidates for BTC will be established based on the need within the Federation worldwide (as per the Federation's list of open positions), in order to assist the National Societies to better target their selection.

### **Expected results**

#### ***Regional Knowledge Sharing***

Adoption of a regional health strategy by all three National Societies, which will also expand their reputations as principal first aid resources in the region. The financial reconstruction process will proceed with a common region-wide approach. The disaster preparedness plan of the Red Crescent Society of Azerbaijan will be designed, funded and started. The number, type and quality of National Society project proposals will increase. The number, type and quality of bilateral projects will increase. The information and dissemination departments will produce a regular regional publication, *Caucasus Chronicles*, promoting region-wide awareness of the three National Societies' activities. Administrative practices (and their consequences) will improve in all three National Societies.

#### ***Regional Recruitment and Training Programme***

The number of successful applications for international or regional missions will increase in the southern Caucasus by six. The number of possible candidates proposed by the National Societies for international or regional mission will increase by ten. The delegate selection process will be better targeted.

### **Indicators**

#### ***Regional Knowledge Sharing***

Creation of a mechanism through which the experiences and lessons learned by the National Societies and delegations in the southern Caucasus will be shared and, where appropriate, will be adopted and productively used by others. Mutual respect and willingness to learn from each other. Shorter time scales for the development and implementation of high quality projects. An increase in National Society capacities to deliver more services of consistently higher quality to more of the vulnerable in the southern Caucasus.

#### ***Regional Recruitment and Training Programme***

A diversified pool of potential delegates having experience in development, disaster preparedness, logistics and reporting.

### **Monitoring and Evaluation arrangements**

The impact of this programme will be monitored by the delegates and National Society counterparts directly responsible for the programmes.

The Federation Regional Recruitment Coordinator will monitor the pre-selection process (through the standard interview system) on a regular basis.

### **Critical assumptions**

The current unanimous support for this programme among all principals will continue.

- All southern Caucasus National Societies and delegations are willing to openly share their observations, knowledge and experience with their counterparts in other countries.
- The two most important players in developing a specific National Society functional capacity are the delegate and NS counterpart directly responsible for that function.
- Periodically scheduled gatherings of the programme-responsible delegates and National Society counterparts from the three countries can be arranged without undue difficulty; and the costs of such a programme can be limited mostly to basic meeting expenses (such as travel, food, lodging, per diem, materials).
- The topics and subject matter of regional meetings can be channelled to focus on practical methods, processes, tools and techniques which can be applied and/or adapted to the needs and context of the other National Societies.
- The implementation of this information exchange and sharing process can proceed without unnecessarily excessive formality, complications or procedural requirements.
- Something approaching the current funding levels in all three countries will continue for at least one or two more years.
- Funding becomes available on a regional basis and this programme is not budgeted for within any individual project or delegation's financial allocation.
- National Societies will mobilise sufficient human resources and propose qualified candidates for international or regional missions.
- Candidates will come back to their National Societies and share acquired knowledge and skills with their colleagues.
- National Societies will have a long-term interest in career development of these individuals.

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## 7. Co-ordination and Management

### Armenia

#### Background and progress to date

The Armenian government is also highly dependent on support from the international community, via the International Monetary Fund, the World Bank and bilateral arrangements with different governments. Also, large amounts of technical assistance is provided through the UN Development Programme, UNICEF, World Food Programme, US Agency for International Development and the European Community Humanitarian Office. International humanitarian organizations also made significant contributions to alleviate human suffering. The International Federation alone delivered humanitarian assistance (in cash/kind) valued at over USD 260 million in the last ten years. At present, disaster preparedness, social services and housing reconstruction in the earthquake zones are the main activities being funded in Armenia.

The Federation's delegation in Armenia was established immediately following the 1988 earthquake. The transfer of relief tasks and responsibilities to the NS began shortly thereafter and proceeded through the 1990s. With Federation support, ARCS has spent the last decade vigorously developing its capacity to respond to Armenia's expanding problems and needs.

The result is a unique humanitarian service delivery network which enabled ARCS to dramatically expand the amount, types and quality of services it provides to the vulnerable throughout Armenia. This network has also attracted other international and humanitarian organizations, which find the ARCS network an ideal vehicle through which to reach their own constituencies.

Despite a number of prospective large, high-visibility Federation initiatives (the Turkish cross-border initiative, drought relief, etc.), the size of the Armenian delegation declined as the capacities of the NS grew and were strengthened. The final developmental step is to prepare the NS to achieve its full operational and financial independence from the Federation.

The objectives of the coming period are to prepare ARCS for full operational and financial independence from the Federation by the end of 2002, when the Federation delegation's development role in Armenia should be complete. Much work has yet to be done, but with several bilateral projects underway, with its financial restructuring on track, and with the continued expansion of ARCS capacities at all levels, both the delegation and the ARCS agree that this can and should be accomplished by the end of 2002.

**Goal** To effectively execute the delegation's duties to help the most vulnerable and to assist and advise ARCS in building its capacity to become a productive, self-sufficient, well- functioning National Society.

#### Objectives

- to assist and advise the NS in its relief operations, capacity building, institutional and resource development and other development programmes;
- to maintain communication with the Federation's Secretariat on the progress of relief operations and/or development programmes, and resource needs;
- to ensure that the Federation's human, material and financial resources are efficiently and properly managed;
- to ensure effective relations with the other Red Cross and Red Crescent partners in-country, the UN, NGOs, as well as with the embassies and mission of donor governments.

#### Expected results

Continued effective and efficient use of available Federation delegation resources to help the most vulnerable. Continued support of ARCS development and capacity building efforts. Effective and increasingly efficient

programme implementation by the National Society. Continued rapid increases in the number of Red Cross youth and volunteers and in the number of vulnerable served by ARCS. Increased/expanded bilateral and joint activities between NS and other institutions and donors. Continued increase in the number, type and quality of the services provided by the ARCS. Continued enhancement of the National Society's image and reputation among the general public and domestic and international institutions. Attainment of operational and financial independence by the ARCS in the foreseeable future.

### **Monitoring and Evaluation arrangements**

All delegation programmes and funded activities will be planned and managed with the approval of the Federation's head of delegation who will follow prescribed planning, operating, reporting and financial procedures

### **Critical assumptions**

- A country delegation will continue to be maintained in Armenia for the next two years.
- Donor funding will be sustained at a sufficient level for at least two years.
- The institutional development of the ARCS will continue as currently planned.

## **Azerbaijan**

### **Background and progress to date**

The Federation has been present in Azerbaijan since 1993, providing varied assistance to internally displaced persons (IDPs) in and around the 'southern camps' and other vulnerable groups such as elderly pensioners living alone.

In light of a future possible peace agreement between Armenia and Azerbaijan, which would finally settle the disputed Nagorno-Karabach province, over which the two countries fought a devastating war in the beginning of the 1990s, the Federation and the Red Crescent Society of Azerbaijan initiated a reconstruction/repatriation programme in the Fizuli district for 160 families from the camps. Increased repatriation will require a limited presence of the Federation to finalize ongoing pilot projects and, if peace is achieved, to launch a large-scale repatriation programme.

The demonstrated weakness of the National Society during the first years of transition to independence, was addressed by implementing capacity building measures through health, population movement, institutional development and disaster preparedness programmes. These activities served as preparation for eventual handover of full programme implementation responsibility to the Red Crescent Society of Azerbaijan.

**Goal(s):** The goal of Federation presence is to fulfill ongoing relief programmes to IDPs for another year, with the aim to phase out by the end of 2001, closing down the sub-delegation in Sabirabad. Another goal is to strengthen the capacity of the Red Crescent Society of Azerbaijan so that it can assume full responsibility for the implementation of the programmes under the supervision of a Federation Representative and a development delegate from 2002.

### **Objectives and Activities Planned**

**Objective 1** to continue providing necessary development support to the National Society. Delegates and national staff in the Baku delegation and Sabirabad sub-delegation will continue to implement the institutional and resource development, humanitarian values and disaster preparedness programmes according to agreed upon plans of action.

**Objective 2** to implement all ongoing and new programmes in the 2001-2002 Appeal with the assistance of delegates and national staff in collaboration with Red Crescent Society of Azerbaijan. Activities will include implementation of the planned food assistance, potable water, community development and reconstruction/repatriation programmes for IDPs in the 'southern camps'.

### **Expected results**

A strengthened Red Crescent Society of Azerbaijan which can assume greater responsibility for the implementation of all assistance programmes. Successful implementation of the planned assistance programmes.

Closing of the Federation's Sabirabad sub-delegation by the end of 2001 and achieving shift from relief to development support. Successful implementation of the ongoing and new reconstruction/repatriation programmes as a basis for a future large-scale repatriation programme if peace is achieved.

### **Indicators**

Ability and capacity of the National Society to assume programme management responsibility with decreased presence of the Federation. Planning of large-scale repatriation programme following on from pilot reconstruction programme.

### **Monitoring and Evaluation arrangements**

The impact of the Federation's presence and work in Azerbaijan will be measured by continued supervision of all programmes by delegates and special evaluation measures for the reconstruction/repatriation and income generation programmes. Regular reporting on a monthly and quarterly basis will serve as guidelines for future action and decision making on the phasing out process. The level of donor fatigue will be decisive in fulfilling the overall goals and objectives of this appeal. A contingency plan for an even earlier down-scaling of the sub-delegation and Baku delegation should be established.

### **Critical assumptions**

- Sufficient funding to run the delegation in Baku and the sub-delegation in Sabirabad.
- Successful recruitment of delegates to support ongoing operations.
- Maintained Status Agreement with the government of Azerbaijan and acceptable working conditions in the country.
- Continued development of the capacity of the Red Crescent Society of Azerbaijan.

## **Georgia**

### **Background and progress to date**

The International Federation's delegation in Tbilisi was opened in 1993 in order to coordinate international relief assistance to the vulnerable people of Georgia and to assist in the development of the Georgian Red Cross Society (GRCS). Georgia experienced an economic collapse following the breakup of the Soviet Union which went much deeper and lasted much longer than in most of the former Soviet republics. Civil war caused great damage and displaced nearly thousands of people. The displaced have not returned, the conflicts remain unresolved, and the economic recovery has largely failed to materialize. The rural and urban infrastructure continues to deteriorate, and a recent drought exposed the extreme vulnerability of large sections of the population.

Against this background, the delegation was very successful in mobilizing international assistance, both from Red Cross and Red Crescent Societies and from international donors such as the United States Agency for International Development, the European Community Humanitarian Office and Swiss Development Cooperation, and developed significant representational capacity. Many of these donors are represented in Tbilisi, and valuable contacts were built up which facilitated success with local fundraising efforts.

The delegation also developed significant capacity in disaster response, information, report and proposal writing as well as financial management and control. There has been an increasing effort in recent years to hand over implementing responsibility to the Georgian Red Cross. This hand-over has recently taken a step forward. As well as implementing programmes, the GRCS is now committed to developing its capacity in donor liaison, fundraising, report and proposal writing. Work on developing information systems and financial management systems also progressed well over the past two years.

In all of these areas, the expertise developed in the delegation played a decisive role in training, developing the Georgian Red Cross' capacities and transferring skills. The delegation's experience in representation and networking with donors and other agencies will play a crucial role as the National Society develops further its own capacity in fundraising and networking.

The delegation played a key role in quality control and monitoring the implementation of programmes both to ensure the efficient delivery of humanitarian assistance and to ensure the trust of donors. At a time when increasing responsibility is being handed over to the GRCS, systematic monitoring systems have been developed.

It will be increasingly important in coming years for the Georgian Red Cross to work alongside the delegation and develop further its own monitoring capacity in order to ensure its independent credibility with donors and beneficiaries alike.

The delegation undertook several assessment and research projects, which are assisting both the Red Cross and other agencies in targeting and coordinating their assistance to vulnerable people. Coordination with the International Committee of the Red Cross and other agencies within Georgia has been key to ensuring effective programme delivery.

A further role which the Tbilisi delegation played is in regional cooperation in the southern Caucasus. While Georgia, Armenia and Azerbaijan are not formally part of a regional delegation at present, they have effectively functioned as a region for many years. For practical reasons of politics and geography, the Tbilisi delegation took the coordinating role in this regard. Currently, planned or in the recent past, the delegation had staff with regional responsibilities in disaster preparedness, telecommunications, institutional development, health, construction, population movement, regional recruitment and information. This role is increasingly appreciated by the National Societies of the region, and is reflected in detail in the delegation's programme for regional knowledge-sharing.

**Goal** To manage an effective and efficient delegation in accordance with the regulations, procedures and standards of the Federation's Secretariat and the instructions of the Secretary General.

### **Objectives and Activities planned**

**Objective 1** to provide cost-effective high-quality management of the delegation's core functions to facilitate the goals and activities of the programme managers. The following activities will be undertaken to achieve this objective:

- managing the staff, equipment and activities of the delegation to ensure high-quality implementation of programmes in support of the GRCS and the vulnerable people of Georgia;
- managing the finances of the delegation to Federation standards in order to ensure the efficient use of donor funds and the credibility of the delegation;
- representing and building the profile of the Federation to the international community, the media, the government and the people of Georgia;
- ensuring the quality and coordination of Federation activities in Georgia, taking into account the need to coordinate with the programmes of other agencies;
- marketing the Federation's programmes in Georgia and beyond, in order to ensure sufficient donor support;
- supporting and ensuring the institutional capacity-building of the Georgian Red Cross Society;
- promoting regional cooperation and knowledge-sharing;
- ensuring that high-quality planning, budgeting and reporting is carried out in a timely manner.

### **Expected results**

The delegation will be managed in an effective and efficient manner in accordance with the standards, rules and procedures of the Federation's Secretariat. The Federation will be respected as a high-profile, credible programme partner known for its standards and integrity. Regional cooperation will have an important role in promoting the development of the National Societies of the southern Caucasus.

### **Indicators**

Sufficient amount of funding raised for Federation programmes. Increased cooperation between National Societies of the southern Caucasus. Awareness and respect by donors and the international community for Red Cross activities in Georgia. A more developed National Society in Georgia capable of effective programme implementation and monitoring, and which is respected by donors.

### **Monitoring and Evaluation arrangements**

Regular internal audits of the delegation will demonstrate its compliance with the Federation's standards. Peer reviews and informal feedback from donors and other agencies will be used to evaluate whether the delegation is an attractive, credible and trusted partner. Delegate performance evaluations and final mission reports will indicate the level of quality and management effectiveness of the delegation.

### **Critical assumptions**

The Georgian Red Cross Society and the delegation will develop and retain the capacity and credibility to attract donors and run effective programmes.

- Donors will not withdraw support from the region.
- The National Societies of the southern Caucasus will remain committed to regional cooperation.
- Political instability or natural disasters will not occur.

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<b>DELEGATION: ARMENIA</b>							
<b>PROGRAMME</b>	<b>Disaster response</b>	<b>DP</b>	<b>Health &amp; services</b>	<b>Human. values</b>	<b>IDRD</b>	<b>Coord. &amp; mgt</b>	<b>TOTAL</b>
Shelter & construction	1,350	4,980	0	0	1,350	0	<b>7,680</b>
Clothing & textiles	6,300	0	0	0	0	0	<b>6,300</b>
Food & seeds	228,160	0	0	0	0	0	<b>228,160</b>
Water	0	0	0	0	0	0	<b>0</b>
Medical & first aid	6,140	0	70,950	0	0	0	<b>77,090</b>
Teaching materials	20,800	72,475	5,940	0	1,610	0	<b>100,825</b>
Utensils & tools	0	0	0	0	0	0	<b>0</b>
Other relief supplies	8,650	0	0	0	0	960	<b>9,610</b>
<b>Sub total supplies</b>	<b>271,400</b>	<b>77,455</b>	<b>76,890</b>	<b>0</b>	<b>2,960</b>	<b>960</b>	<b>429,665</b>
Land & Buildings	0	0	0	0	0	0	<b>0</b>
Vehicles	0	0	0	0	0	0	<b>0</b>
Computers & telecom	0	0	0	0	13,251	0	<b>13,251</b>
Medical equipment	0	0	0	0	0	0	<b>0</b>
Other capital expenses	0	0	8,670	2,975	4,206	0	<b>15,851</b>
<b>Sub total capital</b>	<b>0</b>	<b>0</b>	<b>8,670</b>	<b>2,975</b>	<b>17,457</b>	<b>0</b>	<b>29,102</b>
Programme management	53,540	24,548	34,799	4,497	20,811	9,558	<b>147,754</b>
Technical services	16,027	7,348	10,417	1,346	6,230	2,861	<b>44,230</b>
Professional services	17,774	8,149	11,552	1,493	6,909	3,173	<b>49,050</b>
<b>Sub total programme support</b>	<b>87,341</b>	<b>40,045</b>	<b>56,769</b>	<b>7,336</b>	<b>33,950</b>	<b>15,592</b>	<b>241,034</b>
<b>Transport &amp; storage</b>	<b>72,794</b>	<b>31,560</b>	<b>25,317</b>	<b>4,692</b>	<b>16,896</b>	<b>13,644</b>	<b>164,903</b>
Personnel (delegates & expatriates)	0	0	0	0	10,375	25,920	<b>36,295</b>
Personnel (local staff)	281,688	106,246	215,250	31,842	147,708	44,040	<b>826,773</b>
<b>Sub total personnel</b>	<b>281,688</b>	<b>106,246</b>	<b>215,250</b>	<b>31,842</b>	<b>158,083</b>	<b>69,960</b>	<b>863,068</b>
Travel & related expenses	0	7,596	0	0	1,164	6,960	<b>15,720</b>
Information expenses	23,262	74,434	117,880	14,181	19,205	2,100	<b>251,061</b>
Expert fees	7,200	2,400	0	0	21,444	0	<b>31,044</b>
Admin. - general expenses	50,328	24,312	15,305	5,661	37,480	32,532	<b>165,618</b>
Training workshops / seminars	0	0	0	0	0	0	<b>0</b>
<b>Sub total travel, training, general exp.</b>	<b>80,790</b>	<b>108,742</b>	<b>133,185</b>	<b>19,842</b>	<b>79,293</b>	<b>41,592</b>	<b>463,443</b>
<b>Total budget</b>	<b>794,013</b>	<b>364,048</b>	<b>516,080</b>	<b>66,687</b>	<b>308,638</b>	<b>141,748</b>	<b>2,191,214</b>

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<b>DELEGATION: AZERBAIJAN</b>							
<b>PROGRAMME</b>	<b>Disaster response</b>	<b>DP</b>	<b>Health &amp; services</b>	<b>Human. values</b>	<b>IDRD</b>	<b>Coord. &amp; mgt</b>	<b>TOTAL</b>
Shelter & construction	537,908	113,000	0	0	0	0	<b>650,908</b>
Clothing & textiles	11,988	8,000	58,510	0	0	0	<b>78,498</b>
Food & seeds	1,723,920	0	113,368	0	0	0	<b>1,837,288</b>
Water	33,300	0	0	0	0	0	<b>33,300</b>
Medical & first aid	0	2,000	55,944	0	0	0	<b>57,944</b>
Teaching materials	10,206	0	38,360	0	1,000	0	<b>49,566</b>
Utensils & tools	297,306	0	0	0	0	0	<b>297,306</b>
Other relief supplies	510,630	0	85,880	0	14,000	0	<b>610,510</b>
<b>Sub total supplies</b>	<b>3,125,258</b>	<b>123,000</b>	<b>352,062</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>3,615,320</b>
Land & Buildings	0	0	0	0	0	0	<b>0</b>
Vehicles	30,495	37,300	0	0	0	0	<b>67,795</b>
Computers & telecom	56,076	5,277	10,738	3,922	11,557	10,912	<b>98,482</b>
Medical equipment	0	0	1,200	0	0	0	<b>1,200</b>
Other capital expenses	5,945	0	9,050	2,459	1,000	0	<b>18,454</b>
<b>Sub total capital</b>	<b>92,516</b>	<b>42,577</b>	<b>20,988</b>	<b>6,381</b>	<b>12,557</b>	<b>10,912</b>	<b>185,931</b>
Programme management	386,642	17,013	61,560	10,566	23,191	41,862	<b>540,834</b>
Technical services	115,740	5,093	18,428	3,163	6,942	12,531	<b>161,897</b>
Professional services	128,355	5,648	20,436	3,508	7,699	13,897	<b>179,543</b>
<b>Sub total programme support</b>	<b>630,737</b>	<b>27,754</b>	<b>100,425</b>	<b>17,236</b>	<b>37,832</b>	<b>68,290</b>	<b>882,274</b>
<b>Transport &amp; storage</b>	<b>593,993</b>	<b>7,780</b>	<b>64,870</b>	<b>26,730</b>	<b>5,180</b>	<b>87,800</b>	<b>786,353</b>
Personnel (delegates & expatriates)	426,380	17,040	111,710	0	86,867	242,440	<b>884,437</b>
Personnel (local staff)	682,012	14,200	169,245	44,397	119,250	94,877	<b>1,123,981</b>
<b>Sub total personnel</b>	<b>1,108,392</b>	<b>31,240</b>	<b>280,955</b>	<b>44,397</b>	<b>206,117</b>	<b>337,317</b>	<b>2,008,418</b>
Travel & related expenses	10,440	4,920	4,380	2,400	8,540	16,350	<b>47,030</b>
Information expenses	33,145	4,000	43,170	39,202	4,900	560	<b>124,977</b>
Expert fees	16,296	0	12,660	656	17,000	10,800	<b>57,412</b>
Admin. - general expenses	119,918	11,036	33,442	19,689	36,804	88,788	<b>309,678</b>
Training workshops / seminars	3,280	0	0	0	0	0	<b>3,280</b>
<b>Sub total travel, training, general exp.</b>	<b>183,079</b>	<b>19,956</b>	<b>93,652</b>	<b>61,947</b>	<b>67,244</b>	<b>116,498</b>	<b>542,377</b>
<b>Total budget</b>	<b>5,733,976</b>	<b>252,307</b>	<b>912,952</b>	<b>156,691</b>	<b>343,931</b>	<b>620,817</b>	<b>8,020,673</b>

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<b>DELEGATION: GEORGIA</b>								
<b>PROGRAMME</b>	<b>Disaster response</b>	<b>DP</b>	<b>Health &amp; services</b>	<b>Human values</b>	<b>IDRD</b>	<b>Coord. &amp; mgt</b>	<b>Regional coop.</b>	<b>TOTAL</b>
Shelter & construction	837,700	18,800	40,000	0	0	0	0	<b>896,500</b>
Clothing & textiles	186,800	6,000	0	0	0	0	0	<b>192,800</b>
Food & seeds	120,100	12,000	0	0	0	0	0	<b>132,100</b>
Water	0	0	0	0	0	0	0	<b>0</b>
Medical & first aid	156,000	16,900	460,773	0	0	0	0	<b>633,673</b>
Teaching materials	25,810	0	0	0	0	0	0	<b>25,810</b>
Utensils & tools	23,000	15,000	0	0	0	0	0	<b>38,000</b>
Other relief supplies	226,856	0	49,200	0	0	0	0	<b>276,056</b>
<b>Sub total supplies</b>	<b>1,576,266</b>	<b>68,700</b>	<b>549,973</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,194,939</b>
Land & Buildings	0	0	0	0	0	0	0	<b>0</b>
Vehicles	30,000	14,450	0	0	0	0	0	<b>44,450</b>
Computers & telecom	22,420	27,625	10,360	12,000	39,340	7,500	29,250	<b>148,495</b>
Medical equipment	0	0	53,750	0	0	0	0	<b>53,750</b>
Other capital expenses	18,400	3,540	20,430	1,700	4,610	0	10,500	<b>59,180</b>
<b>Sub total capital</b>	<b>70,820</b>	<b>45,615</b>	<b>84,540</b>	<b>13,700</b>	<b>43,950</b>	<b>7,500</b>	<b>39,750</b>	<b>305,875</b>
Programme management	236,216	28,359	130,731	6,660	21,439	13,542	10,729	<b>447,676</b>
Technical services	70,711	8,489	39,134	1,994	6,418	4,054	3,212	<b>134,011</b>
Professional services	78,417	9,415	43,399	2,211	7,117	4,496	3,562	<b>148,617</b>
<b>Sub total programme support</b>	<b>385,344</b>	<b>46,263</b>	<b>213,264</b>	<b>10,864</b>	<b>34,974</b>	<b>22,092</b>	<b>17,503</b>	<b>730,303</b>
<b>Transport &amp; storage</b>	<b>372,410</b>	<b>17,952</b>	<b>144,624</b>	<b>1,900</b>	<b>12,188</b>	<b>1,870</b>	<b>47,880</b>	<b>598,824</b>
Personnel (delegates & expatriates)	478,400	125,400	214,100	0	131,600	32,590	244,912	<b>1,227,002</b>
Personnel (local staff)	404,800	71,618	477,002	38,900	55,716	61,890	180,260	<b>1,290,186</b>
<b>Sub total personnel</b>	<b>883,200</b>	<b>197,018</b>	<b>691,102</b>	<b>38,900</b>	<b>187,316</b>	<b>94,480</b>	<b>425,172</b>	<b>2,517,188</b>
Travel & related expenses	17,940	2,000	39,820	3,000	8,072	55,200	6,000	<b>132,032</b>
Information expenses	30,900	25,500	88,730	23,400	5,880	6,230	7,152	<b>187,792</b>
Expert fees	11,896	0	50,400	0	6,500	0	(583,188)	<b>(514,392)</b>
Admin. - general expenses	154,348	17,525	76,312	7,000	19,065	13,465	198,846	<b>486,561</b>
Training workshops / seminars	0	0	0	0	0	0	0	<b>0</b>
<b>Sub total travel, training, general exp.</b>	<b>215,084</b>	<b>45,025</b>	<b>255,262</b>	<b>33,400</b>	<b>39,517</b>	<b>74,895</b>	<b>(371,190)</b>	<b>291,993</b>
<b>Total budget</b>	<b>3,503,124</b>	<b>420,573</b>	<b>1,938,765</b>	<b>98,764</b>	<b>317,945</b>	<b>200,837</b>	<b>159,115</b>	<b>6,639,122</b>