

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

ETHIOPIA

(Appeal 01.10/2002)

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

	2002	2003 ¹
	In CHF	In CHF
Organizational Development	520,787	520,787
Total	520,787	520,787



Introduction

National context

Ethiopia is a country with a long history and proud traditions. Its culture is, in many respects, unique, as a result of the remoteness and inaccessibility of much of Ethiopia and the fact that it was the only country in Africa to escape colonization during the 19th century. The modern state was born around the old Abyssinian empire, with its centre in the mountainous regions of the north, that expanded southwards and eastwards into Oromiya and the Somali region during the late 19th and early 20th centuries. Recent history has been turbulent. The overthrow of the last emperor, Haile Selassie, in 1974 led to the repressive and bloody period of rule by the Derg. Cold war politics and sub-regional conflict played their part in undermining stability and economic development. In 1991, the Derg was overthrown and a transitional government was formed around the Ethiopian People's Revolutionary Democratic Front (EPRDF). This has since been legitimized in power under a democratic federation of nine regions through two elections in 1995 and 2000. Eritrean independence in 1993, after thirty years of a secessionist conflict, has not led to peaceful co-existence. There were two outbreaks of war between the two countries. This has had implications for economic development. A formal peace agreement signed in December 2000 has released much needed resources for development.

¹ These are preliminary figures for 2003, and are subject to revision in the course of 2002.

There are many other challenges facing the country. Most of these have their origins in economic under-development and poverty that the majority of the population face. At 102 USD, Ethiopia has one of the lowest GNP per capita in Africa. The country is one of the least urbanized and industrialized in the world, with 85% of the population of 62.8 million dependent on agriculture for their survival. Structural problems related to the decreasing size of land holdings and the rigid land tenure system exacerbated by unfavourable climatic conditions, particularly droughts, have produced a population crippled by food insecurity and faced with permanent crisis. Over half the population is chronically food insecure with two thirds of children in 1996 showing signs of stunting and one in ten of wasting. Agricultural land in densely populated areas of the highlands has been deteriorating steadily and deforestation has led to severe soil erosion. In years when rainfall is scarce, large groups of the population become completely dependent on emergency food assistance.

The government's policy of economic liberalization and agriculture-led industrialization, which places emphasis on agriculture as the engine of growth, has had some successes in terms of increased economic growth, reduction in inflation and trade deficits. Nevertheless, it is unlikely to have a major impact on poverty in the near future. All indicators, such as a population increase of 2.4% per year and a projected total population of 111 million by 2020, paint a picture that is unremittingly gloomy. At present, less than 50% of the population have access to health services and only 25% to safe water. The adult literacy rate is around 25%, well below the sub-Saharan Africa average of 47%. Only 15% of the population has access to housing and latrines that can fulfil minimum living conditions including basic hygiene.

Poverty, inaccessibility to clean water and basic health care, and food insecurity all feature high in the causes of morbidity and mortality. This pattern, however, is beginning to change with the spread of the HIV/AIDS virus. The impact is likely to be devastating. According to the World Bank, an estimated 2.9 million Ethiopian adults are already living with HIV/AIDS, more than in any other country except South Africa and India. It states that by 2014, the number of AIDS deaths in the region will be 500,000 a year with, at the present rate of infection, one third of Ethiopians now aged 15 dying of the disease. This will have massive social and economic implications for the country.

National society priorities

Over the last few years, the Ethiopian Red Cross Society (ERCS) has gone through a period characterized by change and restructuring. This has had a direct and beneficial impact on its capacity to manage and run effective programmes and activities. The process has turned the national society from an emergency relief orientated organization into one that aims at being more responsive to community needs while retaining the capacity to mount large emergency interventions.

Its 2001-2005 strategic development plan is built around three strategic directions. These are:

- To make the national society programmes more responsive to grassroots and community-based needs in order to build capacities and reduce vulnerabilities.
- To strengthen the national society headquarters and branches, decentralize its structures and build a greater degree of self-reliance.
- To build long-term partnerships and funding base both within the Movement and with organizations in the country and to play a more active advocacy role.

Programmes have been developed around the four core areas of disaster preparedness and response, health and promotion of humanitarian values. The main priorities for the next year will be to continue to respond to health and food security emergencies, build disaster preparedness capacity in the branches and scale up the HIV/AIDS programme and other ARCHI² activities. The national society will

² African Red Cross and Red Crescent Health Initiative

continue implementing the long-term programmes such as the essential drugs programme that operates 32 pharmacies, blood banks and ambulance services.

In terms of the structural and organizational activities, the following has been achieved within the last two years:

- A new charter was prepared for the national society.
- The national society headquarters were restructured and a new organizational and salary structure was introduced.
- Better management, information and financial systems were introduced.
- Some offices were better equipped while the staff was down-sized.
- The elections for the executive boards at branch and national level were held.
- Regional branches were initiated and local branches strengthened.
- Some branches were involved in the emergency food relief assistance and the meningitis operations and have gained considerably from the experience.

However, the capacity of branches to mobilize and manage volunteers effectively and to run programmes that have impact at community level has to be built further.

Priority programmes for Federation assistance

The Federation delegation in Ethiopia assists the Ethiopian Red Cross Society in resource mobilization, co-ordination and technical input and support. External funding to the national society is provided mainly through bilateral programmes which have been consolidated within the national society 2001-2005 strategic development plan. The strategic development plan represents the main fund-raising tool for the national society. Separate programme documents on HIV/AIDS, water/sanitation and disaster preparedness have been sent to partners. The Federation will not launch an appeal on behalf of the national society for these programmes. It will, however, continue implementing an organizational development programme started at the beginning of 2001.

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Organizational development

Background and achievements/lessons to date

The organizational development programme aims at building on past initiatives in order to effect a higher level of competence. The Federation delegation in Ethiopia supports timely and effective response to the perennial disasters, regular contacts with the Organization of African Unity (OAU) and co-ordination of the assistance rendered by partners. Regional resources will be required for technical support to individual programmes.

The structure of the delegation and the mechanisms for providing the Federation support are in the process of being reviewed and discussed between the Federation and the national society.

Goal To build a more efficient national society with increased capacity to manage and implement more focused and responsive programmes.

Objectives and activities

Objective 1 To develop organizational and management skills at headquarters as well as to establish more effective financial and management information systems.

Activities to achieve objective 1 are:

- Monitor the production of reports through the Sun Systems software .
- Monitor the preparation and production of financial reports through Vision (early 2002).
- Implement recommendations from the management information systems survey in the area of systems and training.
- Review the training needs of senior and middle managers and organize training, if feasible (by end 2002).
- Assist in the re-organization of the national society institutional development department in order to improve its capacity to support and provide guidance to branches.

Objective 2 To strengthen the branches through a more effective management system.

Activities to achieve objective 2 are:

- Finalize the branch manual (early 2002).
- Conduct the management system training for branches.
- Monitor the application of recommendations from the branch manual.

Objective 3 To develop and implement more focused and responsive programmes that build on the national society comparative advantage and have impact at community level.

Activities to achieve objective 3 are:

- Monitor the implementation of the HIV/AIDS and disaster preparedness programmes and provide technical assistance where required.
- Assist in the preparation of the water/sanitation and food security programmes (by mid 2002).
- Assist in the resource mobilization for these programmes.
- Assist in the integration of ARCHI in health programmes focusing on volunteer management and closer co-operation with local communities.

Objective 4 To co-ordinate partners and their assistance to the national society and its programmes.

Activities to achieve objective 4 are:

- Maintain regular contacts with partners and advocate for the national society to ensure the implementation of the country assistance strategy (CAS).
- Assist in the organization of meetings with partners.

Objective 5 To respond to disasters in a timely and effective manner in order to ensure effective co-ordination and resource mobilization.

Activities to achieve objective 5 are:

- Monitor food security and the epidemiological and political situation.
- Assist the national society in the preparation of their appeal, resource mobilization and co-ordination in response to disasters.

Objective 6 To build on the already established relations with the OAU in order to raise the profile of the Federation.

Activities to achieve objective 6 are:

- Maintain regular contacts with the focal person at the OAU.
- Keep the Relationship management department (RMD) in the Federation secretariat informed of major developments.
- Organize a high level meeting between the Federation and the OAU Secretary General.
- Investigate opportunities for a joint Federation/OAU action.

Expected results by end 2002

- The organization capacity of the national headquarters will have improved including the information flow and more effective co-ordination based on efficient financial and management information systems.
- Branches will have applied the recommendations from the branch manual and will have become more confident and self-reliant in running their programmes and in reporting to the headquarters.
- Branches will have improved their understanding of the local communities and, through a capacity to mobilize and use volunteers effectively, will have implemented more effective programmes with a measurable impact.
- The national society partners will have been well co-ordinated.
- The national society will have established its image as a well co-ordinated and efficient emergency response organization.
- The image of the Red Cross and Red Crescent Movement including the Federation will have improved within the OAU.
- A high level meeting between the Federation and the OAU will have taken place and a medium term strategy will have been prepared for further strengthening of relations between the Federation and the OAU.

Indicators

- The improved information flow.
- An improved level of co-ordination.
- An improved level of reporting.
- An increased number of mobilized volunteers.
- The number of vulnerable people reached.
- Higher profile of the branches.
- More effective programmes.

- Fully informed partners.
- An increased level of mobilized resources.
- Quality and quantity of launched appeals.
- The level of raised resources.
- Improved co-operation with the OAU.
- The number of joint activities with the OAU.

Critical assumptions

- Adequate funding is available for the programme and delegation costs.
- The national society senior management continues to be assertive in building their capacity.
- Adequate level of staffing with the right calibre is available at the headquarters and in branches.
- The Federation recruits and maintains adequate human resources.
- There is a continuing political stability in the country and some economic growth.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- Weekly meetings will be held between the head of delegation and the national society senior management to monitor developments and make decisions.
- The national society senior management will meet on regular basis to discuss and review the programme progress.
- A quarterly meeting between the Federation delegates and the national society senior management will be introduced in order to review achievements against targets as well as to discuss larger issues concerning the national society direction and the Federation support.
- Regular reports will be prepared on the programme activities.

Evaluation of this programme will be carried out in the following ways:

- An evaluation of the national society strategic development plan will be carried out at the end of 2002.

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PROGRAMME BUDGETS - 2002								
Delegation Ethiopia								
PROGRAMME	Disaster Prep	Disaster Resp	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	0	0	0	0	0	0	0
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	0	0	0	0	0	0	0
Teaching Materials	0	0	0	0	10'000	0	0	10'000
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	0	0	0	0	0	0	0	0
Subtotal Supplies	0	0	0	0	10'000	0	0	10'000
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	0	0	0	0	0	0	0
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	0	0	7'000	0	0	7'000
Subtotal Capital	0	0	0	0	7'000	0	0	7'000
Programme Management	0	0	0	0	35'117	0	0	35'117
Technical Services	0	0	0	0	10'512	0	0	10'512
Professional Services	0	0	0	0	11'658	0	0	11'658
Subtotal Programme Support	0	0	0	0	57'287	0	0	57'287
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	0	0	0	0	64'640	0	0	64'640
Subtotal Transport & Storage	0	0	0	0	64'640	0	0	64'640
Delegates & Expatriates	0	0	0	0	220'200	0	0	220'200
National Societies and Local Staff	0	0	0	0	73'720	0	0	73'720
Subtotal Personnel	0	0	0	0	293'920	0	0	293'920
Travel & Related Expenses	0	0	0	0	10'500	0	0	10'500
Information	0	0	0	0	1'840	0	0	1'840
Consultants	0	0	0	0	12'500	0	0	12'500
General Expenses	0	0	0	0	63'100	0	0	63'100
Training Workshops & Seminars	0	0	0	0	0	0	0	0
Security	0	0	0	0	0	0	0	0
Subtotal Training, Information & General	0	0	0	0	87'940	0	0	87'940
TOTAL BUDGET	0	0	0	0	520'787	0	0	520'787