

Appeal 2002-2003



THE CAUCASUS

(Appeal 01.48/2002)

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

	2002	2002	2003 ²	2003
	In CHF	In CHF	In CHF	In CHF
	Azerbaijan	Armenia	Azerbaijan	Armenia
1. Disaster response	2,193,022	673,425	1,866,180	640,000
2. Disaster preparedness	522,022	300,000	305,337	285,000
3. Health and care	449,971	349,000	195,758	350,000
4. Humanitarian values	121,938	60,000	97,860	50,000
5. Organizational development	412,360	320,000	329,326	242,000
6. Regional co-operation ¹	0	109,975	0	12,400
7. Co-ordination & management	250,281	150,000	220,348	140,000
Total	3,949,594	1,962,400	3,014,809	1,719,400

Azerbaijan introduction

National context

At the end of the twentieth century Azerbaijan has experienced a decade of instability. The transition from the state-controlled to a market economy has created many economic and social problems and has had a dramatic impact on the country and the people. The conflict with Armenia over the Nagorno-Karabakh has exacerbated the problem by creating a large group of refugees and displaced people dependent on aid.

Azerbaijan became a part of the Soviet Union (USSR) in 1920 as one of its poorest republics. At the end of the Soviet period in 1991, the average per capita income in Azerbaijan was about two-thirds of the USSR average reflected in most of its social indices (life expectancy, education, health services). In

¹ The regional co-operation programme is co-ordinated from Armenia, and the budget is therefore under Armenia.

² These are preliminary budget figures for 2003 and are subject to revision in the course of 2002.

the UNDP Human Development Index of that period, Azerbaijan was ranked 10th among the 15 Soviet Republics. The income of 34% of its population was below the poverty line of that time.

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% of its territory with about 700,000 people or 10% of the population remaining as refugees or internally displaced. 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. Industrial production declined and its output in 1992 was an estimated 50% of its 1989 level, while real GDP dropped 63% between 1989 and 1995.

Since 1995, with the gradual stabilization of the political situation in the country, the government of Azerbaijan began implementing an economic programme supported by the World Bank and IMF. Inflation has been brought under control, GDP has steadily grown since 1996 to a 10% growth in 1998, 7,4% growth in 1999 and around 7% in 2000. Growth of 10% is expected for 2001 as a result of high oil prices in the world market. The government's structural reforms include liberalization of the trade regime, privatization of state assets and a land reform law. However, the success of these reforms depends on further political stability, a resolution of the Nagorno-Karabakh conflict and, last but not least, the issue of an adequate pipeline facility to transport oil to the world market. A project intended to study the feasibility and prices of such a pipeline is underway and a final decision is expected in 2002.

Peace negotiations over the Nagorno-Karabakh conflict continue under the auspices of the Organization for Security and Cooperation in Europe (OSCE). Progress was made during peace talks in Moscow in January 1996 and subsequent mediation by the OSCE's Minsk group. Yet progress has slowed down since October 1997 presidential elections in Armenia. Although the two governments seemed to be moving towards a deal during negotiations in 2001, the opposition to a compromise agreement in both countries is substantial.

Another element that could disrupt the political and economic stability in Azerbaijan is the strong 'grey' economy. There is a massive parallel economy based on bartering, demonetization, large-scale corruption, falsified bookkeeping and disregard for the law. All this is contributing to economic atrophy, chronic wage and social payment arrears and large fiscal gaps year after year.

Heydar Aliyev was re-elected in October 98 as president of Azerbaijan for another five year term. The opposition, mainly nationalist parties, may increase their pressure on Aliyev to step down, but any succession is unclear although government controlled media has stepped up their campaign for Aliyev's son to be the next president. However, Ilham Aliyev lacks a sufficiently high profile or support base to be a serious political contender. He was elected vice-chairman of the ruling New Azerbaijan Party in early 2000 and led the party's election campaign for the parliamentary elections in 2001. The ruling party secured a total control over the legislative assembly with 100 out of 124 seats in the *Milli Majlis*. The elections were seen by OSCE election observers as a 'crash course in election fraud and manipulation'.

The threefold increase in oil prices is certainly helping the economy's performance in Azerbaijan but the uncertainty over the Main Export Pipeline (MEP) has slowed foreign investments. The decision of the MEP route has been deferred because Azerbaijan insists, encouraged by its regional ally Turkey and the US, that Azerbaijan International Operating Company (AIOC), a consortium of mainly Western oil companies, chooses a more expensive pipeline running from Baku to the Turkish Mediterranean port of Ceyhan. The Turkish, Georgian and Azeri governments have signed an agreement on the MEP. The issue will hopefully be settled in June 2002 after preliminary engineering assessments are completed.

National society priorities

The process of change, aimed at helping the Azerbaijan Red Crescent Society (AzRCS) 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, has started. Initiatives from both the Azerbaijan Red Crescent and the International 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 over the last two years.

In spite of the fact that the Azerbaijan Red Crescent continues at present to be heavily dependant on external funding, certain changes can be observed in attempts to position itself as an important factor of the civil society. Youth, dissemination, first aid, disaster preparedness and a changed health strategy focusing on health prevention and education, have been identified as priorities.

According to the national society's strategic plan, priorities lie in nation-wide coverage of the programmes through a network of regional centres. At present, seven centres have been established. Medium-term, the support to regional centres should partly come from funds derived from income generating projects. Other funding possibilities through the Red Cross and Red Crescent partnership programme will be investigated.

The youth department has opened six regional centres in an attempt to attract members to the national society from an early age. The population movement, dissemination and tracing departments function well. Summer camps for the children of internally displaced persons (IDPs), lectures on the Movement's Fundamental Principles and the international humanitarian law (IHL) are organized. The national society also handles tracing requests dating from the First World War. Service departments have been computerized and training in language and computer skills is ongoing. All activities are covered in the national media to improve the national society's image.

Increased services to and activities within the community aim at an improved image of the national society and increased public awareness and, hence, to the increased membership levels, local donations, and fund-raising possibilities.

Priority programmes for federation assistance

The disaster response programme including community development, agricultural development for internally displaced persons and repatriation are designed as a part of exit strategy from 8 years of relief programmes in the 'southern camps'. Since 1998, the skills of IDPs as well as the capacity of the AzRCS to launch community-based initiatives and advocacy have increased. Based on comprehensive assessments carried out in 1999 related to the IDP status - economic opportunities, health status and nutritional status; in 2000 related to nutrition and in 2001 related to nutrition and vulnerability, the Federation has substituted its food programme with the agricultural skills development, increased community action and mobilization. Around 160 families were repatriated to formerly occupied territories. The national society has been supported in building capacities for implementation of the programme related to IDPs.

Disaster preparedness is one of the main priorities for the Azerbaijan Red Crescent Society. Since independence, Azerbaijan has struggled to establish well functioning mechanisms for disaster awareness and response. Azerbaijan is a country prone to natural disasters and the socio-economic situation only increases the vulnerability and consequences of disasters. In 2000, the UNDP and the government initiated a programme aimed at increasing the disaster management capacities in the country. The AzRCS is a recognized partner in this process as an auxiliary to the government. The national society is represented in the national disaster management committee.

Health and care in the community includes health promotion, first aid and HIV/AIDS peer education. The Federation initially supported the AzRCS' visiting nurses programme (VNP) and ran seven primary

health care clinics in the 'southern camps'. In 1999, it was recommended in a survey that the focus should be on preventive measures. The VNP was stopped in 2000 due to the lack of funds. Instead, some nurses were re-trained as health promoters. The clinics in the camps were handed over to the local authorities in 2000 and the health promotion work strengthened. Twenty five national society health promoters work in seven camps addressing issues such as malaria prevention, reproductive health, nutrition, hygiene and immunization awareness. The first aid programme has been extended to include public health information as well. AIDS/HIV is on the rise. Nearly 2 million Azeris live in Russia permanently and many travel to Azerbaijan on a regular basis. Trade is also extensive between these two former Soviet republics. It is estimated that most cases of AIDS/HIV in Azerbaijan have contracted the virus in Russia.

In the last two years, there has been a gradual improvement in the promotion of the humanitarian values and the capacity of the national society to communicate their messages to the general public as well as to their members and volunteers with the aim to help them change their attitudes and behavior. Improved disaster awareness and health promotion are just two examples.

In order to successfully implement the programmes and develop efficient advocacy tools, the AzRCS needs the continuous Federation support to the organizational change process including the revision of the statutes and the country assistance strategy (CAS), programme and skills development at regional and branch levels, better understanding and application of advocacy tools as well as improved coordination with the ICRC.

[click here to return to the top](#)

1. Disaster response

Background and achievements/lessons to date

The International Federation and the Azerbaijan Red Crescent Society have been assisting the internally displaced persons in the seven so-called 'southern camps' since 1994. The total number of beneficiaries today is 32,500. They are mostly residing in dwellings made up of mud bricks with little living space. The Azerbaijan Red Crescent Society supported by the Federation has been providing food, potable water, medical services, hygiene articles and non-food items such as kerosene stoves, plastic sheeting, jerry cans, clothes and shoes to the camp population. In an effort to increase the self-reliance of the displaced and prepare an appropriate exit strategy for the Federation support, a number of community development activities were initiated in 1997 including agriculture, income generation projects, skills development and loans/credits for small enterprises, mainly animal husbandry. Psycho-social rehabilitation has been an integral part of this strategy.

In 1998, the government of Azerbaijan approved repatriation of a number of displaced persons to areas lost and recaptured by Azeri forces during the fighting over Nagorno-Karabakh. One of these 'liberated areas' is the western part of the Fizuli district. Many people from that area lived in one of the Federation-supported camps. A pilot project aimed at assisting 160-170 families from Shukurbeyli village in Fizuli to return home was initiated by the Federation in 1999. Through this project, families from Shukurbeyli were assisted in house reconstruction or rehabilitation. Loans and credits were granted to returnees in order to enable them to start income generating activities. In that way, the local community was mobilized and encouraged to improve the physical infrastructure in the village. The next step is to repatriate 140 families to their village of Alkhanli.

An assessment carried out in the 'southern camps' in 1999 recommended further capacity building in the camps and a step-by-step reduction in the food aid, thus encouraging the camp residents to be more self-reliant in an environment of dwindling international support. The rehabilitation and repatriation pilot project was therefore considered a natural way to end the years of displacement and reliance on foreign assistance.

The community-based programmes and activities targeting the most vulnerable in the local communities as well as in the camps have started in Sabirabad, the seat of the AzRCS regional centre. A 'Meals on wheels' project is currently assisting lonely, elderly people in the Sabirabad region including Ali Bayramli, Fizuli, Sabirabad town and Agjabedi. This initiative replaced the assistance previously channelled through the home care programme which closed in 1999 due to funding problems. The AzRCS regional centre in Sabirabad has recruited and trained volunteers for the 'Meals on wheels' project to raise funds and collect food. The image of the project has significantly improved and an increasing number of volunteers take part in it. Further expansion of this project to include other communities is planned for 2002 - 2003.

The regional centre of the Red Crescent in Sabirabad is gradually taking responsibility for the 'Children support programme' and 'Health education programme' in the camps. Currently, 112 volunteers and 24 Red Crescent health promoters are involved in these projects. Cooperation with different factors in the community, local authorities, non-governmental organizations and the media will be essential to ensure access to resources needed to keep the Red Crescent projects running.

An agriculture project aimed at increasing self-reliance amongst the IDPs was started in 1997. The overall purpose was to reduce IDP reliance on external food assistance provided by the Federation, by

increasing their independent production of supplementary food. It also aimed at supporting and strengthening the small land holder committees, previously called 'kitchen garden committees', enabling them to gradually take over full responsibility for the agricultural project. The project also provided an opportunity for meaningful activities of IDPs contributing to improved self-esteem. In 2000, 764 families were involved in the agricultural project providing supplementary food to 3,815 family members, including the original 314 small land holders. A total of 1,635 family members and 450 small land holders started in 2001 with 2,180 family members. They cultivated a total of 281.21 ha of land.

Since the agricultural project started, fourteen small land holder committees have been formed. The committees and small land holders have gradually become responsible for the agricultural project. Development of skills in planting, fertilizing and irrigation have resulted in better harvests. The collection of seeds for the coming season, increased contacts with local authorities, sale of a part of the production and conservation of the products for the winter, represent signs of increased self-reliance. Seven committees established in 1999/2000 were confident about their possibilities to continue their agricultural activities without any external support and took over the project at the end of 2000. One committee still needs continued support for irrigation costs, but will take over other project responsibilities by the end of 2001.

A total of 450 new small land holders joined the project in April/May 2001. They are currently cultivating 251 ha of land. They mainly grow wheat.

Following the Conference of the Commonwealth of Independent States (CISCONF) and the adoption of the Almaty declaration on population movements, the AzRCS initiated a population movement programme in March 1998. The national society established a resource centre within the organization addressing humanitarian, legal and social problems of refugees, internally displaced persons and asylum seekers. An effective partnership with the UNHCR, IOM and the government was established. Further strengthening of the resource centre is considered a priority by the AzRCS.

Goal To contribute to further rehabilitation and repatriation of internally displaced persons within the population movement programme efforts in the country.

Objectives and activities

Objective 1 To increase self-reliance of internally displaced persons, thus reducing their dependency on outside assistance.

Activities to achieve objective 1 are:

- Continue to support 301 families involved in the agricultural project currently supporting 1,427 persons with irrigation.
- Expand the agricultural project to include an additional 450 families and support them with seeds, fertilizers, tools, irrigation.
- Set up 2 agricultural contract & support centres (one in Sabirabad and one in Bilasuvar area) to assist the small land holders in technical & business training, cultivation, crops rotation and usage of agro-technical machinery and equipment.
- Train the established small land holder committees to improve their skills and strengthen their role in co-ordinating the agricultural project.
- Encourage closer links between the local authorities, relevant national and international organizations and the small land holder committees.
- Train established women committees in programme planning & implementation, gender issues, advocacy, fund raising and business.
- Encourage and support women committees to play an active role in advocating issues important to displaced women.

- Assist the women committees in identifying the most needed activities within their communities and in implementing small projects to improve their situation.
- Continue support to the training centres and hand over the centres to relevant bodies in the camps.

Objective 2 To ensure successful repatriation of 100 families to the Alkhanli village in the ‘liberated areas’ of Fizuli district by involving the families in planning and actual reconstruction of their homes.

Activities to achieve objective 2 are:

- Register and interview families willing to be repatriated or resettled to Alkhanli.
- Ensure safe environment for returnees by inviting ANAMA (Azerbaijan National Agency for Mine Action) to clear the land of mines and any unexploded devices.
- Distribute mine awareness information prior to the launch of the project.
- Provide construction material for the houses.
- Ensure commitment of the government to provide water, electricity and irrigation.
- Procure construction material based on the Federation standard procedures.
- Reconstruct/rehabilitate 100 houses in cooperation with individual beneficiary families.
- Assist in establishing basic infrastructure such as schools, a health centre, water supply and irrigation according to the need.

Objective 3 To increase self-reliance of returnees by encouraging community mobilization and community development thus reducing their dependency on external assistance.

Activities to achieve objective 3 are:

- Encourage the community to establish interest committees such as women’s committees, agricultural committees, small businesses committees, etc.
- Appoint an Azerbaijan Red Crescent representative to the project and ensure involvement by the national society in the community mobilization process.
- Equip the health centre with first aid and health promotion materials.
- Involve the Azerbaijan Red Crescent Society in training five volunteer health promoters to address health issues in the community.

Objective 4 Assist refugees, displaced and asylum seekers with effective legal counselling, skills training and psycho-social support through the Azerbaijan Red Crescent’s Population Movement resource centre

Activities to achieve objective 4 are:

- Strengthen the population movement resource centre with a lawyer and psychologist in order to enable the centre to process up to 3,000 cases per year.
- Continue computer and English language training for up to 60 unemployed, displaced women aged between 15-25 living in Baku.
- Organize a summer camp for 80 refugee and displaced children living in camps or other forms of temporary shelter.
- Continue cooperation with the UNHCR, IOM, other NGOs and the government where appropriate.

Expected results by the end of 2003

- The displaced living in camps will have been able to take a more active role in improving their own situation. Small land holder committees will have been able to take over the responsibility for all the agricultural activities thus eliminating the need for further Federation support. The women committees will have become strong advocates on issues that are important to women in the camps and will have taken a more active role in improving their own life situation.
- At least 100 families will have returned to Alkhanli, resumed normal life and benefited from the general community mobilization activities. The returnees will have had access to basic services such

as education and health facilities. The village will have been free of mines and the inhabitants will have been fully aware of the danger and will have been able to take necessary measures to alert the right bodies. A sense of community spirit will have been developed and a number of community based initiatives implemented.

- Significantly improved legal and psycho-social counselling services for displaced, refugees and asylum seekers will have been established within the AzRCS and up to 3,000 beneficiaries will have used these services.
- At least 60 displaced women will have increased their chances for meaningful employment through obtaining computer skills and basic English. A summer camp for 80 refugee and displaced children will have given them the opportunity to explore new activities such as art, drama, music and to learn about the Red Cross and Red Crescent Movement.

Indicators

- An increased number of engaged beneficiaries.
- An increased number of small land holders and holder's committees.
- An increase in the percentage of the cultivated land.
- An increase in the percentage of produced supplementary food and yields.
- The number reconstructed or rehabilitated houses.
- An increased number of voluntary returns.
- An increased number of newly initiated community-based projects.
- An increased number of refugees, displaced and asylum seekers assisted by the PM resource centre.
- An increased number of displaced women obtaining employment upon the completion of their training.

Critical assumptions

- Continued socio-economic and political stability in the country.
- Continuous donor support.
- Continuous commitment and capacity of the AZRCS to this programme.
- Successful cooperation with national and local authorities.
- Interest among the internally displaced persons to participate in this programme and to return to their places of origin.

Monitoring and evaluation arrangements

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

- Regular monthly and quarterly reports from relevant AzRCS departments containing basic statistics and information.
- Monitoring by specialists and delegates in sectors such as development, agriculture and construction.

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

- Through a comparative analysis of available reports and statistics.
- Questionnaires and interviews will be used where appropriate.

[click here to return to the top](#)

2. Disaster preparedness

Background and achievements/lessons to date

This programme represents a long-term capacity building activity. It will take a number of years to build up experience, knowledge and structures to achieve a well functioning and effective disaster preparedness and response.

The programme started by the end of 2000 with the vulnerability and capacity assessment (VCA) involving all regional centres and branches. A survey was conducted and each branch interviewed 10 families as well as local authorities regarding disaster and health risks, vulnerabilities and capacities. Branches were interviewed as well. The results of the assessment represent the basis for further planning of the disaster preparedness programme.

Based on VCA, all regional centres have planned small scale disaster and health awareness campaigns to be implemented in their local communities from August 2001. National earthquake awareness material has been produced and is used for public education. Volunteer groups have been formed at each regional centre to act as a disaster preparedness and response team. Their basic training will be completed by the autumn 2001. The national society has started to respond to some national disasters, such as the earthquake in November 2000.

The national society is a member of the governmental disaster committee and has established good links with the new disaster management centre which is in charge of revising the national disaster management system. Cooperation of the three national societies in the Caucasus in disaster management has commenced within a regional cooperation programme. Azerbaijan has visited Armenia and established contacts with the Armenian and Georgian Red Cross disaster preparedness departments.

The main tasks of the national society in the future are to position itself within the governmental framework of disaster preparedness, to elaborate a disaster response policy and plan, to develop a training programme for its staff and volunteers and to continue with community disaster awareness activities.

Goal To contribute to the national disaster management system through a well-functioning and effective disaster preparedness and response programme.

Objectives and activities

Objective 1 To develop an Azerbaijan Red Crescent disaster policy.

Activities to achieve objective 1 are:

- Strengthen contacts with government agencies and NGOs working in disaster response, especially the national disaster management centre.
- In a dialogue with these partners, define the policy including mandate and role of the Azerbaijan Red Crescent by the end of 2002.
- Obtain approval from the national society's governing board after discussions with staff and volunteers at headquarters and regional level.
- Prepare the adopted policy for distribution to external partners as well as inside the national society during 2003.

Objective 2 To develop disaster response plans with operational procedures for disaster response and local disaster preparedness and response programmes.

Activities to achieve objective 2 are:

- Continue to develop the capacity of local communities in disaster awareness activities through education, information and dissemination of promotional materials.
- Develop effective cooperation with local authorities and start common preparedness planning by the end of 2002.
- Mobilize the community by recruiting and training volunteers who will carry out awareness campaigns and be a part of response teams in time of disasters by June 2002.
- Gather information regarding experience of other national societies in this field as well as that of the Federation during the first part of 2002.
- Based on the policy and other experiences, develop, during 2002, operational procedures for assessments of needs and capacities, decision-making in intervention, beneficiary selection and registration, tracing in disasters, involvement of beneficiaries, logistic systems, internal communication and coordination, reporting principles, procedures for fund-raising, local and international appeals, external information and public relations.
- Develop a manual with operational procedures as well as implementation guidelines by June 2003.

Objective 3 To develop training modules and train staff and volunteers in disaster preparedness.

Activities to achieve objective 3 are:

- Develop basic training modules for first aid training, community awareness activities, needs assessment and basic interventions on the basis of the Federation material by June 2002.
- Based on the operational procedures, develop advance training modules concerning disaster response at local level on the basis of the Federation material by spring of 2003.
- Select and train trainers for the implementation of the disaster response course and organize a pilot course to test material and methods by June 2003.
- Print training material for the disaster response course by the end of 2003.

Objective 4 To secure a minimum contingency stock to assist the victims of local disasters.

Activities to achieve objective 4 are:

- Stockpile and/or prepare contracts with suppliers to enable rapid purchase and delivery of essential relief supplies for a total of 1,000 beneficiaries by the end of 2002, including blankets, plastic sheeting, family tents and food supplies.

Objective 5 To strengthen the existing and to ensure the additional material resources needed to effectively carry out planned disaster activities.

Activities to achieve objective 5 are:

- Strengthen the existing communication facilities and introduce electronic mail systems in seven regional centres by June 2002.
- Ensure the maintenance of the central warehouse and ensure facilities in the regions according to needs by negotiation with the authorities by the end of 2002.

Objective 6 To integrate the disaster preparedness programme into other Red Crescent programme activities to strengthen both the preparedness and services provided to vulnerable groups on every day basis.

Activities to achieve objective 6 are:

- Link the resources (human, material and knowledge) within the disaster preparedness with other national society programmes by June 2002.
- Ensure that volunteers trained in disaster preparedness are used within other related programme activities in time of no disasters.
- Define the role of disaster preparedness programme resources in repatriation of displaced persons by the end of 2002.

Expected results by the end of 2003

- The national society will have had a written and approved disaster policy and operation procedures by the end of 2002.
- All regional centres will have implemented regular community based awareness activities by the end of 2002.
- All regional centres will have established good coordination and cooperation with local authorities with clear division of roles and responsibilities in time of disaster by the end of 2002.
- The national society key staff and volunteers will have had a clear understanding of their role and responsibilities within the disaster preparedness programme by the end of 2002.
- The disaster preparedness department will have developed an advance training programme for disaster response targeting staff and volunteers by the end of 2003.
- The national society will have ensured easy access to the disaster stock for 1,000 beneficiaries by the end of 2002.
- The national society will have obtained basic material resources for the disaster preparedness programme by the end of 2002.
- Good integration of the disaster preparedness programme in other activities will have been achieved by the end of 2002.

Indicators

- Application of the AzRCS disaster policy and operational procedures.
- Increased number of community-based awareness campaigns in the regional centres.
- Availability of the emergency stocks.
- Availability of additional material resources needed to carry out emergency activities.
- An increased number of recruited and trained volunteers.
- An increased number of volunteers recruited for disaster preparedness are involved in other programmes in the time of no disasters.

Critical assumptions

1. Stable socio-economic and political situation in the country.
2. Continued interest of the authorities in disaster preparedness.
3. No major disasters during the build-up of the programme.
4. A fully funded programme with a partner that is committed to supporting this programme on a long-term basis.
5. Donor support for other Federation-supported programmes.

Monitoring and evaluation arrangements

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

- Regular monitoring of the activities will be done by the Federation delegation.
- The disaster preparedness department of the national society will prepare monthly reports presenting achievements against the agreed timetable.
- These achievements will be regularly reviewed by the national society leadership and the Federation delegation.

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

- A mid-term evaluation will be done after 6 months to form the basis for an updated plan for 2003.

- Regular participatory evaluations will be held on annual basis. The national society, the Federation and partner national societies will be involved in these sessions. All evaluation results will be incorporated into further planning.

[click here to return to the top](#)

3. Health and care in the community

Background and achievements/lessons to date

There was a dramatic shift in approach to health and care activities within the Federation and the Azerbaijan Red Crescent (AzRC) in 2000-2001. Whilst there is still some reluctance to step away from traditional activities, such as those of visiting nurses, the reality of the situation is slowly becoming more clear for the national society. In the last 12 months, the national society has developed greater understanding for future programmes. The regional health strategy for the southern Caucasus (2001-2006) and the AzRCS vulnerability and capacity assessment (2001) are a demonstration of this understanding.

The socio-economic situation in Azerbaijan has a significant impact on the health of the population, with a very limited access to quality medical and social care and health information which contribute to good health. There has been a strong Soviet style tendency to emphasize intervention, rather than prevention. There is a great need in Azerbaijan for quality health education, public awareness campaigns, preventative measures and simple management. Additionally, there is a need to take care of more contemporary health issues, such as consequences of road accidents, smoking or HIV.

UNICEF has highlighted a serious lack of awareness among children and youth regarding HIV/AIDS, sexually transmitted diseases (STDs) and safe sex. Other important risk factors existing in Azerbaijan relate to the level of prostitution, population movement, the increasing injecting drug abuse and an inadequate supply of disposable injecting equipment. The government and the ministry of health have taken steps to address this issue by adopting national HIV/AIDS prevention strategies and establish national AIDS centres. These centres collect HIV/AIDS data through passive surveillance system - there is no active case-finding nor affective contact tracing. At the end of 2000, the Azerbaijan national centre reported 193 registered HIV cases in the republic. In April 2001, there were 287 positive cases and in July 2001, about 315. These figures, however, are not comprehensive and do not reflect the number of patients and do not give a true prevalence. The AzRCS awareness programme is focusing on young people as a part of a long-term prevention campaign. It is also targeting commercial sex workers and HIV infected people. The programme will be implemented in close cooperation with the ministry of health, UNAIDS as well as in cooperation with local and international NGOs working in the country.

Currently, the AzRCS is heavily dependent on external funding. It is therefore important to focus on strategies, such as health promotion, which requires limited resources, but also offers long-term impact for the beneficiaries. Furthermore, such activities should “fill the gaps”, not duplicate or address government responsibilities, such as those linked to clinical/curative services. Health promotion has become one of the main AzRCS activities in the ‘southern camps’. The activities developed in those camps can be models for the AzRCS health activities in other regions.

The responsibility for clinical services in each of the 7 camps was handed over to local authorities in June 2000. Since then, the AzRCS regional center in Sabirabad supported by the Federation has been strengthening their capacity to manage health promotion and education activities within the camps. This has been well achieved, but the regional center will require intermittent support to ensure a continuation of this approach and activities in the future.

A number of successful inter-agency relationships have been established by the Federation. The AzRC will be encouraged to maintain and support these relationships through participation at interagency meetings etc. Collaboration is essential for well-planned training programmes and activities. UNFPA, UNAIDS, UNICEF, IMC, the Azerbaijan ministry of health family planning centre and the Leonard

Cheshire Foundation offer an example of the broad range of operating partners expected to contribute to the planned activities.

In the first quarter of 2002, the Federation and the AzRCS are planning to carry out an assessment on TB situation in the republic. Based on the assessment results, the Federation and the AzRCS will implement a TB awareness campaign, as a major health promotion campaign in the country. The assessment results will be discussed closely with the ICRC which has been implementing a TB-control project inside the penitentiary system in cooperation with the ministry of justice since 1995.

Using the vulnerability and capacity assessment done by the AzRC in 2001, three main health promotion campaigns will be implemented through the Red Crescent regional centres and branches. As no reliable data on existing health problems are available in the country, the Red Crescent regional centres are working on identifying local health needs, such as malaria in endemic areas, traffic accidents rate in Baku and urban areas, diarrhoea and hygiene in the IDP settlements and vaccination education for parents and caregivers in other regions. The Azerbaijan Red Crescent will then carry out awareness or education campaigns involving youth volunteers and trained health staff.

Goal To develop the complementary role of the AzRC in relation to health and care in the community.

Objectives and activities

Objective 1 To develop 3 health promotion campaigns to be implemented through regional centers and branches of the AzRC.

Activities to achieve objective 1 are:

- Using VCA results, identify local needs and gaps for addressing 3 health priority action areas on regional level such as malaria, traffic accidents, diarrhea/hygiene, vaccination and AzRC training needs. These should be determined with reference to the regional strategic work plan and the regional health strategy 2001-2006.
- Assist volunteers and staff to respond to identified needs, develop suitable interventions and materials within the framework of health promotion.
- Coordinate regional approach and implementation through AzRC headquarters, involving all relevant departments (e.g.. first aid, health, disaster preparedness).

Objective 2 To develop a community-based approach within the existing first aid programme and link it more closely with disaster preparedness and health promotion activities.

Activities to achieve objective 2 are:

- Draw lessons from neighboring national societies (Georgia and Armenia) and critically review the current programme in order to strength the community-based first aid approach.
- Introduce the community-based approach in training sessions for first aid instructors and volunteers (community education modules on relevant topics such as breast feeding management of diarrhea and malaria prevention).
- Expand instructor pool in order to cover more community members.
- Establish volunteer disaster preparedness first aid team in each branch to be involved in awareness raising and response activities.
- Provide ongoing support, training and motivation (through inter-region competitions) to first aid volunteers and instructors.

Objective 3 To develop and implement a pilot HIV youth peer education programme for young adolescents in Baku area.

Activities to achieve objective 3 are:

- Identify and train youth volunteers of mixed gender from Baku regional centres and local branches from Baku area as peer educators.
- Test and implement the knowledge, attitude and practice (KAP) baseline and follow up surveys among random samples of teenagers at the beginning and after 12 months of the project implementation.
- Produce age-specific and culturally appropriate HIV/AIDS information materials for training and focus group discussions.
- Provide training and focus group discussions for organized groups of school children in 8 to 11 grades as well as with HIV vulnerable groups like street children, STD-patients and others.
- Implement harm-reduction activities among HIV infected patients (free distribution of condoms and disposable syringes).
- Establish links with local and international agencies working in the HIV/AIDS education field in the country, in order to coordinate activities and strengthen the Red Crescent capacity.

Objective 4 To continue health promotion activities in the ‘southern camps’ and resettlement or repatriation areas.

Activities to achieve objective 4 are:

- Continue to support AzRCS health promoters/first aid instructors in delivery of basic first aid and health promotion aiming at increased community participation and responsibility.
- Identify action opportunities for the AzRCS health promoters to integrate their activities more closely with those of various community development programmes.
- Increase advocacy for IDPs and the AzRCS with the local authorities, particularly regarding the maintenance of water supply, delivery systems, sanitation and vector control within the camps.

Expected results by the end of 2003

- Three health promotion and awareness campaigns will have been implemented at regional level.
- Twenty new volunteer instructors will have been trained in community-based approach in first aid.
- A volunteer disaster preparedness and first aid team will have been established in each branch.
- Peer education programme on HIV for young teenagers in metropolitan Baku area will have been facilitated by youth volunteers.
- Creative, community based health promotion activities will have been maintained in southern camps and resettlement areas by AzRC.

Indicators

- An increased number of health promotion campaigns implemented at regional level.
- The number of posters/leaflets printed.
- The number of public meetings/school sessions.
- The number of press releases, radio/TV spots.
- Development of the additional community-based first aid materials to be included into first aid training.
- An increased number of volunteer instructors trained.
- The number of disaster preparedness and first aid teams created and trained at branch level.
- An increased number of youth volunteers involved in the project.
- An increased number of trained peer educators.
- The number of young people reached by peer educators.
- The number of distributed condoms/leaflets/syringes.
- An increased number of training sessions with health promoters/first aid instructors.
- An increased number of community members reached by health education activities.

Critical assumptions

- Political and social stability in the country.
- Continued support and interest of the AzRCS in the programme.
- Secure funding base.
- An adequate number of street children recruited for the HIV project.
- An adequate number of motivate volunteer teams.

Monitoring and evaluation arrangements

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

- Monthly progress reports including activities, finances and stocks.
- Bi-weekly meetings with peer educators by the AzRCS youth volunteers in order to record their progress.
- Every 3 months the Federation will co-monitor the reporting of the AzRCS regional center.

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

- Through focus group discussions related to specific health promotion results.
- Pre- and post-training assessments of health workers and first aid instructors knowledge.
- Pre- and post-campaign assessment of KAP related to HIV prevention and treatment/referral services in adolescents.
- Annual review of health information system data to determine trends, evaluate progress and the programme needs.

[click here to return to the top](#)

4. Promotion of humanitarian values

Background and achievements/lessons to date

More than 10 years of conflict with Armenia over the disputed Nagorno-Karabakh enclave of Azerbaijan, which resulted in mass population movements and about one million refugees and IDPs, along with numerous natural and man-made disasters, have caused poverty of the population and collapse of the health and social welfare systems. In these circumstances, the Azerbaijan Red Crescent Society has started to establish effective advocacy tools as a key function within its involvement in the humanitarian efforts of the government and all stakeholders in the humanitarian assistance.

While the Federation continues its shift from humanitarian relief to long-term development operations within its exit strategy from Azerbaijan, the AzRCS is considered to be a leading community-based volunteer organisation to gradually take over the management of programmes currently implemented in the country. The Azerbaijan Red Crescent is continuously proving its commitment to those community values which encourage respect for other human beings and a willingness to work together to find solutions to community problems. The AzRCS is in a unique position to bring this about through its mandate, its Fundamental Principles and with its physical presence in all parts of the country and a national network of volunteers.

The information department of the AzRCS has developed activities during the last two years with support from the regional information programme. Special progress has been made in informing the public about the activities and in promoting humanitarian values. Through the recently completed programme related to the promotion of humanitarian values (1999-2001), the national society was able to develop the skills of its dissemination and information departments and their structures at regional and community levels and to increase its image by clearly presenting “who we are” and “what we do”. Actions in these areas are being closely co-ordinated with the ICRC.

Despite the progress that has been made, additional work is necessary on the implementation of Fundamental Principles and in particular, on promotion of humanitarian values in order to influence behaviour in the community. Promotion of the Movement’s Fundamental Principles and humanitarian values remains a priority for the national society and the Federation in Azerbaijan. This programme will help the AzRCS build upon its dissemination and information capacity in order to develop its advocacy initiatives aimed at reducing discrimination and promoting a culture of non-violence in the resolution of disputes in the community. In this way, the programme will contribute to implementing the Federation’s country assistance strategy, which focuses on increasing the national society’s role in the country as a leading community-based volunteer organization.

Goal To influence behaviour in the community in order to reduce discrimination and promote a culture of non-violence through promotion of Movement’s Fundamental Principles and values as a leading force for the Azerbaijan Red Crescent Society’s advocacy initiatives aimed at supporting the most vulnerable by influencing those who have decision-making power able to affect vulnerability.

Objectives and activities

Objective 1 To develop an understanding of the Fundamental Principles of the movement within the national society.

Activities to achieve objective 1 are:

- Organize a series of workshops on the Fundamental Principles for the staff in headquarters and for information and dissemination officers in the regional centres with full involvement of the regional branches' staff. 'From Principle to Action' CD-ROM will be used in workshops targeting a total of 260 persons every year.
- Strengthen dissemination efforts among the Red Crescent staff and volunteers in branches.
- Organize regular summer camps for Red Crescent youth and volunteers with planned round table discussions concerning the promotion of humanitarian values throughout Azerbaijan.
- Influence the Red Crescent staff and volunteers to apply the Fundamental Principles in their daily work with vulnerable people.

Objective 2 To raise awareness of general public and private authorities and influence behaviour in the community.

Activities to achieve objective 2 are:

- Disseminate knowledge about the Movement and International Humanitarian Law through regional and local branches to students, state institutions, refugees, IDPs and the general public.
- Organize press conferences, art performances, photo exhibitions, film shows and prize contests for dissemination purposes on the occasion of the International Day of Red Cross and Red Crescent on May 8 as well as on the occasion of the anniversary of the AzRCS on March 10, International Volunteers Day on December 5 and at other events;
- Collaborate on regular basis with national and international mass media to convey the Red Cross and Red Crescent message by TV, radio, newspapers and magazines.
- Produce dissemination tapes in Azeri for broadcasting through TV and radio.
- Develop good public relations through co-operation with relevant institutions and media structures.
- Further improve close dialogue with the government of Azerbaijan in order to strengthen the national society's role as an auxiliary body to the humanitarian efforts of the government.
- Campaign against discrimination related to IDPs, refugees, asylum seekers and people affected by HIV/AIDS in close co-ordination with other projects such as STD/HIV/AIDS, population movement and social service centres and in co-operation with UNICEF, WHO, UNAIDS and other agencies.
- Link the campaign with the forthcoming world-wide campaign against stigmatization of HIV/AIDS patients.

Objective 3 To increase the dissemination and information capacity of the national society.

Activities to achieve objective 3 are:

- Improve, by means of regular training, dissemination and communications skills of dissemination officers in regional and local branches.
- Recruit 2 volunteers for information and dissemination services in each regional and local branch.
- Develop and publish dissemination materials promoting the Movement's Fundamental Principles and the protection role of the Red Crescent emblem.
- Develop new dissemination methods and tools to improve the efficiency of all AzRCS information and dissemination services.
- Enhance material and technical resources of the regional branches to regularly produce monthly newsletters and audio-visual materials highlighting local Red Crescent events, activities and projects.
- Publish the national society i.e. Red Crescent posters and calendars.
- Organize regular training for the Red Crescent volunteers to improve their information gathering and dissemination skills, and ensure knowledge and experience exchange between the headquarters and the regional/community level volunteers.

Objective 4 To facilitate and enhance communication in the regional centres and contacts between them and the headquarters.

Activities to achieve objective 4 are:

- Provide each of seven regional centres with e-mail connection.
- Train each regional centre in the use of e-mail.
- Prepare and distribute over e-mail an internal bi-monthly newsletter.
- Organize one training course for regional information officers with the aim to increase their skills in working with different target groups.
- Support information initiatives of the regional centres.

Objective 5 To improve the AzRCS information department's skills in marketing, focusing also on specific groups.

Activities to achieve objective 5 are:

- Provide information department in the headquarters with professional training in the area of marketing and public relations.
- Develop and regularly update a web-site for the national society in Azeri, English and Russian.
- Produce the national society annual report in order to use it for promotion purposes.
- Prepare basic promotion material.

Expected results

- 520 national society staff and volunteers will have been trained in Fundamental Principles by the end of 2003.
- The general public and private authorities will have gained additional knowledge about the Movement, the Fundamental Principles and IHL.
- Attitude towards IDPs, refugees, asylum seekers and people affected by HIV/AIDS will have changed.
- 90 Red Crescent youth and volunteers will have learned the issues related to the promotion of humanitarian values during the summer camps of 2002 and 2003.
- 97 dissemination officers of regional and local branches will have attended training workshops on dissemination and communication skills by the end of 2003.
- The national society will have recruited and trained 194 volunteers for information and dissemination services by the end of 2003.
- The national society annual report and other Red Cross and Red Crescent publications will have regularly been issued and distributed.
- Better internal information flow including regular and frequent contacts between the regional centres and headquarters will have been ensured.
- Information activities of the regional centres and the local branches targeting the general public will have been improved and the new programme activities helping vulnerable groups will have been developed.
- Targeting of specific co-operation partners, donors and other groups will have been improved.

Indicators

- An increased number of participants in workshops on the Fundamental Principles.
- An increased number of people reached by the Red Crescent staff and volunteers with information.
- The increased media coverage of Red Crescent events and activities by 10% in 2002 and 20% in 2003 as compared with 2001.
- An increased number of TV and radio programmes and articles related to the Red Crescent activities.
- An increased number of dissemination events.
- An increased number of newly recruited dissemination volunteers.

- An increased production of new information and dissemination materials.
- An increased number of training workshops for volunteers.
- An increased number of contacts among the centres and between regions and the headquarters.
- The number of issued newsletters compared with the plan.
- New programme initiatives taken at the regional centre or in branches based on the newsletters.
- A number of new contacts established with the co-operation partners/donors.
- An increased number of contributions from local/international donors and funds raised by the headquarters compared to year 2001.

Critical assumptions

- No major disaster or rapid change in socio-economic circumstances in the next two years.
- No new political or armed conflicts.
- The continuous support from the donors in the next two years.
- No major changes in the laws and regulations governing the work of national and humanitarian organizations.
- Continuous interest and commitment of the national society.

Monitoring and evaluation arrangements

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

- The information and dissemination departments of the AzRCS will be responsible for the implementation of this programme. A Federation information officer will monitor the programme implementation and expenditures.
- An independent monitoring team of the AzRC and the Federation will monitor the programme implementation. Random monitoring will be applied.
- Information and dissemination activities at regional and local levels will also be monitored through monthly activity reports.
- Regular planning and review meetings will be held.

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

- At the end of 2002, The national society and the Federation will make mid-term evaluation of the programme and its results will be used to make any necessary revisions for the continuation of the programme in 2003.
- Final review meeting will be organized to identify results and compare the outcome with expected results and indicators presented in the final report.
- The final evaluation will be made at the end of 2003 to determine the future steps.

[click here to return to the top](#)

5. Organizational development

Background and achievements/lessons to date

This programme is a continuation of the institutional and resource development programme that started in 1997. Some progress has been achieved but it will be essential for the national society to continue to develop its capacity to be able to elaborate and implement service programmes and fulfill its mission.

The main achievement up to date is the progress at regional level. The regional centres have become the driving force for programme development. Skills training for staff has been integrated in the programme development activities, such as the disaster preparedness programme. A major achievement is the vulnerability and capacity assessment done by involving all branches to assess their own communities. The result of this assessment will form the basis for continued programme planning. Volunteer involvement is another area of achievement. Now there is an acceptance that it is possible and favourable to recruit and work with volunteers. Volunteer guidelines and a code of conduct have been elaborated. Regional centres and some branches are working with volunteers implementing small scale health and disaster awareness campaigns, social care activities and other programmes based on local needs and partly on local resources.

The financial management programme has commenced and progress can be noted concerning accounting procedures and reporting quality. However, sufficient standards regarding financial management procedures and transparency have not been achieved.

There is also a need to enhance the understanding of the headquarters' role in leading and serving the national society. There is a lack of accountability for programme planning and implementation as well as a low interest in training and staff development. However, there is currently no commitment to take up these challenges. They will therefore be addressed by integrating them into the programme development and financial development activities which are more accepted.

The need to establish and update part of the legal base is recognized by the national society and is included in this appeal.

Resource development has up to the present involved only income generating projects which have not yet shown a positive result. In Azerbaijan there are however grant giving organizations, possibilities for sponsoring and other fund-raising opportunities. The national society has shown interest in developing this area.

Other national societies will be essential partners in this programme. The leadership and staff of the Azerbaijan Red Crescent needs to gain experience from sister societies to be able to set bench marks for their own development.

Goal To assist the Azerbaijan Red Crescent to become a better functioning organization that will be able to provide service to vulnerable groups and respond to disasters.

Objectives and activities

Objective 1 To increase the capacity for programme development and implementation especially at regional and branch level.

Activities to achieve objective 1 are:

- Use the vulnerability and capacity assessment done to identify areas for further programme development.
- Link with the health, disaster preparedness and information programmes to enhance project design and planning skills of staff through creating on-the-job training opportunities.
- Organize English courses for specially selected key-staff based on job requirements.
- Learn from other national societies through study visits, international exchange and other methods and training opportunities inside and outside the country, such as the NGO forum in Azerbaijan and the Federation events.

Objective 2 To improve the financial management system of the national society.

Activities to achieve objective 2 are:

- Continue to improve financial management procedures until the end of June 2002.
- Implement training for the national society leadership and all programme managers in budgeting and budget control by the end of 2002.
- Develop a financial reporting system (variances of actual results towards budgets, etc.) for the national society management and train the national society to use this system in their planning and monitoring by June 2003.
- Enhance financial and narrative reporting skills of the finance department and programme managers concerning donor reports by the end of 2002.
- Organize a training-course for bookkeepers in regional centres to improve their manual bookkeeping system by the end of 2002.

Objective 3 To increase the number of volunteers actively taking part in service programmes, as well as to improve the management of volunteers.

Activities to achieve objective 3 are:

- Establish a good volunteer management system, including setting up a volunteer board by the end of 2002.
- Develop a volunteer introduction course in modules that can be used by branches and regional centres by the end of 2002.
- Develop and print a booklet giving concrete examples of what activities volunteers can be involved in within the national society by June 2002.
- Organize an annual three day national meeting for 70 volunteers to stimulate the exchange of experience and to use that opportunity for training and encouragement.
- Implement a long term exchange programme with another national society in the area of youth programme development, to be implemented in 2002 and 2003.

Objective 4 To improve the ability to raise funds from diversified sources for national society programmes.

Activities to achieve objective 4 are:

- Organize training in fund-raising for headquarters and regional staff, especially the information department by June 2002.
- Try out different fund-raising methods and approach the local business community, international business community present in Azerbaijan and grant giving organizations.
- Encourage the national society to develop a long term funding plan and assist them in producing this plan during 2003.
- Re-evaluate the strategy for income-generating projects when the national society starts generating income from the current projects.

Objective 5 To assist the national society in consolidating their legal base.

Activities to achieve objective 5 are:

- Assist the national society in reviewing and updating their current statutes in the first half of 2002.
- Revise the draft Red Crescent law and draw up an information plan to raise the understanding of political leaders for the need of a law by the end of 2002.

Objective 6 To create awareness of good governance within the leadership of the national society.

Activities to achieve objective 6 are:

- Discuss governance issues, including division of roles and responsibilities between governance and management, with the leadership of the national society during 2002.
- Organize a seminar with governance members regarding the above mentioned issues during the autumn of 2002.
- Ensure that the national society leadership gains experience from other national societies where governance and management are clearly divided.

Expected results by the end of 2003

- The regional coordinators will have acquired project proposal design and planning skills by the end of June 2002.
- Programme managers and other key staff persons will have acquired basic English skills by the end of 2003.
- The programme managers will have improved their budgeting skills in order to prepare and monitor their own budgets by the end of 2002.
- A well functioning financial management system will have been established by the end of 2003.
- A volunteer board will have been established and a basic volunteer training programme prepared by the end of 2002.
- A long term youth exchange programme will have been implemented by the end of 2003.
- A first grant from a local grant giving organization will have been obtained by June 2002.
- Grant proposals will have been submitted regularly by the end of 2003.
- A funding plan will have been established by the end of 2003.
- New statutes by the end of 2002.
- The draft law will have been revised by the end of 2002.
- A discussion regarding good governance among the governance and management leaders of the national society will have started by the end of 2002.

Indicators

- An increased numbers of local activities started per year.
- An increased numbers of volunteers involved in the programme activities.
- An increased number of new fund-raising activities.
- A better functioning national society.

Critical assumptions

- Socio-economic and political situation in the country remain stable and no major disaster occurs.
- The programme is fully funded and fully staffed.
- The funding situation for other Federation supported programmes is sufficient.
- The continuous commitment of the national society.

Monitoring and evaluation arrangements

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

- Regular monitoring of the activities by the Federation delegation staff.

- Monthly reports.
- Financial monitoring according to budgets and actual spending, as well as analysis of cost effectiveness of activities.
- Regular discussions with the national society leadership regarding progress.

[*click here to return to the top*](#)

6. Regional co-operation

Please see under Armenia (below) as this regional programme is co-ordinated from that country.

[click here to return to the top](#)

7. Coordination and management

Background and achievements/lessons to date

The Federation has been present in Azerbaijan since 1993 as a result of the dramatic changes in the country. The socio-economic dislocation affected the capacity of the AzRCS to respond to the humanitarian needs resulting from the ethnic conflict with Armenia over the status of Nagorno-Karabakh and triggered the need for support by the Federation.

The main programmes included assistance to IDPs residing in the southern camps and its vicinity, support to the elderly throughout Azerbaijan as a part of the visiting nurses programme, and general organizational development support to the Azerbaijan Red Crescent Society.

In 1998, the Federation initiated a general review of the past and present activities in light of the future demands and current trends. It was decided to shift the focus from relief to development. Since then, the delegation has further aligned its activities to Strategy 2010 and has today a portfolio of responsive and focused programmes.

The demonstrated weakness of the Azerbaijan Red Crescent Society during the first years of transition has been gradually improved. In July 1999, the entire management/governance structure was changed. A commitment to real changes has been expressed with clear indications of improvements.

Goal To provide effective management and coordination of Federation programmes between the AzRCS, donors and the Federation and ensure good relationship with the government, other organizations and the Movement.

Objectives and activities

Objective 1 To ensure compliance with regards to managerial, financial and reporting procedures.

Activities to achieve objective 1 are:

- Assist the national society in planning, budgeting, management and reporting on all activities supported by the Federation in Azerbaijan.
- Monitor the implementation of programmes in the country.
- Maintain communication with the Federation secretariat on the progress of programmes and resource needs.

Objective 2 To improve the national society profile in the country and to ensure continued good relationship with the stakeholders.

Activities to achieve objective 2 are:

- Hold regular meetings with relevant government ministries and institutions with information about the Azerbaijan Red Crescent and Federation priorities and achievements.
- Ensure effective relations with other Red Cross and Red Crescent partners in the country, the UN and NGOs, as well as with the embassies and missions of donor governments.

Objective 3 To promote Red Cross and Red Crescent principles, values and programme activities as a part of the local fund-raising activities.

Activities to achieve objective 3 are:

- Target possible donors and supporters with relevant information, schedule meetings and participate at conferences, workshops and other gatherings.

Expected results by 2003

- The coordination of Azerbaijan Red Crescent and Federation assistance programmes will have been further improved.
- Good and effective relations with the government, other organization and ICRC will have continued.
- The donor base will have been broadened with at least two major partners in the country.

Indicators

- Effective and increasingly efficient programme implementation by the national society.
- Continued increase in the number, type and quality of services provided by the AzRCS.
- Improvement in reporting and contacts with donors.
- Continued cooperation with different governmental and non-governmental organizations.

Critical assumptions

- The Federation maintains its presence in Azerbaijan for at least two years.
- Socio-economic and political stability within the country.
- Continued commitment and interest by the Azerbaijan Red Crescent.
- Continuous donor support.

Monitoring and evaluation arrangements

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

- The impact of the Federation's presence and achievements will be measured by continued supervision of all programmes by delegates and special evaluation measures on specific programmes.
- Through financial and narrative reporting required by donors.

[click here to return to the top](#)

Armenia introduction

National context

Armenia declared its independence from Soviet Union in September 1991. It has always represented strategic cross-roads between the Caucasus, Central Asia and Europe and was ruled by the Turks, Mongols, Persians, Tsarist Russia and the Soviet Union. The population consists of 96% of Armenians, 1.8% of Kurds, 1.2% of Russians and 1% of others. It is, therefore, considered the most homogeneous 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 and other countries during 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 issue of Nagorno-Karabakh in 1989 and the subsequent economic blockade and influx of hundreds of thousands of refugees. GDP underwent a 67% decline in 1992-1993 and industrial production was reported to have virtually ceased by early 1993 with an estimated two thirds of the country's work force unemployed. Subsequent economic recovery has been partial since the long-term economic stability depends on settlement of disputes with Azerbaijan.

The social situation is dominated by poverty, very high unemployment rates, rising prices and the collapse of the health and social services. There is no immediate relief in sight. One-third of the country's population has been severely affected including the elderly, internally displaced persons, refugees, handicapped and orphans living in institutions. The collapse of industry and a high unemployment rate led to a massive increase in vulnerable groups. There are also 238,125 refugees who still live in temporary shelters after 9 years.

The food situation was further worsened by a severe drought in 2000, which caused a 40 million USD worth loss to the country. The after-effects of the drought have continued to affect the economy, causing headline inflation of consumer prices. The expectations in the agricultural sector's performance in 2001 are not optimistic either since the area sown to winter crops by December 2000 was only 80% of the 1999.

Poverty in Armenia is particularly prevalent among the uneducated, unemployed, disabled and families with many children, as well as in rural areas among the landless. A 1996 survey estimated that the poor constituted about 55% of the population (compared to 20% in 1988), while 28% were classified as extremely poor. According to the UNDP "Human Development Report - Armenia 2000", while there has been no notable change in the share of the poor, the percentage of the extremely poor has recently decreased to 23%, which can be attributed to the introduction of a system of family allowances targeted at the poorest. As a result, the share of the population requiring social services is about 68%, compared to an average poverty level of 31% in transition economies.

Armenia is one of the most disaster prone countries in the world. Natural and man-made hazards represent another major cause of vulnerability. The six most common disasters in Armenia are earthquakes, radiation leakage, mudslides, hailstorms, droughts and floods. The most significant disasters from a historical perspective are earthquakes. The most devastating one in living memory occurred in 1988 causing extensive damage. Over 100 tremors were registered in 1998 alone and, therefore, another earthquake is considered by people and local authorities as the main impending disaster in the country. In addition, Armenia's aging nuclear power plant, located in a seismically active

area, also poses a major threat to Armenians and the neighboring countries. There is no data available on traffic accidents and gas explosions even though the number of accidents increased.

The continued territorial dispute with Azerbaijan over Nagorno-Karabakh remains unsolved despite the intensive diplomacy of the Organization for Security and Co-operation in Europe (OSCE) and its Minsk Group in recent years. The Armenian and Azeri presidents held three rounds of peace talks in 2001—in Paris in January and March and at Key West (USA) in April. These talks were held under the auspices of the Minsk Group which is co-chaired by Russia, France and the United States. The talks have so far failed to produce sufficient common ground even though the framework for an agreement is slowly emerging.

National society priorities

The Armenian Red Cross Society (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 national society include social and health services, disaster preparedness and response, first aid, rescue service (two teams), youth, institutional and resource development, population movement as well as information, tracing, and dissemination services. The national society also implements rehabilitation programmes including the assistance to spinal cord injury patients.

The economic and social situation in the country dramatically increased the role of the ARCS as one of the auxiliary bodies to the government. Through creation of competent branch structures worthy of public trust, the national society supported by the Red Cross and Red Crescent Movement, hopes to be given more opportunity to live up to its mission – improving the lives of vulnerable people by mobilizing the power of humanity.

The ARCS adopted its Strategy 2010 at the 17th General Assembly session held on 12 July 2001. In the strategy, one of the priorities is to acquire the characteristics of a well-functioning national society by laying a stronger foundation, building up its capacity and improving its performance. The ARCS has identified disaster response, disaster preparedness, health and care, promotion of humanitarian values and organizational development as priority areas of its activities for the next 10 years.

Priority programmes for Federation assistance

The overall objective of the Federation assistance to Armenia in 2002-2003 is to help the national society achieve operational and financial independence by the end of 2003. To this end, the Federation will focus on:

- Disaster response: expanding and strengthening the national society's capacity to deliver needed material, home care and social assistance to the most vulnerable;
- Disaster preparedness: reducing the impact of and vulnerability to disasters in Armenia by building up the disaster preparedness capacity of the national society;
- Health and care: reducing the incidence of common diseases and providing easy and affordable access to basic health care;
- Humanitarian values: influencing the behavior of Red Cross staff and volunteers, authorities and the community through dissemination activities;
- Organizational 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;
- Regional co-operation: expanding and enhancing the ability of three national societies in the southern Caucasus to serve the most vulnerable by sharing their capacity building experience in specific programme areas, skills and techniques;
- Co-ordination and management: phasing out its co-ordination of programme implementation and handing over management responsibility to a strengthened national society.

[click here to return to the top](#)

1. Disaster response

- **Social service centres**
- **Emergency assistance to the elderly**
- **Population movement**

Background and achievements/lessons to date

Armenia has been in an emergency situation since 1991 when it gained independence. In addition to the complicated political, economic and social problems common to all former soviet states, it has had to deal with the consequences of the 1988 earthquake and the Nagorno-Karabakh conflict. The conflict further worsened the situation by transportation and energy blockades and hundreds of thousands of refugees and IDPs. Ten years of crises and disaster have taken the country to the edge of the socio-economic collapse. Social welfare and basic health services have been particularly devastated, leaving many of the most vulnerable Armenians—the destitute, accident victims, widows, orphans, the handicapped, refugees and the elderly—with little or no support whatsoever.

Under these circumstances, the Armenian Red Cross Society (ARCS) is the only humanitarian organization with the physical presence and infrastructure to help the most vulnerable throughout the country. These humanitarian services are delivered through a nation-wide network of regional and community branches built up over the past 5 years through the organizational development programme.

Over the years, the ARCS has provided relief assistance to the most vulnerable by implementing a number of large-scale relief operations and maintained close co-operation with the ICRC in carrying out disaster response projects. In accordance with its Strategy 2010, the disaster response programme for 2002-2003 will help the national society to continue to meet the immediate needs of the most vulnerable people and further build its capacity. This programme is in line with the country assistance strategy (CAS) of the Federation, which focuses on increasing the capacity of the national society so that it can achieve a full operational and financial independence from the Federation support by the end of 2003. In 2002-2003, disaster response initiatives will include:

Social service centres (SSCs)

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 vulnerable to turn to for immediate and often life-saving assistance. The ARCS began to develop SSCs by using the experience gained in and resources available from the previous visiting nurses programme (VNP). As a result, 23 regional and community-based SSCs were established in 1999, in order to provide social, medical and advocacy services to the most vulnerable groups of the population (e.g. the elderly, handicapped, refugees, families with many children).

The SSC system is an integrated network of small units or centres, with two or three staff members positioned in the Red Cross offices throughout the country. The shift from home visits to SSCs decreased significantly the required number of staff whilst increasing the number of beneficiaries and the cost-effectiveness and cost-efficiency of the programme. At the beginning, more than 60,000 people received different types of assistance: second hand clothes, food parcels, medicines and home visits for those who were bed-ridden. The SSCs have also attracted other NGOs (such as the European Community Humanitarian Office, World Food Programme, Catholic Relief Service, UNICEF) as a way to reach their own constituents at grassroots levels.

Emergency assistance to the elderly

With the collapse of the Soviet Union and transition to market economy, Armenia, like other countries belonging to the Commonwealth of Independent States (CIS), recorded an unprecedented increase in inequality. The UNDP “Human Development Report – Armenia 2000” records 55% the population as poor and 23% as extremely poor. The poor and extremely poor in Armenia mainly comprise the urban and landless rural population, including the less educated, unemployed, the elderly, disabled and large families.

The elderly with no immediate family suffer the most due to the transition and the collapsed health and social welfare system. At present, there are 3,500 elderly pensioners with no family who have been registered in the national society SSCs. These chronically sick or bed-ridden people are former beneficiaries of the VNP and are not covered by the state social welfare system. They are badly in need of emergency assistance and special attention from the Red Cross. As the situation shows no sign of improving in the near future, the ARCS will assist them by providing home care services and food and hygienic parcels. The skills gained in beneficiary selection, distribution, psycho-social support, and monitoring will be fully utilized in this initiative closely co-ordinated with the ministry of social welfare, the government humanitarian assistance commission, local authorities, and with other NGOs.

Population movement

Armenia ratified the 1951 Convention on the status of refugees in 1993 and adopted the Law on refugees in 1999. There are currently 289,680 refugees in Armenia. Most of them came from Azerbaijan and others arrived from Abkhazia, Chechnya and other former soviet republics. Due to the difficult socio-economic situation in the country, about 64,000 refugees have left for other countries, mainly, Russia. Shelter, employment and social welfare are the major problems that they encounter in the country. The unemployment rate amongst the refugees of working age is 70%. There are 192,000 internally displaced persons (IDPs) resulting from the military activities in the border areas (72,000); the 1988 earthquake (100,000); landslides (10,000) and floods (10,000). Besides, there are about 100 asylum seekers in Armenia.

The ARCS population movement (PM) programme began in 1998 and has been implemented in close co-operation with the government department of migration and refugees (DMR), UNHCR, the International Organization for Migration (IOM) and with departments within the national society (youth, information and health). In May 2000, the strategic priorities and directions of the PM programme were defined at the “Beyond 2000” conference. These priorities serve as a basis for PM initiatives to be undertaken in 2002-2003.

Goal To contribute to alleviating the suffering of the most vulnerable by providing the material, home care and social assistance.

Objectives and activities

Objective 1 To promote and expand co-operation and community involvement in the SSCs.

Activities to achieve objective 1 are:

- Improve co-ordination and co-operation with local authorities, institutions and NGOs.
- Increase the involvement of volunteers and youth.
- Build the capacity of the national society’s regional and community branches to serve as local information focal points for the vulnerable.

Objective 2 To improve the social centre services to the vulnerable people both in quality and quantity.

Activities to achieve objective 2 are:

- In each centre, employ a head of the centre and 1-3 (depending on the number of beneficiaries) support staff members preferably with medical or health-related qualifications and experience to provide direct assistance to the vulnerable.
- Increase the number of services provided by SSCs.
- Adjust the services to local needs and the national society's priorities to include: 1) basic information and training courses in the areas of health care, family-care, childcare and elderly care; 2) basic psycho-social counselling; 3) health-related assistance at home to 10% of the bed-ridden visiting nurses programme beneficiaries (approximately 200 elderly people in total); 4) basic information and guidance about the assistance available through other local sources (local authorities, polyclinics) and, where appropriate, advocacy to secure the rights of the vulnerable; 5) basic health care and/or counselling; 6) first aid training and health education; and 7) distribution of donated medicaments, food, clothing and other items, and where appropriate, prescription of medicines.
- Organize separate training workshops for heads of SSCs and for their staff.
- Set up an effective referral system in close co-ordination with the local authorities to refer patients in need of special medical attention to relevant hospitals/polyclinics.
- Provide SSCs with material resources which are required to ensure an adequate level of social services.

Objective 3 To mobilize local resources to ensure SSCs' self-sustainability.

Activities to achieve objective 3 are:

- Recruit and mobilize volunteers to provide assistance to vulnerable individuals/families.
- Work actively with potential local donors and NGOs to get necessary assistance.
- Maintain close co-operation and co-ordination with local authorities and hospitals.

Objective 4 To distribute food and hygienic parcels to 3,500 most vulnerable people.

Activities to achieve objective 4 are:

- In 2002 and 2003, distribute, on quarterly basis, a total of 28,000 food and hygiene parcels to 3,500 elderly pensioners registered in SSCs. Procure locally and do packing, storing and transportation as well as home delivery of parcels to bed-ridden beneficiaries.
- Co-ordinate the selection of beneficiaries and distribution with WFP, UMCOR, Mission Armenia, and other agencies currently involved in food distribution.
- Build the capacity of the ARCS regional and community branches through relief/logistics and management skills training.

Objective 5 To provide home care to elderly pensioners without any family care.

Activities to achieve objective 5 are:

- Arrange regular visits to targeted beneficiaries by Red Cross youth volunteers.
- Provide psycho-social support and medical care to the beneficiaries in close co-operation with the staff of the SSCs.
- Upon request by volunteers, provide medical care through SSCs and refer beneficiaries in need of specialized treatment to local health institutions.
- Train the Red Cross youth in counselling and provide counselling as required.

Objective 6 To advocate the rights of the elderly pensioners.

Activities to achieve objective 6 are:

- Advocate the rights of these elderly people with the authorities in order to include this vulnerable group into the social welfare system of the country.
- Draw the public attention to the plight of these vulnerable people through a wide media coverage of the distribution of food and hygiene parcels.

Objective 7 To provide necessary social, medical and psychological assistance to selected vulnerable refugees through the PM programme.

Activities to achieve objective 7 are:

- Provide psycho-social support to 330 elderly refugees (beneficiaries of the PM programme in 2000-2001) in 5 selected collective centres with 3 professional psychologists and 60 Red Cross youth volunteers.
- Provide medical care and education to refugee mothers and children including issues such as mother and child care, prenatal and postnatal care, sexually transmitted diseases (STD), unsafe abortions, complications of the pregnancy and delivery.
- Carry out the above activities in close co-operation with the social, medical, information and other departments of the national society, as well as with the ministry of health, the department of migration and refugees and UNHCR .

Objective 8 To facilitate the integration and naturalization of refugees into the society.

Activities to achieve objective 8 are:

- Provide more job opportunities for refugees through skills training for refugee women in Yerevan, which offers the best prospects for absorption of participants into the local economy.
- Facilitate the integration of non-CIS refugees, asylum seekers and rejected persons through legal counselling and distribution of the basic food, hygiene and medical supplies to 50 persons in close co-operation with the UNHCR.
- Organize vocational and Armenian language training for 10 persons in co-ordination with the DMR, UNHCR and the ARCS social and medical departments.
- Organize 3 summer camps every year, each comprising 40 refugee and non-refugee children.

Objective 9 To increase public awareness and co-operation with other partners in the refugee sector.

Activities to achieve objective 9 are:

- Prepare publications and organize TV broadcasts on refugees and asylum seekers and other PR events targeting the general public, local authorities, local ARCS branches, refugees and asylum seekers.
- Enhance networking in the field of PM and share experience with counterparts within the Commonwealth of Independent States and beyond, and attend relevant courses and seminars.

Expected results

- The number of SSC beneficiaries will have increased by 30% in 2002 and by 25% in 2003.
- The scope and quality of services provided by SSCs will have further expanded.
- The number of the ARCS volunteers involved in regional and community activities will have increased.
- Formal research records and card catalogues for beneficiaries will have been created to support the information component of SSCs.
- 3,500 elderly pensioners will have received emergency assistance and home care from the Red Cross volunteers.
- 28,000 food and hygienic parcels will have been distributed to 3,500 elderly pensioners in 2002-2003.

- Regional and community branches will have strengthened their capacity to improve the lives of vulnerable people.
- 330 elderly refugees will have received psycho-social support.
- Refugee mothers and children will have been given necessary medical care and education.
- 60 refugee women will have received vocational training in 2002-2003 including foreign languages, computer, business correspondence and ethics to compete for jobs on an equal footing with non-displaced people.
- Some 50 non-CIS refugees, asylum seekers and rejected persons will have been provided with necessary assistance and 10 persons will have got Armenian language and vocational training.
- 120 refugee and non-refugee children will have attended the Red Cross summer camps.
- Active networking, coupled with advocacy, will have been ensured within the Movement and beyond.
- The relevant ARCS PM staff will have attended relevant seminars/courses.
- Public awareness and co-operation with other agencies in refugee sector will have increased.

Indicators

- An increased number of beneficiaries supported through social service centres.
- An increased number of the ARCS volunteers involved in SSC activities.
- The number of elderly pensioners assisted through home care and the number of home visits by Red Cross volunteers.
- The number of distributed food and hygiene parcels and the number of recipients.
- The number of the elderly refugees assisted through psycho-social support and the number of home visits by Red Cross volunteers.
- The number of refugee mothers and children given necessary medical care and education.
- The number of refugee women given vocational training.
- The number of non-CIS refugees, asylum seekers and rejected persons provided with necessary assistance.
- The number of refugee and non-refugee children in the Red Cross summer camps.
- The number of seminars and courses organized for the relevant ARCS PM staff.
- The number of publications distributed and TV/radio programmes broadcast and the number of other events.

Critical assumptions

- Adequate donor support for the programme as well as for other key programmes within an effort to keep an integrated approach.
- Continuous interest and support of the ARCS including an adequate number of trained staff and volunteers.
- There are no unexpected political disputes and international conflicts.

Monitoring and evaluation arrangements

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

- The implementation of this programme will be the responsibility of the ARCS social service and PM departments.
- The ARCS monitoring team will monitor the implementation of the above planned activities while the Federation will make random monitoring of regional and community activities.
- Activities at regional and community levels will be monitored through monthly activity reports.
- The ARCS finance department and the Federation will do the financial monitoring of the programme.

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

- The Federation and the national society will evaluate the programme jointly.

- Mid-term evaluation of the programme will be done at the end of 2002. Results of the mid-term evaluation will be used in making necessary revisions to the programme for 2003.
- Final evaluation of the programme will be done at the end of 2003.

[click here to return to the top](#)

2. Disaster preparedness

Background and achievements/lessons to date

Armenia is one of the most disaster prone countries in the Caucasus - a small country with many categories of natural and man-made disasters. The six most common disasters are earthquakes, radiation leakage, mudslides, hailstorms, droughts and floods. The most significant disasters from a historical perspective are earthquakes which account for 95% of disasters. The 1988 Spitak earthquake killed 25,000 people. Armenia's aging nuclear power plant, located in a seismically active area, also poses a major threat to Armenians and to neighboring countries. Severe poverty is a result of the economic and cultural transition that has started in Armenia after the breakdown of the Soviet Union. The transition to a market economy has allowed many Armenians to fall through the cracks in the crumbling social service and health sectors, thus creating more opportunities for disasters to occur. There is little maintenance of public facilities (bridges, dams, reservoirs, roads, etc.); and domestic housing and other structures are in dangerous condition. The government of Armenia (GoA) has not yet completed a national disaster plan though it began the process in 1997 with the support of UNDP.

The Armenian Red Cross Society (ARCS) initiated its disaster preparedness and response (DPR) programme in 1998, in close co-operation with the government and other participating NGOs, and with funding support from the Finnish and Norwegian Red Cross Societies. From mid-1998 through 2001 the ARCS prepared and distributed many DPR public information and educational posters, leaflets and other materials throughout Armenia. Also, ARCS-produced radio and TV programmes dedicated to disaster preparedness were broadcast throughout the country. The ARCS has conducted numerous disaster preparedness and response training and simulation events for its staff and volunteers at headquarters, regional and community office levels. These events have included the participation of GoA and non-government organizations, including the emergency management administration (EMA), Fire brigade, the ministry of internal affairs, ministry of health, and other ministries. Special regional training courses and events have been conducted with representatives of the local DPR units. The ARCS has emphasized the development and strengthening of the regional structures and resources through which DPR activities will be channelled to high-risk areas. To date, 6 regional DPR centres have been established while a total of 3 DPR zonal centres and 11 regional centres are planned. The work includes facility refurbishment; support equipment; security; stock storage; communications; radios; and the creation of adequate, well equipped local training facilities. Each DPR centre will be staffed by a regional DPR co-ordinator and a rapid response team of twenty-two staff and volunteers who have been trained in DPR disciplines. The ARCS community-based DPR is supported by and co-ordinated with the activities of its other programmes and departments, each with defined DPR roles and responsibilities at local levels. In a similar manner, essential ARCS management, organizational and structural improvements to accommodate DPR needs will be continued in the areas of administration; structure; internal communications and reporting; and decentralization of decision processes. 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.

In implementation of DPR programmes, the ARCS has closely co-operated with government agencies such as EMA, its Crisis management institute (CMI), the National survey for seismic protection (NSSP), fire brigade, ministry of internal affairs, ministry of health, and other ministries. In 1999 a memorandum of understanding was signed between the ARCS and EMA regarding their co-ordination in the areas of search and rescue, first aid, information and dissemination, tracing, material resources, and the utilization of the national society's international post-trauma rehabilitation centre (IPTRC)

complex. The national society also closely co-ordinates its DPR efforts with embassies, UN agencies and international organizations including UNDP, UNICEF, USAID and UMCOR.

In the course of its active participation in DPR, the ARCS has become one of the most active and effective players in the Armenian DPR establishment, and raised its image among the general public and government agencies. At present, the national society is taking lead in drafting the national disaster plan. The ARCS is also taking active part in development of DPR capacities of neighboring national societies by sharing its experiences with them. However, frequent changes in government structures and staffing make it difficult to work with government agencies and have caused a long delay in drafting the national disaster plan. In addition, due to the harsh socio-economic situation in the country, it is difficult to get due support to DP efforts in the country and, as a result, the national society largely depends on external funding in implementing the DPR programme.

In the light of specific features of the country and in order to effectively meet the humanitarian challenges which result from natural and man-made disasters in the country, the ARCS worked out in 1998 a general framework and plan of action for DP, which serves as a guideline for the national society's DP activities. In its Strategy 2010, the ARCS has confirmed DP as one of its core activity areas in the present decade. The Federation will continue to support the national society's DP efforts in accordance with the country assistance strategy that aims at building its capacity in strengthening DP planning, building effective DR structures and raising public awareness and education. The current DP programme will help the national society enhance its disaster preparedness and response (DPR) capacity and increase the self-sustainability of the programme.

Goal To reduce the impact of and vulnerability to disasters in Armenia by building up the DP capacity of the ARCS.

Objectives and activities

Objective 1 To reduce the impact of disasters by educating and preparing the public in high-risk areas.

Activities to achieve objective 1 are:

- Promote in the public in high-risk areas coping mechanisms for different types of natural and man-made disasters.
- Print and distribute 300,000 leaflets and posters and produce TV and radio series on DPR for public awareness purposes.
- Prepare and distribute 50,000 booklets on urban earthquake disaster preparedness to the people in Yerevan and other major cities and carry out training and simulation exercises in the community as a unit.
- Print and distribute 50,000 booklets (both in Armenian and English) with useful information on nuclear hazards and disaster preparedness of individuals and communities and produce and broadcast TV and radio series on the same topic.
- Train people in target communities and institutions through simulation exercises.

Objective 2 To increase the knowledge and DPR skills of staff and volunteers in disaster preparedness and response.

Activities to achieve objective 2 are:

- Organize an annual national competition "Life Skills – Young Rescuers Competition" with participation of all regional rescue teams.
- Conduct 15 different types of training seminars every year for staff and volunteers at national and regional levels.

- Organize 20 different types of simulation exercises every year at national and regional levels in close co-operation with EMA and its regional structures.
- Improve the efficiency of the national society's disaster response system through training and simulation exercises for the staff and volunteers.
- Improve DPR training curriculum and training modules for staff and volunteers.

Objective 3 To strengthen the ARCS DPR structures at zonal, regional and community levels.

Activities to achieve objective 3 are:

- Set up a well-regulated early warning system between branches and the headquarters.
- Improve the communication between the headquarters and branches.
- Ensure the timely intervention by regional response teams.
- Increase the DPR role of 11 regional branches and 3 zonal centres by providing them with a necessary legal basis and technical and material resources according to their functional responsibilities.
- Stockpile an emergency stock enough to assist 2,500 beneficiaries for 2 weeks in case of a disaster.
- Create community-based DP models and disseminate best practices to other communities.
- Select 15 communities (5 in 2002 and 10 in 2003) for a pilot project and raise public awareness about potential risks and means to mitigate or reduce disaster effects in the selected communities through risk management.
- Assist in establishing plans based on participatory assessments of individual risk profiles and existing resources.
- Encourage communities to set up their own emergency committees in charge of planning, guiding and co-ordinating response and preparedness activities.

Objective 4 To improve partnership with the government agencies and international organizations working in the same field.

Activities to achieve objective 4 are:

- Work actively with the government to draft a national disaster plan and define a Red Cross role in the national DPR structure.
- Co-ordinate regional and community DPR activities with local authorities.
- Link the national society's DP efforts with the ICRC's conflict preparedness programme.
- Ensure close co-operation with the UNDP, UNICEF, foreign embassies and NGOs to achieve a maximum result in DPR efforts.

Objective 5 To make the DPR programme self-sustainable.

Activities to achieve objective 5 are:

- In co-operation with the CMI, train 22 trainers (11 in 2002 and 11 in 2003) with national certificates who will in turn provide training courses to public institutions and communities upon their request.
- Use the income generated from the courses to public institutions and communities to finance the national society's DP projects.

Expected results

- All planned DPR booklets, leaflets and posters will have been distributed and TV and radio programmes broadcast.
- A "Life Skills – Young Rescuers Competition" will have become an annual national event from 2002. In each of the coming two years the national society will have trained 300 staff and volunteers through different training seminars. The national society will have made a

community-based DP model in 15 communities by the end of 2003. Improved DPR training curriculum and modules will have been used in training.

- Disaster preparedness will have been improved in 11 regional branches and 3 zonal centres.
- Emergency stocks enough to assist 2,500 beneficiaries for 2 weeks in case of a disaster will have been positioned by the end of 2003.
- The national society will have gained a legally recognized role in the national disaster plan and will have worked in closer partnership with the government and other agencies.
- The national society will also have trained 22 trainers with national certificates by the end of 2003.

Indicators

- The public in high-risk areas will have acquired an adequate level of knowledge about how to cope with different types of natural and man-made disasters. A booklet on urban earthquake disaster preparedness will have been published by the end of 2002 and widely used in earthquake disaster preparedness in urban areas. The public will have been familiar with ways of protection before, during and after a nuclear accident, by the end of 2003.
- The results of the national competition, training and simulation exercises.
- Disasters are reported to regional branches and the headquarters through an early warning system.
- Targeted regional branches and zonal centres fulfill their responsibilities related to disaster preparedness and response.
- Emergency stocks in place and ready for local disasters.
- The number of created community-based disaster preparedness models.
- A national disaster plan is in place.
- The number of common actions taken with other partners.
- The number of trained trainers providing the national society with income from a self-sustainable disaster preparedness project.

Critical assumptions

- The national society continues to attract a substantial number of volunteers and maintains the existing rescue teams.
- Continuous donor support is provided for the period of at least two years.
- Continued positive working relationship with governmental organizations functioning in the field of DPR.

Monitoring and evaluation arrangements

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

- The national society's monitoring team and the Federation will monitor the programme implementation. They will make random monitoring of planned activities in selected areas.
- The financial monitoring of the programme will be done by the ARCS and Federation delegation finance departments.
- Regional and community activities will be monitored through the existing system of monthly activity reports.
- On-the-spot supervision of procedures and guidelines related to departments, regional offices, warehouses, regional offices and the DPR zonal centres will be carried out.
- The radio communications systems will be regularly checked by established procedures.

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

- Mid-term evaluation of the programme will be made jointly by the ARCS and the Federation delegation at the end of 2002 and its results will be used in necessary revision of the programme in 2003.
- The final evaluation will be made at the end of 2003 by the ARCS and the Federation delegation.
- Feedback on the outcome of public awareness efforts and the quality of distributed items will be collected through surveys.

[click here to return to the top](#)

3. Health and care in the community

Background and achievements/lessons to date

As a consequence of prolonged socio-economic crisis and decline, the health care system in Armenia is not in a position to deliver adequate levels of health care to people. The high level of poverty and vulnerability are exacerbated by the declining quality and accessibility of services to the population, particularly to those living closest to the economic margin. The ministry of health recently reported that health care facilities are working at a maximum of 40-50 % of the pre-independence level. A UNDP report indicates that 60% of the population surveyed resorted to self-diagnosis and treatment rather than seeking out professional medical attention.

The reasons for deteriorating health care are mainly of a social nature, i.e. the public at large has little or no access to health services as services are often unaffordable and there is insufficient funding to provide free, state subsidized health care for all. The situation is particularly bad in rural areas, where health facilities have virtually ceased to exist. The results include: rising morbidity and mortality rates, and incidences of diarrhoeal diseases, acute respiratory disease and new cases of tuberculosis. In recent months, the number of diarrhoea cases is on the rise again and the misuse of medicines in its treatment has not been given due attention. Every year, 1,200 to 1,400 new cases of tuberculosis are registered in the country. Incidences are more informative than numbers. The ministry of health has adopted WHO's new strategy 'directly observed treatment short-course' (DOTS) and begun to introduce it in some of the regions (marzes).

There are also growing concerns about sexually transmitted diseases (STD) and new cases of HIV/AIDS. According to the 2000 data released by the ministry of health, the following cases have been officially registered: syphilis - 262; gonorrhoea - 910; chronic gonorrhoea - 205; trichomoniasis - 3,917; candidosis - 6,196; herpes urogenitalis - 734; pointed condiloma - 352. In 1997, the law on the prevention of diseases caused by human immuno-deficiency virus (HIV)" was passed in Armenia. From 1988 to November 2000, 135 cases of HIV carriers were registered in the country. Men prevail in the total number of HIV carriers (101 cases or 74.8%) compared to 34 women or 25.5%. The majority of the HIV carriers (80.7%) are in the 20 to 39 age group. The maximum number of HIV carriers was recorded in the city of Yerevan (50.4%). The number of HIV carriers registered in 1999 exceeds fourfold the number of HIV carriers registered in 1998. Twenty-four HIV infected persons were diagnosed with AIDS, eight of them (33.3%) in 1999. Since the beginning of the epidemic, 14 patients with AIDS have died, four of them passed away in 2000.

These diseases can be more effectively treated and controlled when people in the community understand how to limit their spread; that is, how to deal with the source of infection; how to interrupt transmission; and how to obtain qualified medical advice as soon as possible.

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 vulnerable people 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. The ARCS has extensive experience in health and care services for the vulnerable people through its visiting nurses programme (VNP) and health education and public awareness campaigns.

After the devastating earthquake in Armenia in 1988, the national society, assisted by the Federation, implemented a number of emergency medical assistance programmes. In order to build new capacities in

the field of health and care by drawing on the experiences gained in the visiting nurses programme, Social service centres were created in order to provide social, medical and advocacy services to the most vulnerable groups of the population. At present, the ARCS has 23 SSCs covering the whole territory of Armenia and serving as centres for health education, first aid services and training, and community-based programmes aimed at preventing and controlling different diseases.

The health and care programmes implemented by the national society include, among others, the campaign against intestinal parasites, campaigns against HIV/AIDS, TB and diarrhoea, and the anti-pediculosis programme. As part of its health promotion activities, the ARCS has published many posters, leaflets, booklets and calendars and produced videotapes on various health issues.

First aid is one of the main activities of the ARCS as well as a central component of its national disaster preparedness programme. But it is quite recently that the first aid activities have become regular and systematic. In 1996, the national society published their first Armenian first aid manuals entitled “Basic First Aid – Responding to Emergencies” and “First Aid Training – Instructor’s Manual”. The national society also started training for trainers and volunteers by using these manuals. The creation of a first aid training methodological centre (FATMC) in February 1997 marked a turning point in disseminating first aid knowledge and skills, forming first aid teams, organizing training and publishing educational materials. Since 1997, the ARCS has organized annual national first aid competitions to evaluate and enhance the skills of first aiders, recruit new volunteers and adjust the Armenia’s first aid standards to the international ones.

At the meeting of the European Reference Centre for First Aid Education in Austria in 1998, the ARCS standards of the basic first aid training courses were confirmed to be in line with the requirements of the European first aid standards. The national society was awarded a European first aid certificate. First aid training has been implemented in five of 11 regions of the country, depending on the availability of resources including the fully trained and certified regional FA instructors.

The health programmes have contributed to meeting the needs of the most vulnerable people in a difficult transitional period and to enhancing the image of the national society as an auxiliary to the government’s health services. The national society has a number of health officers, trainers and committed volunteers who have gained rich experience from various health programmes.

The ARCS is co-operating closely with the ministry of health, the ministry of science and education, the ministry of internal affairs, the emergency management administration, the national institute of health, and other governmental and non-governmental organizations. Agreements and memoranda of understanding were signed with these institutions to ensure co-ordination in respective areas. The national society is also co-ordinating its activities with the UN agencies and international organizations such as WHO, UNICEF, MSF and UMCOR.

Recently, regional co-operation has started in the south Caucasus between the Red Cross and Red Crescent societies of Armenia, Azerbaijan and Georgia, particularly in the field of health and care. Through concerted efforts and with the support of the Federation, the three national societies adopted the regional health strategy for 2001-2006 which would be instrumental in developing a combined and integrated approach to solving health-related problems in the region.

The prevailing situation in Armenia highlights the need to increase the national society’s complementary role and its services to the vulnerable communities. With its mission to improve the lives of vulnerable people by mobilizing the power of humanity, the ARCS has defined, in its Strategy 2010, health and care in the community as one of the core activity areas in the next ten years. The current health and care programme will help the national society to improve its health and care services by bringing them down to communities and develop its regional and community activities. It also complies with the country

assistance strategy designed to increase the national society's complementary role and its impact on the community health and well-being.

Goal To contribute to further improvement of the health situation in the country and alleviate the suffering of people in the target communities.

Objectives and activities

Objective 1 To streamline the community-based first aid structures of the national society and develop self-sustainable first aid projects.

Activities to achieve objective 1 are:

- Establish a national network of first aid services by including Yerevan and 7 regions (Armavir, Aragatson, Gegharkunik, Shirak, Syunik, Tavush, and Vayots-Dzor) with poor first aid activities.
- Establish new first aid groups in the targeted regions by attracting new volunteers and youth.
- Disseminate first aid knowledge and skills and advocate the introduction of relevant laws in the country.
- Publish and distribute a number of first aid manuals, pamphlets, posters, and booklets.
- Organize “first aid show-games” in regions/communities involving local volunteers and advocate the introduction of health and safety instructions/laws in the country.
- Develop self-sustainable first aid projects.
- Include a topic “First aid - self-sustainable activity” in the curriculum of the first aid instructor course.
- Generate income through first aid training courses, and involve first aiders and volunteers in fund-raising campaigns.

Objective 2 To develop the community-based first aid by building on the existing local structures, experience and skills.

Activities to achieve objective 2 are:

- Organize training courses for the selected villages/communities.
- Provide the target villages/communities with the first aid posts with trained first aiders and first aid kits and other necessary materials.
- Disseminate first aid knowledge and skills through first aid officers, instructors and trained persons.
- Sign a memorandum of understanding with local authorities concerning the community-based first aid.
- Organize first aid instructor-candidates training courses for the most qualified participants from the basic training course.
- Supervise basic training courses conducted by the local first aid instructor candidates.
- Carry out a survey of local risks through distribution of questionnaires and organize workshops on ways and means to address these risks by local resources.
- Organize the 6th and 7th national open first aid competitions in 2002 and 2003 with the participation of regional and community first aid groups.

Objective 3 To improve primary health care in communities of two remote marzes of Tavush and Syunik.

Activities to achieve objective 3 are:

- In close co-operation with the ministry of health and in line with the World Health Organization (WHO) recommendations, prepare guidelines for medical personnel related to the management of the most common causes of diseases.
- Every three weeks, organize one-day training sessions for nurses, stressing the practices and problems associated with the misuse of anti-microbial medicines.
- Provide medicines necessary for the treatment of common diseases 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.
- Refer patients to the next level of health institutions such as polyclinics and hospitals for specialized treatment.
- Procure medicines locally allowing a reduction in transportation costs, easy registration and a timely delivery.
- Rent warehouse facilities which meet governmental requirements for pharmaceutical storage to keep the medications in appropriate conditions.
- Distribute medicines to the health posts on monthly basis, taking into consideration the consumption rate and quality of prescriptions.
- Organize health campaigns in the target villages/communities.
- Publish and distribute educational materials concerning the prevention of communicable diseases and a healthy life style.
- Organize training for Red Cross volunteers and community educators and include food and nutrition, water and sanitation, common communicable diseases and healthy life styles.
- Organize one-hour health class once a week to school children, parents and teachers.
- Organize health classes for school children in summer camps and for women during their consultations in clinics.
- Collect basic data on the use of medicines and incidence of diseases through discussion with the ministry of health and all involved health-care staff, in order to monitor and evaluate programme implementation.

Objective 4 To strengthen Red Cross activities in communities through campaigns on special issues.

Activities to achieve objective 4 are:

- Conduct a public awareness campaign for prevention and control of diarrhoea diseases.
- Launch a campaign aimed at ensuring the appropriate use of medicines in the management of acute diarrhoeal diseases and at preventing the misuse of anti-microbial drugs by medical personnel.
- Organize training for both Red Cross staff and volunteers and medical personnel (particularly working in village health posts) with a special emphasis on proper rehydration practice and problems associated with the misuse of anti-microbial medicines, feeding practice, water treatment, etc.
- In close co-operation with the ministry of health, prepare educational materials for the general public including leaflets and posters on personal and domestic hygiene for prevention of water-borne diseases and anti-diarrhoea programmes for mass media.
- Increase public awareness of TB through national media and distribution of educational pamphlets and videos.
- Facilitate TB diagnosis by providing basic laboratory equipment to health facilities and by training staff in laboratory techniques.
- Provide social and nutritional support as incentives to assure compliance with TB treatment with vulnerable patients including bus tickets for patients to the nearest health facility, hot meals, food parcels, hygiene parcels and second-hand clothing for TB patients and families.
- Support TB hospitals and dispensaries with medicines needed for DOTS strategy.
- Develop health education programmes to inform the population of the early symptoms of TB and encourage immediate professional medical assistance.

- Re-train nurses of social service centres as health promoters who can, as a result of their health service background, deliver these important messages to their communities and act in a case-finding capacity.
- Advocate the prevention of discrimination and stigmatization of people living with HIV/AIDS.
- Distribute brochures and booklets on transmission modes of STD/AIDS, their main symptoms and methods of prophylactics.
- Organize campaigns through youth peer education in order to limit the spread of the virus by changing attitudes and behavior in sex.
- Promote voluntary counselling and testing.
- Involve Red Cross volunteers in providing home care to people living with HIV/AIDS.
- Prepare presentations of the video film on sexually transmitted diseases and safe sex made by the ARCS in local communities.
- Train Red Cross volunteers and community educators in public awareness related to sexually transmitted diseases/HIV/AIDS.
- Distribute basic medical supplies (test system and basic antibiotics) to the centre for sexually transmitted diseases.

Expected results

- A streamlined FA response structure will have been put in place by the end of 2003 to support the community-based first aid. The national society will have established a national network of FA services covering all regions of the country. Each region will have had a first aid group and it will participate in the 6th and 7th national open first aid competition..
- The community-based first aid will have been implemented in 50 villages/communities in Yerevan and 7 regions. 50 first aid posts will have been up and running by the end of 2003. 600-750 participants in basic first aid training courses will have been certified as first aiders/early disaster responders. 500-550 of them will have been certified in accordance with the European first aid certificate (EFAC). 80 first aiders will have been trained in first aid instructor courses by the end of 2003 and 40 of them been certified as first aid instructors.
- 15,000 copies of basic first aid manuals (3rd edition), 30,000 pamphlets on first aid elements (2nd edition), 500 posters on the national society first aid activities in the regions and 300 booklets on FATMC activities in community branches will have been published and distributed by the end of 2003.
- Eighty most qualified participants in the basic first aid training course will have been trained in the first aid instructor-candidates training courses (2 phases/16 training courses) and 40 basic first aid training courses will have been conducted by the local first aid instructor candidates.
- Ninety to one hundred nurses working in the rural health posts of Tavush and Syunik marzes will have been trained in evidence-based management of the most common causes of ill health and the appropriate use of drugs. Between 80,000 and 100,000 people in the remote rural communities of Tavush and Syunik marzes will have benefited from improved quality of health care.
- Fifty Red Cross staff and volunteers and 200 medical personnel will have been trained for prevention and treatment of diarrhoea diseases.

Indicators

- There is a national network of first aid services covering all regions of Armenia.
- An increased number of villages/communities engaged in the community-based first aid.
- An increased number of trained first aiders and instructors.
- Availability of a variety of first aid manuals and publications.
- A decreased incidence rate of common disease morbidity and mortality.
- An increased number of trained nurses.
- Number of personnel trained for prevention and treatment of diarrhoea diseases.
- Improved primary health care services.
- By the end of 2003, the national society implements self-sustainable first aid projects.

- A decrease in most common disease morbidity and mortality in Tavush and Syunik marzes by the end of 2003.
- A decrease in TB, diarrhoea and STD/HIV/AIDS morbidity and mortality.

Critical assumptions

- The increasingly difficult economic and social conditions in Armenia do not result in an increased departure of already trained first aid instructors and other specialists.
- No new civil and/or international conflicts.
- The negotiation process with the ministry of health is not be delayed.
- Continuous interest and support of the national society.
- Continuous donor support.

Monitoring and evaluation arrangements

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

- The monitoring team of the ARCS and the Federation delegation will jointly monitor the programme implementation. Random monitoring will be applied where appropriate.
- Regional and community activities will also be monitored through monthly activity reports. Monitoring of the health education campaign in communities will be done by chairmen of the ARCS branches on regular basis, and randomly by the programme co-ordinator/assistants.
- The ARCS heads of the health department and FATMC will provide professional supervision.
- Health statistics for the most common diseases (incidence, mortality rate, etc.) will be collected from the local medical institutions. A representative of the ministry of health and ARCS/Federation will check, on regular basis, the quality of prescriptions written by medical personnel. 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 a chairman of an ARCS branch in each region.

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

- Mid-term evaluation of the programme will be carried out at the end of 2002, and its results will be used to make any necessary revisions for the continuation of the programme in 2003.
- The results of the programme will be evaluated by questionnaires filled in by participants and co-operating partners. In Tavush and Syunik, satisfaction with the performance of the medical personnel will be also assessed.
- The final evaluation will be based on health status indicators and the results of a questionnaire survey of the population.

[click here to return to the top](#)

4. Humanitarian values

Background and achievements/lessons to date

The numerous disasters and the conflict situation in Armenia resulted in extreme poverty and collapse of health and social welfare systems. In these circumstances, the role of the Armenian Red Cross Society (ARCS) as an auxiliary to the government has increased dramatically. The national society's role is to champion those individual and community values which encourage respect for other human beings and a willingness to work together to find solutions to community problems. The ARCS is in a unique position to bring this about through its mandate, and with its physical presence in all parts of the country and a national network of volunteers.

With support of the regional information programme, the ARCS has got actively involved in 1998 in promoting Red Cross activities and humanitarian values. In 1999-2000, the national society implemented the humanitarian values programme. The ARCS dissemination and information department developed their skills and their structures at regional and community levels and increased their image by presenting themselves through "who we are" and "what we do".

Despite the progress that has been made, further improvements in the implementation of Fundamental Principles have to be made including influencing the behavior in the community. In its Strategy 2010, the ARCS has identified the promotion of the Movement's Fundamental Principles and humanitarian values as one of its core activity areas. This programme will help the ARCS build on its dissemination and information capacity and develop promotional initiatives aimed at opposing discrimination against asylum seekers, refugees and people affected by HIV/AIDS, and build a culture of non-violence in the resolution of differences in the community. In this way the programme will contribute to achieving the Federation's country assistance strategy, which focuses on increasing the national society's role in the country.

Goal To influence the behavior of Red Cross staff and volunteers, authorities and the community by disseminating the Movement's Fundamental Principles and humanitarian values.

Objectives and activities

Objective 1 To develop an understanding of the Fundamental Principles of the Movement within the national society.

Activities to achieve objective 1 are:

- Organize a series of training and workshops for a total of 100 persons per year on Fundamental Principles for staff in headquarters and dissemination officers in regional community branches.
- Use the CD Rom "From Principle to Action" in training and workshops.
- Strengthen dissemination efforts among the Red Cross staff and volunteers in branches.
- Organize summer camps (one per year) for Red Cross youth and volunteers with the planned round table discussions concerning the promotion of humanitarian values throughout Armenia.
- Train the Red Cross staff and volunteers to apply Fundamental Principles in their daily work with vulnerable people.

Objective 2 To raise awareness of public authorities and the private sector and influence behavior in the community.

Activities to achieve objective 2 are:

- Disseminate knowledge of the Red Cross Movement and International Humanitarian Law through regional and community branches to students, state institutions, refugees, IDPs and the general public.
- Organize press interviews, art performances, photo exhibitions, film shows and prize contests for dissemination purposes on the occasion of 8 May, the anniversary of the ARCS and at other Red Cross events.
- Co-operation on a regular basis with national and international mass media to convey Red Cross messages.
- Produce dissemination tapes in Armenian for broadcasting on TV and radio.
- Establish and maintain good public relations with relevant institutions and media structures.
- Work closely with the government of Armenia on the implementation of the final goal 3.2 of the Plan of Action of the 27th International Conference.
- Campaign against discrimination related to asylum seekers, refugees and people affected by HIV/AIDS and conduct this campaign in close co-ordination with other projects such as STD/HIV/AIDS, population movement, social service centres and in co-operation with UNICEF, WHO, UNAIDS and other agencies. Link the campaign with the forthcoming world-wide campaign against HIV/AIDS stigmatization.

Objective 3 To increase the dissemination and information capacity of the national society.

Activities to achieve objective 3 are:

- Improve, by means of regular training, dissemination and communications skills of dissemination officers in regional and community branches.
- Recruit 2 volunteers for information and dissemination services in each regional and community branch.
- Develop and publish dissemination materials to be distributed to schools and public institutions.
- Develop and produce materials which promote and protect the Red Cross emblem.
- Develop new dissemination methods and tools to improve the efficiency of all ARCS information and dissemination services.
- Strengthen material and technical resources of the regional branches in order to enable a regular production of monthly newsletters and audio-visual materials highlighting the local Red Cross events, activities and projects.
- Publish an annual report of the national society and Red Cross posters and calendars.
- Organize regular training for the Red Cross volunteers to improve their information gathering and dissemination skills, and ensure ongoing knowledge and experience exchange between the headquarters and regional/community level volunteers.

Expected results

- Two hundred national society staff and volunteers will have been trained in workshops on the Fundamental Principles of the Movement by the end of 2003 and improvements will have been made in their implementation through the daily work with vulnerable people.
- The general public and private sector will have known better about the Red Cross Movement, the Fundamental Principles and IHL.
- Changes will have been made in people's attitude toward asylum seekers, refugees and people affected by HIV/AIDS.
- The media coverage of the Red Cross events and activities will have increased by 10% in 2002 and 20% in 2003 as compared with 2001.

- Forty Red Cross youth and volunteers will have learned the issues related to the promotion of humanitarian values during the summer camps of 2002 and 2003.
- Sixty-six dissemination officers of regional and community branches will have attended training workshops on dissemination and communication skills by the end of 2003.
- The national society will have recruited and trained 132 volunteers for information and dissemination services by the end of 2003.
- The annual report of the national society and other Red Cross publications will have been printed and distributed on regular basis.

Indicators

- An increased number of participants in workshops on the Fundamental Principles.
- An increased number of people reached by the Red Cross staff and volunteers.
- An increased number of TV and radio programmes.
- An increased number of published articles on the subject.
- An increased number of dissemination events.
- An increased number of contributions from local/international donors.
- An increased number of newly recruited dissemination volunteers.
- New information and dissemination materials.
- Better understanding of volunteers about the humanitarian values and Fundamental Principles.

Critical assumptions

- Socio-economic stability continues for the next two years.
- No new political problems or armed conflicts.
- No major changes in the laws and regulations governing the work of national and humanitarian organizations.
- Donors do not reduce support for the national society during the next two years.
- Continued interest and support of the national society.

Monitoring and evaluation arrangements

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

- The independent monitoring team of the ARCS and the Federation delegation will monitor the programme implementation. Random monitoring will be applied.
- Information and dissemination activities at regional and community levels will be monitored through monthly activity reports.

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

- Mid-term evaluation of the programme will be made by the national society and the Federation delegation at the end of 2002 and its results will be used to make revisions for the continuation of the programme in 2003, as necessary.
- The final evaluation will be made at the end of 2003 to determine the future steps to be taken.

[click here to return to the top](#)

5. Organizational development

- **Institutional and resource development**
- **Finance development**
- **Youth development**

Institutional and resource development

Background and achievements/lessons to date

Organizational development is a process of many steps. For the Armenian Red Cross Society this process began in 1988, and has proceeded in three phases. In phase I starting in 1998, the ARCS developed operational capacities to become an implementing partner for virtually all Red Cross humanitarian relief projects in Armenia.

Phase II, starting in 1997, resulted in a major revision of the mission and objectives of the ARCS including the implementation of large relief projects and development of capacities to deliver community-based services throughout Armenia. In 1998, new organizational and management structures were set up 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 skills and material and human resources to successfully deliver services in each of the areas of social services, disaster preparedness, relief, first aid, youth, health and dissemination. In 1999-2000, a nation-wide vulnerability and capacity assessment, SWOT analysis and strategic planning processes were used to determine the next steps in the development process.

Starting from 2000, the goal and objectives of Phase III have focused on the implementation of the ARCS Strategy 2010 which was adopted at its 17th General Assembly session in July 2001 and which is aimed at improving the foundation, performance and activities of the national society. In this respect, the main challenge for the ARCS will be: (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 2001 to enable the national society to achieve operational and financial independence by the end of 2003. At present, the ARCS has 12 regional branches and 54 community branches, which are undergoing an important development process.

Financial development

In recent years, the Armenian government has made a significant commitment to modernizing its accounting law and simplifying its tax structure. This is in part due to pressure from the World Bank and IMF. The country has already translated and adopted the majority of the International Accounting Standards (IAS). Gradually, the Armenian companies/organizations are being required to do business and present their financial statements in accordance with IAS. Few, if any, CIS countries are as far advanced in this respect as Armenia. One of the major problems for thousands of Armenian bookkeepers/accountants has been to provide necessary training as for them the adoption of IAS represents a radical change from the Soviet accounting system.

The need for financial restructuring was identified as an ARCS priority in 1997-1998. Over a dozen meetings were held between the national society leadership, the Federation and a consulting and auditing company (KPMG) while planning the restructuring project. In 1999-2000, some steps were taken to improve the financial management in the national society. The most productive was the financial audit of the ARCS by a local accounting and financial consultancy. Its findings, presented in a detailed report, provided step-by-step procedures through which each restructuring task could be completed in an orderly manner. On the basis of the audit findings, a two-year financial restructuring plan was made in order to re-organize and strengthen the national society's financial control, management, and transparency.

A British Red Cross supported financial development programme (FDP) commenced in July 2001 with the aim of improving transparency and efficiency within the ARCS finance department by introducing computerized accounting software that permits the production of automated financial reports for the management and donors. The programme in Armenia is following broadly similar objectives to a project that took place within the Georgian Red Cross in 1999/2000 and a similar currently implemented finance development programme within the Azerbaijan Red Crescent. By the end of 2001, Soft Master accounting software will have been implemented, additional computer hardware purchased and ARCS will have shifted over to a new chart of accounts and to the system of financial reporting which is in accordance with the international accounting standards. The programme contains a significant training component including the introduction to the basic computer applications such as Excel and Word for non-computer literate ARCS finance department staff; training in the new Armenian accounting standards and new chart of accounts (based on IAS); on-the-job training in the new Soft Master accounting software.

Youth development

The ARCS organizational development has faced a big challenge to sustain and continue to strengthen its capacities on a long-term basis. The key to meeting this challenge is people; the ability to first attract and then to retain volunteers. Experience shows that a large number of Red Cross volunteers are young people, that it is easier to attract the youth than to retain their involvement over a long period, and that, the Red Cross youth programmes keep youth involved as long-term participants and volunteers in the Red Cross activities, including special activities for vulnerable youth.

The Red Cross youth department was re-established in 1993 when the ARCS was heavily involved in the implementation of relief projects for earthquake victims and refugees. Young volunteers were first engaged in organizing camps for displaced children in disaster zones and then in delivering relief handouts to orphanages. With the support of the partner national societies of Germany, France, Switzerland, Spain, and Austria, the national society organized a number of the Red Cross youth activities and programmes, thereby recruiting many young volunteers and training some youth leaders.

As regional capacity building continues, the role of the Red Cross youth has become a critical supporting element for the entire ARCS capacity building strategy. To date, youth programmes have been established in ten ARCS regional branches. The challenge of 2002-2003 is to take the Red Cross youth programme down to sub-regions by developing the capacities of 54 community branch offices.

Programme for 2002-2003

The 2002/2003 programme will be a continuation of the organizational development programme which was implemented in 2000/2001. It will draw on the experience gained in 2000/2001 and assist the national society in attaining the goal and objectives set by its Strategy 2010, in order to achieve operational and financial independence by the end of 2003 and acquire the characteristics of a well-functioning national society. Hand over of the co-ordination and management responsibilities to the

national society by the end of 2003 will be facilitated through this programme in accordance with the country assistance strategy.

Goal To enable the national society to take over all operational and financial responsibilities for the implementation of the programmes by the end of 2003 and increase the Red Cross youth's role in the ARCS activities.

Objectives and activities

Objective 1 To continue to develop the national society's governance and management, and operational policies, structures and systems at all levels.

Activities to achieve objective 1 are:

- Continue to work on the preparation of the Red Cross and the emblem laws and develop the administrative systems and procedures of the national society for transportation, assets control, office maintenance, security, vertical and lateral communication, etc.
- Organize different types of leadership and staff training in the fields of governance/management, advocacy, organizational development and fund-raising.
- Increase the membership of the national society by conducting recruitment campaigns targeting specific groups of people and use the 8 May, the anniversary of the national society and other important occasions to this end.
- Improve the image and reputation of the ARCS, and broaden its relations with relevant national and international organizations.
- Organize training to improve the overall performance of the national society in the fields of fund-raising and income-generation as well as the international department.
- Establish a special commission to monitor the fund-raising and income-generating activities of the national society.
- Improve the information and dissemination activities of the ARCS and increase its visibility.
- Strengthen the capacity of regional and community branches and establish 2 new regional branches in Yerevan and Stepanavan to direct the work of community branches in the respective areas.
- Organize training in branch development, planning, first aid, disaster preparedness, social service centres, financial management, relief, income-generation and fund-raising for 7 selected regional branches and 16 community branches in order to enable them to respond quickly and effectively to the needs of the vulnerable in their areas.
- Support the branches in recruiting more volunteers and encourage them to promote partnership with local authorities and NGOs.
- Initiate the regional fund-raising and income-generating activities according to the specific needs and share the best practices with other regional and community branches.

Objective 2 To finalize the financial restructuring process of the ARCS and create a transparent system of internal financial controls and procedures.

Activities to achieve objective 2 are:

- Finalize a written manual of accounting and systems procedures linked to the new soft master software.
- Gradually include all income and expenditure of the national society in a unified system for accounting, donor reporting and financial reporting.
- Continue training on international accounting standards for the ARCS finance department as, in the future, Armenian accountants will have to be certified in IAS.
- Carry out a financial review and assessment of the two major ARCS trading entities, namely "Grazia" that manages the international post-trauma rehabilitation centre (IPTRC) and the Fund Raising Ltd. that manages the offices and the residential hotel complex next to the centre and

introduce, if required, a computerized accounting system together with an appropriate system of management control.

- Prepare quarterly and annual financial statements in accordance with new international accounting standards.
- On 31 December 2002, audit the financial statements of the ARCS by a qualified local auditing firm that will report on compliance of the ARCS with the international accounting standards and on correct application of the new Armenian chart of accounts.
- Extend the finance development programme to regional and Yerevan branches and provide training in new accounting and systems procedures (see 1. above) and general computer and finance.
- Develop routines to produce a range of management accounts and financial information to programme co-ordinators and higher management as well as techniques for variance analysis between the budget and actual expenditure.

Objective 3 To strengthen Red Cross youth branches at regional and community levels and develop specific youth projects.

Activities to achieve objective 3 are:

- Train 66 youth chairpersons in ARCS regional and community branches and assist the branches in establishing the basis for youth activities.
- Translate “A step-by-step approach” manual into Armenian and use it in youth leadership training.
- Recruit more volunteers through dynamic information and dissemination activities and regional and community membership campaigns and learn to initiate youth activities in conformity with the actual conditions in respective regions (marzes) and communities.
- Organize training workshops in organizational development, advocacy, dissemination, first aid, relief, disaster preparedness and response and social services.
- Implement the following specific projects in 2002-2003: “Building a bridge of friendship among children”, “Integration of orphans and refugee/IDP children” and “Clean the lake Sevan”.

Expected results

- The ARCS will have had 12 regional branches functioning in all marzes of the country and they will have become more respected and recognized for their humanitarian services.
- Seven regional branches and 16 community branches will have been able to respond quickly and effectively to the needs of vulnerable people in their areas by the end of 2003.
- The financial systems of the ARCS will have been upgraded to international standards and thus the national society will have been eligible for direct programmatic relationships with donors by the end of 2002.
- Sixty-six youth leaders will have been trained by the end of 2003 and youth bases will have been established.
- Four thousand vulnerable children will have been assisted and friendship and solidarity with them will have been established.
- The integration of 1,000 orphans and vulnerable children into the society will have been improved.
- The Red Cross youth will have played a big role in addressing environmental problems and friendships will have been forged between Armenian and other children.

Indicators

- Services of higher quality and of bigger quantity are delivered particularly at the community level.
- The national society is operationally and financially independent by the end of 2003.
- An increased number of youth volunteers serve a growing number of beneficiaries.
- The Red Cross and the Emblem laws are in force.
- Results of an annual SWOT analysis and a regular follow-up of the implementation of the ARCS Strategy 2010.
- An increased number and variety of trainings.

- An increased number of newly-recruited Red Cross members.
- Increase in the number of local and international donors.
- Quality of the monthly and final narrative and financial reports.
- The number and variety of new activities started and expanded by regional and community branches.
- The number of beneficiaries, particularly at the regional and community branch levels.
- The amount of fund generated through income-generating and fund-raising efforts.
- The number of staff trained in financial workshops.
- A new computerized accounting system is in place.
- Income and expenditure items get registered in the ARCS accounting system.
- The number of regional volunteers and youth attracted to the Movement.
- The number of the Red Cross youth leaders trained.
- The number and quality of the Red Cross youth activities carried out at regional and community levels and increased involvement of youth in the national society programmes and activities.
- The number of vulnerable children assisted through specific youth projects including the number of orphans and vulnerable children taking part in ecological trips and summer camps.

Critical assumptions

- No unexpected political disputes and/or international conflicts occur.
- Availability of the adequate financial support to this programme as well as to the programmes with which this programme will be co-ordinated such as disaster preparedness, first aid, social service centres and youth.
- The ARCS is able to retain trained staff and volunteers amid the current disintegrating social and economic environment of Armenia.

Monitoring and evaluation arrangements

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

- The monitoring team of the ARCS and the Federation delegation will jointly monitor the implementation of this programme. Random monitoring will be made of regional and community activities.
- Regional and community activities will also be monitored through the system of monthly activity reports.
- The ARCS finance department and the Federation delegation will assume the financial monitoring and control responsibilities. All project start-up 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 teams in the headquarters and regional branches will monitor the start-up and month-to-month financial transactions.

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

- Mid-term evaluation of the programme will be made at the end of 2002 and its results will be used to make any necessary revisions for continuation of the programme in 2003.
- The final evaluation will be made jointly by the national society and the Federation delegation.
- SWOT analysis will be used as a tool to assess the national society and its regional and community branches.

[click here to return to the top](#)

6. Regional co-operation

- Regional co-operation
- Regional delegate recruitment and training

Regional co-operation

Background and achievements/lessons to date

The three countries of the southern Caucasus (Armenia, Azerbaijan and Georgia) have suffered from the economic collapse, crushing poverty, disintegration of their social welfare and health systems, mass population movements, recurring political and military conflicts, natural and man-made disasters and widespread institutional corruption at all levels. There is little hope for improvement in the near future and therefore further development of the national societies is needed.

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

The result is that each national society is now at a different stage of the development process. This is quite apparent and particularly evident when comparing specific operating functions and capacities: the ARCS has extensive first aid capacity and the GRCS has little; the GRCS and the AzRCS have a community development capacity that the ARCS needs; and the AzRCS and the GRCS want to convert their obsolete visiting nurses programmes into the social service centres system and to profit from the ARCS experience. These examples not only demonstrate a diversity of the national society needs and capabilities but also describe an opportunity for regional knowledge sharing.

In 2001, the three national societies implemented a regional co-operation and development programme in the Caucasus with the financial support of the global capacity building fund. The programme has provided a mechanism within the southern Caucasus through which the experience and lessons learned from successful development efforts can be shared with other national societies. It focused on the four activity areas: 1) health and first aid; 2) disaster preparedness; 3) community development; and 4) information. With the support of the Federation delegations in their countries, each national society was responsible for one of these areas. Their efforts brought about some achievements that can be summarized as follows:

Health and first aid: A regional health strategy was adopted and has been widely used by the national societies in the region as a planning tool. Two workshops on health promotion and first aid took place in Georgia with the participation of the three national societies, and Azeri and Georgian representatives participated in the first aid competition held in Yerevan, Armenia, sharing their experiences.

Disaster preparedness: A regional meeting on disaster preparedness was held in Yerevan, at which each national society presented its disaster preparedness activities, working methods and materials. The participants also identified further issues for co-operation such as: development of common training modules, common training opportunities for rescue groups and common vocabulary.

Community development: A regional meeting on community development was held in Baku. The participants discussed the issues related to the community development definition and methods of community development within the Red Cross and Red Crescent. They also identified the areas in which they can share their experiences and concrete examples of community development approaches.

Information: A regional information meeting was held in Yerevan, at which information and dissemination officers of the national societies and the Federation delegations presented their activities and priorities in their respective countries. They also shared their experience in report writing and working with the media. The participants identified areas for closer co-operation in their joint efforts to improve information and dissemination.

Direct contacts have been established between the three national societies and the Federation delegations, more importantly between officers in charge, enabling them to share experience with, and learn from, each other. By having this contact, staff can also compare their own progress with others and establish benchmarks for their own development. This approach brings challenges and opens possibilities. The programme also provides an opportunity for the Federation delegations to follow up and work with concrete objectives related to the national society development. Another important achievement was the leading role of the national societies in the rapprochement process. The national societies of Armenia and Azerbaijan have started exchanging staff and learning from each other while their governments are still failing to hammer out a peace deal over the disputed territory of Nagorno-Karabakh.

However, more needs to be done in order to facilitate a more active involvement of the national society leadership in the regional co-operation and in order to achieve further concrete results through joint actions. The 2002 programme for regional co-operation and development in the Caucasus is designed to accelerate the process of regional co-operation and development that started in 2001 and achieve concrete results in the selected areas. It also complies with the regional assistance strategy, which focuses on strengthening the regional co-operation between the three national societies within their capacity building efforts.

Goal To strengthen the ability of the three national societies to serve the most vulnerable by facilitating the process of sharing the experiences, skills and techniques that have been learned and/or developed.

Objectives and activities

Objective 1 To continue to develop regional co-operation in the field of health and first aid.

Activities to achieve objective 1 are:

- Organize three regional co-operation meetings for the representatives of the three national societies and the Federation delegations focusing on specific health issues and on the Red Cross measures in this respect providing at the same time a forum for reviewing the national society health and care activities in 2002 and for planning health and care programmes for 2003.
- Ensure the use of the regional health strategy as a planning tool when developing health activities and programmes.
- Develop further the first aid programmes on the basis of the existing regional experience and knowledge through exchange visits and experience-sharing.
- Participate in the 6th first aid open competition to be held in Armenia in 2002.
- Promote the exchange of information and experience related to the latest national society initiatives in the area of health promotion, such as HIV/AIDS, malaria and TB programmes.

Objective 2 To implement the joint plan of action for disaster preparedness drawn by the three national societies.

Activities to achieve objective 2 are:

- Develop common modules for the basic disaster preparedness training.
- Organize a two-day training for rescue teams of the three national societies using the facilitators from the national society with experience in this field and share the experience of other rescue teams in order to further develop disaster preparedness and response skills of the three national societies.
- Share experience about the local community involvement in disaster preparedness and in the vulnerability and capacity assessments.

Objective 3 To develop and take a common community development approach.

Activities to achieve objective 3 are:

- Exchange experiences on beneficiary involvement in the Red Cross and Red Crescent programmes.
- Organize a regional co-operation meeting, combined with field trips to a Red Cross and Red Crescent programme in order to discuss the above issue and take joint actions in this field.
- Identify the role and working methods of the local and regional branches of the three national societies in developing their communities and organize regional meetings in which representatives of local and regional branches will take part.

Objective 4 To improve the information capacity of the national societies .

Activities to achieve objective 4 are:

- Exchange experience on the electronic media and marketing for fund-raising.
- Organize two regional co-operation meetings, one on the effective use of the electronic media and the other one on marketing techniques and combine experience-sharing with practical training by experts.
- As a result of a joint effort, publish a regional newsletter on the Red Cross and Red Crescent activities.

Objective 5 To facilitate a more active involvement of the national society leadership in the regional co-operation and development programme.

Activities to achieve objective 5 are:

- Organize a regional meeting of the national society presidents/general secretaries and heads of delegations at the beginning of 2002 to discuss a concrete action plan for the year.
- Organize another regional meeting in the presence of the same participants at the end of 2002 to evaluate the programme implementation and define future actions.
- At the regional meetings of the national society presidents/general secretaries and heads of delegations, discuss the organizational development and, if necessary, arrange training on specific organizational development issues such as governance and management.

Expected results

- Three regional co-operation meetings on health and first aid issues will have been held.
- The three national societies will have carried out health activities in accordance with the regional health strategy adopted in 2001.
- The three national societies will have improved their health promotional activities.
- The three national societies will have improved their first aid programmes and skills.
- Common training modules will have been developed and used by the national societies to streamline disaster preparedness training in the three countries.
- Rescue teams of the three national societies will have been trained and contacts between them will have been established in order to ensure future regional co-operation in time of disasters.
- The national societies will have developed clear understanding of community based disaster preparedness.

- The three national societies will have been better aware of the need to involve beneficiaries in programme planning and implementation, as well as of some working methods.
- Local and regional Red Cross branches will have improved their work with communities.
- The three national societies will have got a better understanding on how to use electronic media and marketing techniques.
- A regional newsletter will have been regularly published.
- The leadership of the three national societies will have been committed to the regional co-operation and development programme.
- National societies will have learned from the organizational experience of other national societies.

Indicators

- The number of co-operation meetings with good representation from each national society.
- Follow-up tasks/plan of action agreed upon and implemented.
- Regional health strategy is reflected in the national society programmes and activities.
- The number of new health promotional activities.
- Participation of the first aid teams from Azerbaijan and Georgia in the 6th Armenian first aid open competition.
- Common modules for basic disaster preparedness training are in place.
- Rescue teams from the three national societies maintain regular contacts.
- The community development approach is an integral part of the disaster preparedness programme.
- An increased number of initiatives to involve beneficiaries in the national society programmes.
- Improved quality and increased use of the electronic media.
- Increased use of marketing techniques.
- Regularly published regional newsletters increase the information flow about the Red Cross and Red Crescent activities.
- The national societies' leadership monitors and evaluates the programme implementation.
- All new organizational development initiatives are incorporated in the national society development processes.

Critical assumptions

- The current support for this programme continues.
- All southern Caucasus national societies share their observations, knowledge and experience with their counterparts in other countries.
- Unexpected political disputes and international conflicts do not deter interest and resources from this programme.
- The national societies are able to retain the staff involved in regional co-operation amidst the current restructuring process.
- Positive working relationship between the three national societies is maintained.

Monitoring and evaluation arrangements

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

- Monitoring of programme implementation will be carried out by the respective programme co-ordinators.
- The agreed follow-up activities will be reported at the co-operation meetings. This will ensure a continuous monitoring process. The results will be compiled and reported to the main programme co-ordinator.
- Programme implementation will be reported by the national society presidents/general secretaries and Federation heads of delegations at regional meetings.

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

- Programme co-ordinators will carry out regular evaluation at the end of each meeting/workshop and event.

- Each programme co-ordinator will carry out the final evaluation of the project he or she has been in charge of and report it to the main programme co-ordinator, who will do the final evaluation of the overall programme at the end of 2002.
- The national society presidents/general secretaries and Federation heads of delegations will review the final evaluation of the programme and decide upon the follow-up measures.

Regional delegate recruitment and training

Background and achievements/lessons to date

The regional delegate recruitment and training programme (RDRTP) was launched by the International Federation of Red Cross and Red Crescent Societies through Global Programmes in 1998. The programme aimed at enlarging the pool of talented potential delegates and at increasing the variety of nationalities among delegates in order to reflect better the international nature of the Federation. The programme envisaged networks of skilled, committed Red Cross and Red Crescent staff, who would be available to share their expertise within the region and be on call to serve as delegates internationally. Within the framework of the programme, a common system and procedures to promote transparency and equity have been developed as a global tool for pre-screening and matching including an interview and assessment module.

The RDRTP was introduced to the southern Caucasus region (Armenia, Azerbaijan and Georgia) in November 1998 during a workshop in Istanbul. Representatives of the national societies and the Federation country delegations (Armenia, Azerbaijan, Turkey and Georgia) were trained in selection and assessment of future delegates.

The first southern Caucasus regional basic training course (BTC) was organized in 1995 in Georgia. Out of 26 participants from the national society/country delegation from Armenia, Azerbaijan and Georgia, six were recommended as future delegates. A second regional BTC was organized in Budapest in December 1999. As a result, 4 candidates from the region were recommended. Six more candidates participated in individual BTC courses organized by other national societies. Last year, another 11 persons from the national societies and national staff from delegations participated in the regional training course organized in Istanbul. Eight persons received recommendations for international missions, while two were recommended for a regional exchange.

To date, there are 25 regionally selected candidates (from Armenia, Azerbaijan and Georgia), who successfully participated in BTCs for future delegates. Out of these 25, five were proposed by the national societies, the rest were selected from the national staff in the Federation delegations. Out of these 25, nine were sent on mission in 1999-2001, while three persons are working as staff-on-loan in the Federation secretariat in Geneva.

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 at 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 Red Cross and Red Crescent programmes.

Goal To strengthen the capacity of national societies in the region by giving their staff and volunteers an opportunity to share their experience with others while also developing their skills in new areas of work and training including international missions and regional exchanges.

Objectives and activities

Objective 1 To send 4 BTC trained candidates from the region to international or regional missions by the end of 2003.

Activities to achieve objective 1 are:

- Distribute the Federation list of open positions to national societies and country delegations on regular basis.
- Support and encourage the qualified and interested candidates from the Federation to apply for a suitable position in accordance with the Federation guidelines for applying for positions advertised by the Federation list of open positions.

Objective 2 To maintain the pool of qualified candidates by identifying 4 new candidates for already planned individual BTCs organized by other national societies/regional delegations by the end of 2003.

Activities to achieve objective 2 are:

- Identify candidates through formal interviews based on the Federation standard interview module (standard position description, a language test, interview questionnaire and assessment form) in accordance with the RDRTP guidelines to ensure that the most qualified candidates are recruited.
- Send the selected candidates to BTCs organized by other national societies.

Objective 3 To diversify to the extent possible the profile of candidates.

Activities to achieve objective 3 are:

- Establish categories of delegates for BTC based on the Federation needs (with reference to the Federation list of open positions)
- Assist national societies to better target their selection.

Expected results

- An increased number of successful applications for international or regional missions in the southern Caucasus.
- The number of possible candidates proposed by national societies for BTC will have been increased by four.
- Selection process will have been improved.

Indicators

- Four BTC-trained candidates from the region will have been sent to international or regional missions by the end of 2003.
- Four qualified candidates will have participated in individual BTCs organized by other national societies/regional delegations by the end of 2003.
- The pool of possible future delegates will have been diversified with individuals experienced in development, disaster preparedness, logistics and reporting.

Critical assumptions

- Sufficient human resources and qualified candidates are mobilized for international or regional missions.
- Candidates back to their national societies and share their knowledge and skills with their colleagues.
- National societies have a long-term interest in career development of these individuals.
- Continuous financial support to this programme.

Monitoring and evaluation arrangements

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

- The Federation regional recruitment co-ordinators will monitor the pre-selection process (through the standard interview system) on a regular basis .

[click here to return to the top](#)

7. Co-ordination and management

Background and achievements/lessons to date

With the continuing disintegration of Armenia's economy and its health and social welfare systems, the number of the vulnerable - injured, destitute, abandoned, handicapped, displaced and homeless - is not declining and the overall socio-economic situation in the country does not show any sign of improvement. In the present difficult transitional period, the Armenian government is heavily dependent on support from the international community, through IMF, the World Bank and bilateral arrangements with different governments. Extensive technical assistance is provided through the UN development programme, UNICEF, WFP, USAID and ECHO. The Federation and other international humanitarian organizations also made significant contributions to alleviate human suffering.

The Federation opened its delegation in Armenia immediately after the 1988 earthquake. Ever since it started its relief operation in Armenia, the Federation has provided different kinds of humanitarian assistance to the vulnerable people in the country, which included, among others, food, medicines, shelter, rehabilitation of houses, schools and hospitals. The assistance has gone through different stages, from emergency relief assistance and rehabilitation in the initial stage to development at a later stage. Throughout these stages, the Federation has put a special emphasis on building up the capacity of the Armenian Red Cross Society and supporting its role as the main implementing partner.

With the support of the Federation and partner national societies as well as through the implementation of a number of relief and development projects, the ARCS has been able to achieve some progress in its development. At present, the ARCS has 12 regional branches and 54 community branches and runs 23 social service centres that provide vulnerable people with all sorts of services. Besides, the national society has been actively engaged in such activities as disaster preparedness, disaster response, health and care, first aid, dissemination, tracing and social services. However, development has not been even in all areas due to declining funding for development projects and its adverse effects on human resources and planned activities. The institutional sustainability of the national society, sufficiency of personnel and skills and financial resources have become a major challenge for the ARCS which has entered an important stage in its development. Based on the review of the results related to its Strategic Plan for 90s, the national society adopted its Strategy 2010 at the 17th General Assembly held in July 2001, which outlined the national society strategic directions.

With stronger capacity, the ARCS has taken over many programme responsibilities and the size of the Federation delegation in Armenia has been reduced. The country assistance strategy for Armenia considers the next two years (2002-2003) crucial not only because it includes the Federation's final and smooth phasing out from Armenia but also because it will be important to keep the national society firmly on track towards a well-functioning national society. The final step is to prepare the national society to take over full operational and financial responsibilities for the programme implementation from the Federation by the end of 2003. Close co-ordination between all the parties is a key to successful phasing out with continued commitment and support of the partner national societies to this process.

Goal To assist the ARCS to effectively meet the humanitarian needs in the country and to take over full operational and financial responsibilities for the programme implementation from the Federation.

Objectives and activities

Objective 1 To assist and advise the national society in making its programmes responsive to the local vulnerability in the areas where they will have the greatest impact.

Activities to achieve objective 1 are:

- Advise the national society in assessing and prioritizing the needs in emergencies to the most vulnerable groups of the population, specifically within the framework of the 2002-2003 Federation appeal, and implementation of the same.
- Hold a continuous dialogue with the national society on its future role in the country and its priority tasks to assist the most vulnerable.
- Support the national society in disaster preparedness and response capacity building in order to be able to respond to rapid onset disasters, slow onset disasters and forgotten disasters.
- Support the national society in service delivery and advocacy against HIV/AIDS in the high impact areas.
- Assist the national society in planning, budgeting, management and reporting on all activities supported by the Federation in Armenia.
- Monitor the implementation of the programmes in the country and maintain communication with the Federation secretariat on the progress of the programmes and resource needs.

Objective 2 To assist the national society in developing itself into a well-functioning national society.

Activities to achieve objective 2 are:

- Improve the evaluation system and include lessons learnt from the ongoing operations and the progress in achieving the characteristics of a well functioning national society and implementing the Strategy 2010.
- Develop a better system for volunteer recruitment and management and initiate projects/activities aimed at promoting the under-developed areas and ensuring its institutional sustainability.
- Improve the advocacy role of the national society and improve its performance in narrative and financial reporting, income-generation and fund-raising.
- Improve the financial and accounting systems of the national society.

Objective 3 To assist the national society in improving its profile in the country.

Activities to achieve objective 3 are:

- Support the national society in its efforts to have the Red Cross law adopted by the Armenian National Assembly.
- Support the signing of memoranda of understanding with relevant government agencies in order to clearly identify the roles and responsibilities in respective areas.
- Ensure good relations with other Red Cross and Red Crescent partners present in the country, with the UN and NGOs as well as with the embassies and missions of donor governments.

Objective 4 To assist the national society in working together effectively.

Activities to achieve objective 4 are:

- With the support of all concerned national societies and the ICRC, promote the review of the country assistance strategy and ensure its effective implementation in the country.
- Support the national society in taking active part in regional co-operation programmes and experience-sharing with other national societies and in the implementation of this knowledge in service delivery, organizational development and advocacy.
- Initiate, support and co-ordinate bilateral and multilateral activities aimed at developing the ARCS.

Expected results

- The ARCS will have taken over all operational and financial responsibilities for the programme implementation from the Federation by the end of 2003.
- The ARCS programmes will have become more responsive and focused.
- The ARCS will have increased its disaster preparedness and response capacity and played its part in providing mainstream services to the vulnerable people.
- The ARCS will have acquired better evaluation tools and a better system of volunteer recruitment and management.
- The ARCS will have taken a step forward toward its institutional sustainability.
- The ARCS will have improved its profile and will have acquired clear roles and responsibilities in the country.
- Good partnership will have been maintained with different governmental and non-governmental organizations.
- A review of the country assistance strategy will have been prepared and implemented with the involvement of all concerned national societies and the ICRC.
- The ARCS will have benefited from the regional co-operation programmes and bilateral and multilateral projects.

Indicators

- The national society has all operational and financial responsibilities.
- The national society programmes are more responsive and focused.
- Continued increase in the number, type and quality of services provided by the ARCS.
- Efficient evaluation system is in place.
- Continued increase in the number of the Red Cross youth and volunteers.
- Expanded bilateral and multilateral activities between the national society and other institutions and donors.
- An increased number of self-sustainable projects implemented by the ARCS.
- Improvements in reporting and contacts with donors.
- Transparent financial and accounting systems are in place.
- The Red Cross law is in place.
- The number of memoranda of understanding signed between the national society and government agencies.
- Continued co-operation with different governmental and non-governmental organizations.
- Implementation of the reviewed country assistance strategy.

Critical assumptions

- The socio-economic and political situation does not deteriorate.
- The Federation delegation continues to be maintained in Armenia for the next two years.
- Donors' funding is sustained at a sufficient level for at least two years.
- The national society continues to be committed to its organizational development.

Monitoring and evaluation arrangements

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

- The monitoring of the programme will be carried out by the head of delegation and the regional department in the Federation secretariat.
- All delegation programmes and activities will be planned and managed with the approval of the Federation's head of delegation who will follow the established procedures in planning, operating, reporting and finances.

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

- The mid-term evaluation of the programme will be carried out at the end of 2002 and its results will be used in the revision of the programme, if necessary, prior to the continuation of the programme in 2003.

- The final evaluation will be made at the end of 2003.

[click here to return to the top](#)

PROGRAMME BUDGETS - 2002								
Delegation Azerbaijan								
PROGRAMME	Disaster Resp.	Disaster Prep.	Health & Care	Human Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	628'260	182'000	0	0	0	0	0	810'260
Clothing & Textiles	0	10'850	0	0	3'500	0	0	14'350
Food & Seeds	117'680	0	2'000	0	0	0	0	119'680
Water	0	0	2'400	0	0	0	0	2'400
Medical & 1st Aid	0	0	11'150	0	0	0	0	11'150
Teaching Materials	11'210	10'500	4'280	0	200	0	0	26'190
Ustensils & Tools	50'800	0	0	0	0	0	0	50'800
Other Relief Supplies	331'825	0	10'554	0	4'000	0	0	346'379
Subtotal Supplies	1'139'775	203'350	30'384	0	7'700	0	0	1'381'209
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	9'600	0	6'400	3'200	3'200	0	6'400	28'800
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	2'000	0	3'000	4'320	500	0	1'000	10'820
Subtotal Capital	11'600	0	9'400	7'520	3'700	0	7'400	39'620
Programme Management	147'875	35'200	30'342	8'222	27'805	0	16'876	266'321
Technical Services	44'266	10'537	9'083	2'461	8'323	0	5'052	79'723
Professional Services	49'091	11'685	10'073	2'730	9'231	0	5'603	88'412
Subtotal Programme Support	241'232	57'422	49'497	13'413	45'360	0	27'531	434'455
Warehousing/Inspection	17'640	1'920	5'900	0	0	0	0	25'460
Transport & Vehicles	102'684	30'000	28'960	5'880	27'600	0	20'280	215'404
Subtotal Transport & Storage	120'324	31'920	34'860	5'880	27'600	0	20'280	240'864
Delegates & Expatriates	220'520	97'800	103'070	0	144'000	0	94'030	659'420
National Societies and Local Staff	327'330	86'500	133'060	43'200	142'200	0	29'280	761'570
Subtotal Personnel	547'850	184'300	236'130	43'200	286'200	0	123'310	1'420'990
Travel & Related Expenses	8'740	2'500	5'540	2'400	8'800	0	4'720	32'700
Information	3'600	5'980	27'140	25'440	5'300	0	560	68'020
Consultants	1'800	5'000	5'000	660	0	0	2'000	14'460
General Expenses	90'000	22'860	28'340	15'945	27'700	0	50'400	235'245
Training Workshops & Seminars	6'560	500	16'480	6'880	0	0	13'120	43'540
Security	21'540	8'190	7'200	600	0	0	960	38'490
Subtotal Training, Information & General	132'240	45'030	89'700	51'925	41'800	0	71'760	432'455
TOTAL BUDGET	2'193'021	522'022	449'971	121'938	412'360	0	250'281	3'949'593

[click here to return to the top](#)

PROGRAMME BUDGETS - 2002								
Delegation ARMENIA								
PROGRAMME	Disaster Resp.	Disaster Prep.	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	0	0	5'250	0	0	5'250
Clothing & Textiles	39'960	0	0	0	5'250	0	0	45'210
Food & Seeds	106'995	0	0	0	0	0	0	106'995
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	64'250	0	67'790	0	0	0	0	132'040
Teaching Materials	1'368	0	11'275	0	2'520	0	0	15'163
Ustensils & Tools	0	0	0	0	5'250	0	0	5'250
Other Relief Supplies	88'310	0	0	0	5'250	0	0	93'560
Subtotal Supplies	300'883	0	79'065	0	23'520	0	0	403'468
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	1'925	0	0	1'925
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	21'000	0	0	5'250	0	0	26'250
Subtotal Capital	0	21'000	0	0	7'175	0	0	28'175
Programme Management	45'409	20'229	23'533	4'046	21'578	7'416	10'115	132'325
Technical Services	13'593	6'056	7'045	1'211	6'459	2'220	3'028	39'611
Professional Services	15'075	6'716	7'812	1'343	7'163	2'462	3'358	43'928
Subtotal Programme Support	74'077	33'000	38'390	6'600	35'200	12'097	16'500	215'864
Warehousing/Inspection	3'500	0	0	0	0	0	0	3'500
Transport & Vehicles	23'385	11'880	17'640	5'880	21'205	2'000	6'300	88'290
Subtotal Transport & Storage	26'885	11'880	17'640	5'880	21'205	2'000	6'300	91'790
Delegates & Expatriates	26'100	0	0	0	0	3'100	86'100	115'300
National Societies and Local Staff	114'507	66'768	88'673	19'740	106'459	19'300	26'130	441'577
Subtotal Personnel	140'607	66'768	88'673	19'740	106'459	22'400	112'230	556'877
Travel & Related Expenses	8'300	4'100	2'100	0	2'175	10'836	1'480	28'991
Information	21'422	86'000	58'282	13'595	34'165	2'700	600	216'764
Consultants	11'500	0	0	0	12'000	2'000	0	25'500
General Expenses	15'051	34'552	21'695	8'495	43'876	7'942	11'790	143'401
Training Workshops & Seminars	74'700	38'400	43'155	5'690	34'225	50'000	0	246'170
Security	0	4'300	0	0	0	0	1'100	5'400
Subtotal Training, Information & General	130'973	167'352	125'232	27'780	126'441	73'478	14'970	666'226
TOTAL BUDGET	673'425	300'000	349'000	60'000	320'000	109'975	150'000	1'962'400