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# Annual Report 2013

## Ethiopia

 International Federation  
of Red Cross and Red Crescent Societies

**MAAET002**  
**27 May 2014**

**This report covers the  
period 1 January to 31  
December 2013.**

*Shoats were distributed to community  
members in Afar region for Income  
Generation PHOTO/2013/ERCS*



## Overview

The Ethiopian Red Cross Society (ERCS) continues implementing its Change Plan. This plan was originally scheduled to complete by mid-2014. However, it is clear that key initiatives will extend beyond this timeframe. As we are all aware, organisational change is not linear nor is it quick in nature. Change in ERCS will take time. The Secretary general and her Board and senior management are committed to addressing the key tasks laid out in the Change plan and adjust the plan accordingly.

The Change Plan aims to address key areas of concern emanating from the OCAC process and to spearhead a longer term development process that seeks to strengthen systems and improve the quality of service delivery. As articulated in the National Society Development Framework, the ERCS Change Plan also aims to develop and diversify partnerships in the domestic sphere, and expand funding sources beyond the traditional PNS arrangement. By establishing strong nation-wide resilience and emergency response programmes as well as transforming core services such as blood donor recruitment, ambulances, First Aid and pharmacies, ERCS is committed to improving the life of vulnerable communities in Ethiopia.

The IFRC Country Office supports a diversity of programming in Ethiopia. 2013 witnessed the completion of the drought emergency programme funded by a variety of partners such as PNS, embassies, and government bodies. Long term development programmes have been predominantly supported by the Swedish RC.

The Tigray Food Security Project had remarkable successes as the Income generation loans were excellently targeted at the most vulnerable women and landless men and fostered real and likely sustained food security among the community members in the targeted areas.

Ethiopia Red Cross' 2013 funded organisational development plan focusing on strengthening the organisational capacities of ERCS structures to ensure effective service delivery as well as working towards ERCS becoming a financially self-reliant national society. In the first 6 months of the year the national society conducted induction training for newly elected board members, conducted PMER training and carried out a PMER gap capacity assessment.

The Federation Country Representation office continued to work closely with ERCS to support coordination and capacity building efforts in 2013. This includes delivering technical assistance to support the implementation of the drought emergency appeal which ended in September, as well as support the long-term development programmes as outlined in the DOP. IFRC has continued to lead coordination efforts for Movement partners (PNS, ERCS, IFRC and ICRC) and with external partners including UN agencies, GoE, international partners and donors.

## Working in partnership

Operational Partners	Agreement
Swedish Red Cross	Funding for 2013 operation Plan

## Progress towards outcomes

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

**Outcome 1:** Improved disaster risk reduction mechanisms at community level

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

**Outcome 3:** ERCS capacity in implementing a Community Based Health and First Aid (CBHFA) system where the community plays an active role and the Red Cross serves as link between the government health care system and the community is established.

**Outcome 4:** Prevalence and/or incidence of water, sanitation and hygiene related diseases reduced in most vulnerable areas.

**Outcome 5:** Income of female headed households improves through implementation of Income Generating Activities (IGAs).

**Outcome 6:** To increase resilience to HIV and mitigate its impact for individuals and communities

**Outcome 7:** Increase birth delivery rates in health institutions, to improve maternal and child health and reduce mortality

**Outcome 8:** Improved efficiency and impact of emergency responses through ensuring disaster preparedness readiness measures, related to health, are effectively in place

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
Vulnerability mapping assessments are carried out to draw up risk reduction plans.		2	100%
Assessments in areas affected by disaster are conducted.		2	100%
Non-food contingency stock are pre-positioned in strategic locations.		3	100%
Annual review meeting to evaluate performance of the planned activities with all stakeholders is held.		1	100%
# of branches equipped with essential furniture and equipment		2	100%
# of Vulnerable people in the region of Tigray, supported with IGAs.		630	94%

# of Women from selected communities receiving IGA training.	315	30%
# of ERCS branch volunteers from the region of Tigray and Somali receiving PHAST (or CLTSH) and CBHFA ToT and are mobilized to train the selected communities.	30	133%
# of seedlings distributed to develop a nursery site and management training.	100,000	70%
# of Community members reached with CBHFA activities	14,500	47%
# of Women from selected communities with knowledge on how to carry out IGAs to improve income.	54	53%
Number of ERCS branches implementing HIV programming	3	67%

**Comments on progress towards outcomes**

The Ethiopian Red Cross Society (ERCS) continued supporting vulnerable communities in the country supported by IFRC, ICRC and PNSs. Due to current situation within the country related to low risk to drought and other natural calamities, most likely there will be no major emergency response required in coming months. Therefore, emphasis are put on longer-term developmental programmes including urban DRR, food security and resilience, water and sanitation, health, and community development.

Coverage of vulnerable communities by ERCS activities throughout the country would still require scale-up. Most of the projects were localised and there was no clear measurement how service delivery in those project areas do contribute to overall efforts and what is the impact at country or regional levels. Therefore, delivering services to communities was seen by the ERCS as integrated part of overall humanitarian efforts in the country and opening-up more to external cooperation and partnerships. ERCS entered into partnerships with IOM and UNICEF to support refugees/IDPs and accumulate sufficient contingency stocking for possible future shocks. Thousands of households were supported by the ERCS within the reported period including IDPs, communities in food insecure areas, addressing health and WatSan issues, community resilience and etc. Despite all these good efforts to address vulnerabilities, still there is a need for strategic approach in programming identifying areas where the ERCS can make most impact at regional or country levels.

PHAST training was conducted for selected 93 community volunteers to improve their environment and manage their water and sanitation facilities, in particular, to prevent diarrhoea disease. The training utilised participatory techniques which encourages the participation of individuals in the group process, to identify problems and giving solutions in their respective areas. The PHAST trainees returned to their respective communities cascaded their knowledge to other community members. These efforts resulted in increased willingness of households to dig of their own latrines. The fabrication of 1,010 slabs (sanitation platforms) was completed and distribution to households is ongoing, So far, a total of 541 slabs have been distributed in both Woredas. The remaining shall be distributed after the digging of pits and other necessary requirements met by potential household beneficiaries.

The food security project succeeded in improving the capacity of ERCS'S Tigray branch to develop, implement, monitor and evaluate longer-term food security programs but much more is left to be done in monitoring, learning from implementation, organizational development, by the Branch, HQ, woreda etc. Gathering, sharing and analysing knowledge was especially important and in need of significant investment. It built on strong interest in furthering project success and proof of impact among key stakeholders: ERCS, SRC, IFRC, Government of Ethiopia and participants. The need to develop and support the PMER mechanisms within ERCS at HQ and branch level is critical.

In the reporting period;

- 40 dairy cows were purchased and distributed for 40 households (7 women headed household) as planned, 50% of the dairy cows were purchased from the previous year beneficiary’s offspring.
- 200 HH received loans for cattle fattening initiative
- 150 HH received training on bee keeping and were provided loans to start bee farming
- 150 HH (115 female headed) received loans to buy shoats after being trained. The beneficiaries are selected by community based committee which is also responsible for monitoring of the loanees.
- 50 HH received training on poultry training and were given loans as start-up capital.

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

**Outcome 1:** The organizational and operational capacities of ERCS structures are strengthened at all levels to ensure effective services delivery.

**Outcome 2:** Mass base of the National Society, i.e. membership is increased and used as the major venue to reach the grass roots population.

**Outcome 3:** Youth participation in governance and management and in ERCS programs and services is increased.

**Outcome 4:** ERCS becomes a relatively financially self-reliant national society.

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
# of trainings for Branch board members on leadership and governance		1	100%
# of training for regional and zonal branch secretaries on capacity assessment		1	100%
# trainings in PMER conducted		1	100%
ERCS procurement and financial manual reviewed and needs assessment conducted to identify new accounting system for the ERCS.		1	100%
# of trainings on financial reporting conducted		1	100%
% increase in ERCS members		10%	42%
A database system for Red Cross members is created.		1	0%
# of branches with youths incorporated in the governing board.		12	50%
Number of branches with IGA plan developed		3	67%

**Comments on progress towards outcomes**

The Ethiopian Red Cross Society (ERCS) supported by IFRC strengthened its systems ensuring quality service delivery to vulnerable communities in Ethiopia while actively prepared itself to participate in the RC/RC Movement statutory meetings in Sydney, Australia in November 2013. Active participation in the statutory meetings, especially through youth participation, contributed to ERCS efforts in promoting role of the young people in overall development. The ERCS was represented by 5 member delegation to Sydney: Vice-president, member of the Governing Board, Secretary General, Deputy SG for Programmes and Dr. Dawit (Henry Davison’s award). Unfortunately, two youth representatives were unable to secure visas to attend the meeting.

Additionally, the ERCS held its own statutory meetings in the first week of November 2013 - general assembly including election of a president and some members of the National Governing Board. Having this particular GA and elections was crucial moment for the NS considering ongoing Change process and much needed continuation of Governing Board’s commitment to change and support to its CEO. The Board is now led by Dr Ahmed Raja (formerly the Board Vice President) and has three prominent female members. IFRC and ICRC provided orientation to the Movement to the new Board.

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

**Outcome 1: Ensure a strong positive projection of ERCS image, brand and messaging enabling the external partners to know Red Cross/Red Crescent better.**

**Measurement**

Indicators	BL	Annual Target	Year to Date Actual
National society has developed appropriate communication strategy and embarked on campaigns at national and regional levels		23(campaigns)	86%

**Comments on progress towards outcomes**

In 2013, ERCS continued building its positive image within the country. This effort was supported by IFRC and other RC/RC Movement partners through advocacy, technical support and allocating funding, though limited, allowing the NS to organize various meetings, press-conferences, media campaigns etc. Media continued to be interested in ERCS, and generally in RC, activities throughout Ethiopia. ERCS senior management delivered messages to general public, its volunteers, members and authorities through national media using events and occasions including First Aid Day celebrations.

A number of meetings were held with authorities by the ERCS including Ministry of Federal Health, Ministry of Finance and Office of the President. Auxiliary role of the ERCS was gradually strengthened and this process was entirely led by the National Society. The auxiliary role was promoted and supported by the RC/RC Movement partners through various communications with authorities, international community, UN and public through/during meetings, diplomatic receptions/functions, events, as well as through private contacts with relevant stakeholders. ERCS continues to develop and strengthen its relationship with Government, particularly regional governments in order to secure greater support for regional branches and their work at community level.

The issue requiring attention is building resource mobilization capacities at regional and branch levels. The

first RM capacity building workshop was run in June 2013 but additional efforts are required in order to strengthen resource mobilization in the NS and its branches. ERCS is developing a RM strategy with the support of IFRC and will use this as a platform for discussion/action at the CAS meeting in 2014. Additionally, ERCS is working on developing a core cost recovery model that will also be shared with partners for further discussion at the CAS meeting.

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

**Outcome 1:** Update and strengthen harmonious working by sharing capacities and resources, and building alliances and partnerships

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

Measurement			
Indicators	BL	Annual Target	Year to Date Actual
ERCS continues leading Movement cooperation meetings ensuring coordinated approach to RC/RC activities in Ethiopia.		12(meetings)	100%
MoU between Movement components drafted and signed inviting PNSs as co-signatories to the document.		1	ongoing
Integration Agreement signed with interested PNS		1	ongoing
75% of the ERCS Change Plan budget is resourced for year one		75%	65%
Technical support is provided as per the plan for year one			ongoing

Comments on progress towards outcomes
<p>In order to support ERCS in achieving objectives stipulated in the two years Change Plan, the Federation/Swedish RC supported a team of finance and IT colleagues travelling to Kenya for experience exchange with Kenya RC. Visit covered visiting MS Office in Nairobi to discuss provision of a financial management system of Navision for the NS. Configuration of supporting server were discussed and agreed with the Federation IT colleagues. Server cost, amounting to CHF 30K+, will be covered jointly by ERCS own resources and Spanish RC.</p> <p>In the reporting period the Federation supported the NS in providing a general server, equipment for IT room and software necessary to ensure proper networking and internet communication within the National Society. Next step is complete digital divide by providing licensed MS software for about 200 workstations in the ERCS.</p> <p>IFRC supported ERCS' tender process for the purchase of a new management system. A regional logistics officer was identified to partake in the tender evaluation process and support ERCS in making the best selection. Netherlands RC provided funds to support this initiative.</p> <p>IFRC country office played a crucial role in coordinating NS developmental activities supported by partners. Guiding document for coordination was the ERCS Change Plan and Strategy 2020 (NS). PNSs actively consulted the Federation on above issues. In addition, number of National Societies, including Austrian, Italian, Spanish and Swiss RC considering signing an integration agreement with the Federation, that will further strengthen the IFRC supporting role to membership.</p> <p>The new IFRC Country Representative is working closely with Movement partners in country to explore and</p>

action more effective mechanisms for coordination and collaboration as well as mapping synergies and complementarities. As a result, identifying areas for greater harmonisation (i.e. reporting formats, joint planning, collaborative implementation, better utilization of aid funds, etc).

## Stakeholder participation and feedback

The implementation of the activities was been conducted through the joint effort of the Red Cross Red Crescent Movement, led by Ethiopia Red Cross Society. The IFRC East Africa regional representation office provided technical surge capacities in the areas of WatSan, logistics and finance to directly support the operations of the drought appeal. In June 2013, an IFRC Operations Manager was recruited to support implementation of activities against the revised Plan of Action and to ensure completion of the operation in the timeframe agreed.

Through Ethiopia Red Cross, there has been coordination and partnership with the Afar and Moyale local government authorities, communities and other stakeholders in the respective regions throughout the year as part of the drought operation.

Throughout the reporting period, the IFRC and ERCS coordinated efforts through clusters, various coordination mechanisms facilitated by United Nations Office for the Coordination of Humanitarian Affairs (OCHA), including task forces and working groups. Bilateral discussions with UN Agencies, International Non-Governmental Organizations (INGOs) and donor community also ensured consistent exchange of information and effective coordination.

## Key Risks or Positive Factors

Key Risks or Positive Factors	Priority	Recommended Action
	High Medium Low	
Inadequate funding for the Country Representation Office	M	<ul style="list-style-type: none"> <li>• Making contacts with potential donors/supporters, explaining the importance of having the IFRC presence in the country in this crucial moment and get resources from diversified sources</li> <li>• Develop a targeted and costed strategic plan for the Country Office that responds to the NS priorities and IFRC core mandate</li> <li>• Encourage core funding for Country Offices to ensure minimum set up and capacity</li> </ul>
Low or no change process within the National Society	L	<ul style="list-style-type: none"> <li>• Constantly encourage leadership of the national society to continue and does not slow down the process despite its challenging and difficult-to-deal nature</li> <li>• Ensure that minimum capacities are in place to continue implementation of the projects and basic service delivery to vulnerable</li> </ul>
Change process may reduce programme	H	<ul style="list-style-type: none"> <li>• To ensure that adequate surge</li> </ul>

implementation capacities of the NS		<p>capacities are in place to support the NS in programme implementation and fill the programme management gap during and shortly after the transitional period.</p> <ul style="list-style-type: none"> <li>• Ensure partners are aware of the change plan and providing coordinated support to maximise resources and impact</li> </ul>
The occurrence of drought	H	<ul style="list-style-type: none"> <li>• Diversification of livelihoods through resilience programming and supporting ERCS to develop a resilience framework,</li> <li>• Working with partners on Early Warning Early Action initiative.</li> <li>• Strengthening partnerships with Government at national and regional levels to address food security and livelihoods activities.</li> </ul>
Beneficiaries might not repay their loan	L	<ul style="list-style-type: none"> <li>• Strong integrated follow up together with local authorities should be strengthened</li> <li>• Strengthen M&amp;E system and ensure interventions are well targeted, appropriate and understood by the communities and households.</li> </ul>
Less interest in women beneficiaries participation particularly in dairy cows	M	<p>Discussion with the local authority's Women Affairs office.</p> <ul style="list-style-type: none"> <li>• Strengthen the role model women farmers.</li> <li>• Identify women champions and ensure representation within decision making bodies created to support implementation.</li> </ul>

## Lessons learned and looking ahead

In the planning process better communications with the National Society and between the PNS' and the IFRC were needed. There was sometimes a lack of coordination and cooperation between ERCS and IFRC staff which slowed down the planning process. In some areas realistic standards of what NS could achieve, considering their vulnerable situation, were not set. In the appeals timeframe there was a significant change management process, which also led to significant delays in implementation of the activities under this operation however, the process in turn aimed to lead to a more clear and solid internal management structure at ERCS. This is helping to agree with partners on roles and responsibilities before hand - particularly about the role of an IFRC intervention team. It will also help to accept operations based within the NSs scope, mandate, and in line with their capacities, pre define the division of tasks and responsibilities between the Movement partners.

The ERCS led most of the interventions with funding and support from PNS. ERCS was capable of undertaking relief interventions and the actual distributions went well. They had skilled personnel present, and strong working relationships with the government were in place. Local structures, some strong branches in terms of capacity, the ability to mobilise communities and volunteers, and previous experience in responding to emergencies all aided the implementation. However, not all tasks and outcomes were achieved. The

internal procurement processes significantly delayed all implementation. A major failure was not to use the implementation capacity available through the IFRC Drought Operations Team in a time when ERCS was in a low of its own capacities. Again, no clear roles and responsibilities had been set/agreed upon and the size of the appeal warranted more technical support to the implementation. Lessons have been learned and documented for improved systems, communication, and monitoring, and for better planning. This will include resource planning of operations and realistic assessment of NS and IFRC implementation capacity when launching an appeal. Easier procurement guidelines and tendering committees have been worked on, as well as strengthening the ERCS DM department.

Lack of coordination and communication in management on all sides led to confusion and serious delays in implementation. The ERCS financial and logistics systems are outdated and needed to be replaced. However, new management at the ERCS came in place in the lifespan of the appeal. They brought about changes within the organisation to improve implementation and management. These processes are ongoing and consist of a structured management system including clear guidelines for procurement / communication, improvements of financial and logistics systems and processes, and agreements of roles, responsibilities, and technical input needed at the beginning of operations. This is a long term objective and clearly articulated in the ERCS Change Plan.

Monitoring visits seemed sufficient and effective but information was not always disseminated widely enough and therefore findings and recommendations were not able to be supported or acted upon. Planning for future operations and programmes is likely to include a system to follow up recommendations generated, and a better ways to incorporate partners in the process so that they can offer technical support in advance of possible problems occurred. Overall, ERCS requires significant support to build PMER systems and encourage a learning approach.

## Financial situation

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

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## How we work

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

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

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

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

Find out more on [www.ifrc.org](http://www.ifrc.org)

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