

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Djibouti and Eritrea

Executive Summary

Djibouti is situated at the southern entrance to the Red Sea, forming a cross-road of major international maritime routes. With a surface area of approximately 23,000 Km², Djibouti borders Somalia to the South-East, Ethiopia to the West and South-West, and Eritrea to the North-West. The country is poorly endowed with natural resources although a few important minerals such as salt, limestone and gypsum can be found.

The **Red Crescent Society of Djibouti (RCSD)** has been providing humanitarian services to populations in Djibouti for approximately 30 years. Initially, the National Society aimed at responding to emergencies but has expanded its scope of activity over time to address various emerging challenges continuing to affect the most vulnerable populations, and in view of the complexities, the RCSD expects to remain relevant for the years to come.



Map of Djibouti¹

In order to sustain its role in effective response to the needs of the most vulnerable populations of Djibouti, the RCSD has undertaken a strategic planning process to guide its long-term vision. This process consists of keeping abreast with trends and issues linked to the humanitarian assistance in the field. During this process, the RCSD team has adopted a mission, vision and strategic objectives that are measurable and attainable.

The health and care programme will focus on water, sanitation and public hygiene and will aim at having improving access to water, sanitation and hygiene for the vulnerable communities.

The Organizational Development (OD) will focus on attaining the following outcomes: strong, reliable and visible National Society (NS) across the national territory; improved competency in governance and management for better functioning of operations; functional PMER system/unit and; having sufficient financial resources to manage its programmes.

¹ www.globaloceans.org/icm/profiles/Djibouti.html

The National Society's approach in addressing humanitarian challenges is based on the benchmarks of the Humanitarian Values decree within the Fundamental Principles, respect and dignity, integrity and transparency. The NS targets about 60 percent of Balbala community who lack access to clean water; administrative and customary authorities from targeted communities; the communities at field operational levels; National Society staff and volunteers; members of the central committee of the RCSD, and various partners including Government ministries and NGOs.

The **Red Cross Society of Eritrea (RCSE)** programmes are designed in line with the Federation's Global Agenda goals to enable the RCSE to achieve its recognition by its Government. As a result, the National Society would acquire a strong leadership that could lead to a well functioning National Society.

The RCSE plan for the year 2010-2011 is to strengthen disaster preparedness, response and recovery capacities, and in turn, strengthen community resilience. The RCSE programmes will emphasize on promoting longer-term and sustainable development activities that will involve community participation to upgrade the capacity building among women, volunteers and the community at large.



Map of Eritrea²

The plan will focus on disaster management programme to contribute to the scaling up of response to increased vulnerability to risks/disasters and food insecurity; and to the response to common disasters of drought, flooding, road accidents and fire accidents by strengthening the National Society's disaster preparedness, response and recovery capacities. The programme aims at achieving improved ability of community members in Eritrea to predict and plan for disasters, to mitigate their impact on vulnerable communities, or effectively cope with their consequences. Community members will have improved ability to reduce loss of life and disabilities caused by disasters and improved capacity of RCSE core staff and volunteers to respond effectively during disaster; strengthened RCSE logistical capacity of RCSE; improved food production, accessibility and food utilization at household and; increased awareness on climate change as well as increased community resilience to the impacts of climate change.

The Community Based Health Development Programme (CBHDP) is the backbone of the RCSE health and care programme. The programme attempts to build the local capacities to deal with most common health risks and support basic and introductory training on Community-Based First Aid (CBFA). Additionally, training on prevention and control of prevailing infectious and endemic diseases with a focus on: malaria, water borne and water related diseases; training of Red Cross Action Team (RCAT) to respond to the needs of those affected by disaster; community-based action to reduce the risk of HIV and AIDS transmission (peer education, improved care and support for people infected and affected by the disease); community-based action to increase access to safe water and sanitation via water drilling, well and latrine construction, and community education.

² <http://www.lonelyplanet.com/maps/africa/eritrea/>

The Organizational Development programme will focus on ensuring that RCSE is a well functioning organization with sustainable systems, procedures and staff with desired level of managerial and technical competencies; strengthening new partnerships and forming new ones. To ensure a coordinated and realistic implementation, the programmes will also address the concepts of sustainability, programme resources and expenses, monitoring and evaluation, implementation and management arrangements as well as risk identification. Furthermore, all programmes will promote gender equity and diversity as a cross cutting element, Red Cross/Red Crescent collaboration, partnership and civil society management, accountability and quality assurance, in addition to capacity building and knowledge sharing. Current Movement partners of RCSE include the Federation, the International Committee of the Red Cross (ICRC), Danish, Finish, Netherlands, Swedish and Spanish Red Cross Societies.

The total 2010-2011 budget is CHF 2,322,442 (USD 2,188,902 or EUR 1,530,489)

[<Click here to go directly to the budget summary of the plan>](#)

Country Context

The Djiboutian population is estimated at 833,000 inhabitants (UN 2007) with a population density of 30.3 inhabitants per square kilometre; the population growth rate is estimated at 3 per cent. Approximately one out of three of the population is working or involved in income generating activities. With increase in migration at about 3 percent per year, statistics show that already 80 per cent of the population lives in urban areas with 68 percent residing in the district of Djibouti. The average fertility index is 5.6 with the rates of infant mortality estimated at 104 for every 1,000 live births. Overall life expectancy is only 46.6 years. The lowest literacy rates have been reported among women at 33 per cent against 60 per cent among men.

Indicators	Djibouti	Eritrea
Population (millions)	0.8	4.9 ³
Persons living with HIV, adults (%)	3.1	2.4
Orphans due to HIV and AIDS	52,000	18,000
Access to affordable essential drugs (%)	80	50
Malaria cases (per 100,000)	715	3,479
Population with access to improved sanitation (%)	82	9
TB cases (per 100,000)	1161	515
Under-five mortality rate (per 1,000 live births)	133	78
Life expectancy at birth (years)	53.9	58.6
Combined primary, secondary and tertiary gross enrolment ratio (%)	25.3	35.3
Human Poverty Index (HPI-1)	28.5	-
People without access to an improved water source (%)	27	40
Children underweight for age(% of ages between 0-5)	27	40
DI as % of HDI	98.30%	
Adult literacy rate(% of ages 15 and older)	100	56.7

Djibouti and Eritrea Human development Indicators⁴

Population movements into the country have been constantly witnessed as people taking refuge in neighbouring countries as well as Internally Displaced Persons (IDPs) as a result of

³ http://www.ca-c.org/online/2007/journal_eng/cac-06/tbl-15-3.gif

⁴ http://www.ca-c.org/online/2007/journal_eng/cac-06/tbl-15-3.gif

conflicts and persistent droughts return to their homes. Overall, the Somali community (Issas, Issak and Gadakboursi ethnic groups), constituting 60 per cent of the population is the largest ethnic grouping with the Afar community constituting 35 per cent which also includes an Arab community of Yemenite origin. In terms of religion, 94 per cent of the Djiboutian population is Muslim. The official languages of Djibouti are French and Arabic while the dialects most commonly used by the local populations are Afar and Somali.

Djibouti as part of the Horn of Africa faces the effects of global climatic changes. The prolonged drought has resulted in widespread shortage of underground water. Moreover, the economic crisis has resulted in extreme rise in the price of food commodities in the local market. This tremendous increase of prices in basic commodities adversely increased the level of vulnerability of those with limited income. Djibouti has continued to bear the brunt of both natural and man-made disasters like internal and cross-border conflicts, famine and drought. Today, the country hosts numerous refugees on its soil with more than 20,000 living in (Internally Displaced persons) IDP camps in Holl-Holl and Ali Addé. These events have themselves echoed the emerging needs including infrastructure and assistance. The level of human development in Djibouti is weak as three quarters of the population live in poverty. Moreover, access to the already scarce resources is unequal as women, more than men, find it harder to access basic services.

Eritrea is located in one of the driest parts of Africa. The limited rainfall not only affects agricultural production, but also the availability of drinking water to both humans and animals. The socio-economic and humanitarian situation of the country has been negatively affected by the boarder war with the neighbouring Ethiopia since 1998. At present, Eritrea experiences a ``no war no peace`` situation which has forced it to retain the majority of human resources to safe guard the nation. This has resulted to critical shortage of professional, skilled and semi skilled work force in both the public and the private sectors.

Added to post-war challenges, Eritrea as part of the Horn of Africa faces the effects of the global climatic changes. The prolonged drought has resulted in widespread crop failures. Moreover, the economic crisis has resulted extreme rise in the price of food commodities in the local market, especially from mid of 2008. This tremendous increase of prices in basic commodities adversely increased the level of vulnerability of those with limited income.

National Society Priorities and Current Work with Partners

The strategic direction of the **Red Crescent Society of Djibouti** for 2010 to 2011 will refocus the National Society on ARCHI 2010 strategy. The local community involvement approach will remain at the centre of all activities during the period. This direction aims at giving the National Society a new image that repositions it as a community actor, a first hand partner for national agencies as well as other development agencies working in Djibouti, in disaster management and addressing community health challenges. The general objective of this strategic direction is to contribute through community mobilization, reduction of preventable diseases among the most vulnerable populations and management of challenges arising from disasters.

As earlier mentioned, the strategy to attain this objective will focus on working closely with communities, identifying and strengthening the community capacities to spearhead their own health-related challenges and reducing the risks associated with occurring disasters. This will also go along with providing support to the RCSD to better adapt its approaches to the vulnerabilities and available capacities in the communities, this strategy will enhance the sustainability of the programmes.

The two main pillars of action of the National Society during 2010 to 2011 programming will therefore include community health, prevention and disaster management programme with a bias on identifying and reducing the risks from disasters. These areas of focus will be supported through activities on dissemination of Humanitarian Values and Fundamental Principles of the International Red Cross and Red Crescent Movement. These will be closely linked to the emergence of a new image of the National Society seen in the eyes of the populations. Movement partners and national authorities as credible, better understood and open to positive relations.

The National Society partners include the French Red Cross, German Red Cross, Finnish Red Cross, Emirates Red Crescent, Qatari Red Crescent, Kuwait Red Crescent, Iranian Red Crescent as well as the International Committee of the Red Cross (ICRC) and the International Federation of Red Cross and Red Crescent Societies (IFRC). The National Society also receives support from the Federation's Eastern Africa Zone office and the International Committee of the Red Cross (ICRC) Nairobi Delegation.

The Red Cross Society of Eritrea is in a process of its recognition by the government of the State of Eritrea. The Minister of Health is the Patron of the RCSE. Nevertheless, with the current *defacto* recognition, the RCSE manages to deliver its humanitarian services as an auxiliary to the public authorities; it has established a very good foundation with its partners toward building their confidence.

The National Society's presence stretches in the six zobas (regions) of the country. It is conducting a wide range of activities in more than 180 villages with an established community volunteer facilitation system. The National Society has five major programmes developed in line with the Federation's Global Agenda and Strategy 2010. These are Disaster Management, Health and Care, Organizational Development, Humanitarian Values and Training.

The National Society is supported financially by Partner National Societies (PNS) as its bilateral partners, and the Federation and International Committee of the Red Cross (ICRC). The National Society has cooperation agreement with both bilateral and multi-lateral partners to effectively carry out its Programmes as well as to ensure continuity of service and to attain long-term partnership. Furthermore, efforts are exerted to enhance capacity and ownership of the projects by the community for a sustainable participation of beneficiaries and measurable impact.

The 2010-2011 plans are part of the RCSE five-year Strategic Plan 2008-2012. This two-year support plan will address the development of strong leadership, workable organizational system/structure, consistent and long term partnership, quality assurance, effective volunteer networking and volunteer management through its organizational and human resource development programme.

Secretariat Supported Programmes in 2010-2011

DJIBOUTI

The health and care programme budget is CHF 245,036 (USD 231,166 or EUR 161,208)

Health and Care

a) Purpose and Components of the Programme

Programme purpose

Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
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Programme Component: Water, sanitation and public hygiene
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Outcome: Improved access to safe water, sanitation and hygiene services
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Outputs

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| <ul style="list-style-type: none">• Behaviour change and attitude of target communities in improvement of hygiene and sanitation.• The vulnerable communities of Balbala receive safe water supply.• The vulnerable communities of Balbala receive supplies of materials for transportation and storage of water.• The capacity of targeted communities to manage health-related problems (malaria and diarrhoeal diseases) is strengthened. |
|---|

b) Potential risks and challenges:

- The number of vulnerable people increasing within the Balbala zone.
- Lack of sufficient resources notably for personnel as well as mobile materials involved in water supply.

Organizational Development

The organizational development programme budget is CHF 236,110 (USD 222,534 or EUR 155,596)

a) The purpose and components of the programme

Programme purpose

Increased capacities of the local rural and urban communities of the regional branches to prevent and alleviate suffering and improve living conditions of the vulnerable groups.

Programme Component 1: Capacity Development
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Outcome: The RCSD is a strong, reliable and visible National Society across the national territory.
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Outputs

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| <ul style="list-style-type: none">• The membership procedures are well known to the public.• The code of conduct of members of governance is disseminated at the level of the central committee, managing committee and regional committees.• The self-assessment system for central committees, directing committees and regional committees is put in place and is operational.• Statutory meetings are regularly held. |
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Programme Component 2: Leadership development
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Outcome: The competency of NS in governance and management is improved for better functioning of operations.

Outputs

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| <ul style="list-style-type: none">• An administrative and financial management system is put in place at regional and local levels.• 50 members of personnel and volunteers at headquarters, regional and local branches have capacity in administrative and financial management.• A system of communication and regular exchange between the headquarters and regional branches is in place. |
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- Three regional offices are rehabilitated and equipped.
- Construction of headquarters administration block is realized.

Programme Component 3: Financial Sustainability

Outcome: The Red Crescent Society of Djibouti has sufficient financial resources to manage its programmes.

Outputs

- Funds Appeals Commission is set up.
- A resource mobilization strategy is put in place.
- Funds are mobilized from Movement partners, donor agencies and the general public.
- A financial audit of the Red Crescent Society of Djibouti is put in place and regularly practiced.

Programme Component 4: Performance and accountability

Outcome: The Red Crescent Society of Djibouti has a functional PMER unit aimed at improving the quality of programming.

Outputs

- A planning, monitoring, evaluation and reporting system/unit is put in place.
- The RCSD staff and volunteers at headquarters and regional branches are trained in planning, monitoring, evaluation of programmes and reporting (5 at headquarters, 10 at regional branches) during 2 training sessions).

b) Potential risks and challenges

Lack of adequate funds has been one of the biggest obstacles to National Society development in its efforts to realize set objectives. In order to address this challenge, the National Society needs to consolidate necessary efforts to work closely with local partners such as the NGOs and UN agencies present in the country as well as request for Federation's support to raise more funds.

The second significant risk identified is the absence of reliable leadership in the National Society. However, the gaps resulting from poor leadership have often been addressed through Government support although its assistance remains limited.

Finally, the National Society consistently lacks adequate control and seems to lose its credibility among the local communities as a result of inflation and sharp increase in basic food prices in relation to the increase in prices felt at the global level.

ERITREA

Disaster Management

The disaster management programme budget is CHF 347,000 (USD 327,047 Or EUR 228,673)

a) The purpose and components of the programme

Programme purpose

Reduce the number of deaths, injuries and impact from disaster.

Programme component 1: Disaster management planning

Outcome: Improved ability of community members in Eritrea to predict and plan for disasters to mitigate their impact on vulnerable communities, and respond to and effectively cope with their consequences.

Outputs

- VCAs are conducted in 24 coaching areas and disaster preparedness plan is developed accordingly.
- Community members from the 24 coaching areas are aware of the nature, causes and possible consequences of disasters.

Programme component 2: Disaster preparedness and risk reduction

Outcome: By 2011, 10,000 community members will have improved their ability to reduce loss of life and disabilities caused by disasters.

Outcome: By 2011 the capacity of RCSE core staff and volunteers to respond effectively during disaster will be improved.

Outputs

- RCSE has improved the capacity of 10,000 community members in first aid and road safety programmes.
- Commercial first aid is strengthened and provided to interested authorities, companies and associations.
- RCSE has established, equipped and strengthened 35 disaster response teams and 35 Red Cross Action Teams (RCATs) at all levels.
- The disaster management department is provided with necessary personnel and administrative support.

Programme component 3: Disaster Response

Outcome: By 2011 the logistical capacity of RCSE is strengthened.

Outcome: The effects of disasters in 24 coaching areas are mitigated by 2011.

Outputs

- RCSE has procured and pre-positioned at national headquarters and branch warehouses 15,000 sets of emergency stocks.
- 300 water and soil projects are designed and implemented in 24 coaching areas.

Programme component 4: Disaster risk reduction (Food security)

Outcome: Improved food production, accessibility, and utilization at household level in order to have healthy and productive community.

Outputs

- 15,000 households receive animals poultry, bee hives.
- 15,000 households receive animals, poultry and bee hives.
- 15,000 households sell animal products to cover their annual consumption gap.
- Food security assessment is done.
- Food security strategic plan in place.
- Trained staff and volunteers on food security.

b) Potential risks and challenges

- High turnover of trained staff and volunteers
- Low funding situation
- Rising of food prices

- Continuous drought
- Recurrent war
- High expectation from the community towards NS.

Health and care

The health and care programme budget is CHF 546,931 (USD 515,482 or EUR 360,428)

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
Programme component 1: Water and sanitation
Outcome: Improved access to safe water, sanitation and hygiene services.
Programme component 2: Community based health and first aid
Outcome: Increased healthy communities which are able to cope with health and disaster challenges achieved through community based integrated health and first aid activities.
Outputs
<ul style="list-style-type: none"> • Behaviour change and attitude change of target communities in improvement of hygiene and sanitation • The vulnerable communities in the target area have access to safe water supply. • The targeted vulnerable communities receive supplies of materials for transportation and storage of water. • The capacity of targeted communities to manage health-related problems (malaria and diarrhoeal diseases) is strengthened.

For community based health and first aid, the key activities will aim at improving the health status of people living in rural areas of Eritrea through increasing access to improved water and sanitation facilities and provision of community-based health and hygiene education. Additional activities will include provision of community health information to communities, provision of fluids and food to sick children with diarrhoea and provision of first aid.

Programme component 3: HIV and AIDS
Outcome: Vulnerability to HIV and its impact reduced through preventing further infection, expanding care, treatment, and support, and reducing stigma and discrimination.

RCSE contributes to the reduction of the incidence of HIV and AIDS by providing information on prevention methods, influencing the attitude and behaviour, reduction of stigma and discrimination towards PLHIV and their families, and providing necessary care and support services.

Activities under the HIV and AIDS programme component will aim at increasing the number of people seeking HIV counselling and testing as well as the number seeking treatment. Specific activities will include: training of staff and volunteers to conduct AIDS awareness campaigns and outreach in order to raise awareness of HIV and AIDS, promote behavioural change and promote HIV counselling and testing as an entry point to treatment. Additionally, a few volunteers will be trained to provide psychosocial support to orphans and vulnerable children.

Programme Component 4: Emergency Health

Outcome: Access to curative and preventive health services improved in the target area.

Under emergency health, the RCSE will develop an emergency health contingency plan to facilitate work in this area and train staff and volunteers in emergency health and epidemic control.

b) Potential risks and challenges

Poor donor response has constrained the RCSE efforts to implement CBHDP. Lack of fuel and imposed restriction in use of RCSE vehicles caused delay in the implantation, monitoring of programme. Absence of skilled personnel will hamper the smooth implementation.

Organizational Development

The Organization Development programme budget is CHF 501,417 (USD 472,586 or EUR 330,434)

a) The purpose and components of the programme

Programme Purpose

To increase local community, civil society and Red Cross capacity to address the most urgent situation of vulnerability.

Programme component 1: Well-functioning National Society

Outcome: RCSE is a well functioning organization with sustainable systems, procedures and staff with desired level of managerial and technical competencies to address the most urgent situation of vulnerability.

Outputs

- By 2011 all Instruments of effective institutional infrastructure are available.
- By 2011 RCSE work procedures and systems are updated and standardized at all levels.
- By 2011, RCSE will have conducive working environment and accountability.
- Improved productivity and quality of service.
- Information Technology system in place.
- Improved accounting systems for better short term and long term management decisions and accurate financial reports.

Programme component 2: Financial sustainability

Outcome: Existing partnerships are strengthened and new ones formed.

Outputs

- Clarified role relationship with all partners by 2011.
- Enhanced income generating schemes.

Programme component 3: Branch development and/or volunteer management

Outcome: Availability of skilled volunteers who are able to provide effective and efficient humanitarian service.

Outputs

- A well functioning volunteer network at branch and community level is developed by 2011.
- The capacity of RCSE staff and volunteers in volunteer management is enhanced.

b) Potential risks and challenges

The delay of the legal status to the National Society remains a challenge to the RCSE. The question of governance is crucial in that policies and guidelines need to be in place. Long-term partnerships have to be assured with all partners; this is always another challenge to the RCSE in following its strategic plan.

High rate of volunteer turn-over is a challenge to volunteer development/management. Also competition from other volunteer-based organizations poses a challenge. To overcome the risks and challenges, the strategy that the National Society is using is through involving the community and increased coordination with its stakeholders. This brings about local support. Volunteer management will be enhanced to motivate volunteers for retention.

Role of the Secretariat

The budget for the Secretariat's support role is CHF 4445,950 (USD 420,308 or EUR 293,881)

With the determination to implement the programme as outlined, the International Federation's Eastern Africa Zone has put at the disposal of the Red Crescent Society of Djibouti a representative based in Asmara, Eritrea who will equally cover Djibouti. The representative will continue to contribute to creation and functioning of projects funded by the Federation.

The role of the Secretariat is vital at this crucial stage where the RCSE is at the verge of its recognition. The Federation is playing a great role to bridge between the RCSE and its partners. In order to implement the planned programmes, RCSE will need technical support with respect to legal process of the recognition, partnership development, coordination and advocacy from the Federation. The Federation Representative assigned since 1993 liaises with the National Society in all Movement activities.

a.) Technical programme support and coordination

Within the capacity development programme, an organizational development delegate deployed to the country would be desirable in order to support the Red Crescent Society of Djibouti in capacity building processes. Since the National Society lacks sufficient qualified personnel, the International Federation will be expected to support the Red Crescent Society of Djibouti in its programme implementation through recruitment of at least one qualified personnel in each programme, particularly in the domain of disaster management.

The official recognition of the RCSE is envisaged to take place end of 2009 or in 2010. Based on this, there will be a need of preparedness for technical support in facilitation of the necessary procedures, policies and instruments. Once the board members are elected, technical support on training/dissemination of Red Cross/Red Crescent Fundamental Principles, International Humanitarian Law (IHL), the Movement's mission and mandate is a priority and this will need great support from the Federation. The other component that will need technical support is information technology (IT). An IT upgrade is envisaged to enhance and sustain the National Society's efforts to meet its mission and objectives.

b.) Partnership Development and Coordination

In order to establish strong relations with humanitarian partners, the International Federation would serve as a reliable link between the Red Crescent Society of Djibouti and its partners in elaboration of operational alliances.

In order to gain support from the partners, the consistency and long-term relationship with partners needs to be assured; the Federation can play a role through effective Cooperation Agreement Strategy and to assist RCSE to conduct the annual partnership meeting.

c.) Representation and Advocacy

During 2003 and 2006, the International Federation was able to offer effective support to the Red Crescent Society of Djibouti with different Partner National Societies notably in the domain of revision of statutes and organization of the General Assembly. This supports needs to be maintained and strengthened.

The Federation can be a strong organization, if only it has strong and well functioning National Societies with full capacity to render humanitarian services. The RCSE is in great need of Federation support to have its legal recognition and become a full member of the Federation. This is the crucial time for the Secretariat support to the National Society's representation and advocacy work on behalf of its own organizational and programme goals.

Promoting Gender Equity and Diversity

The existing statute of the Djibouti Red Crescent, adopted on 26 December 2006 integrates gender equality in appointments and elections for office within the governance or management bodies and encourages female representation. For example, the first Vice President is a woman as well as every two out of five heads of regional committees.

The concerns surrounding this equilibrium have equally been put into consideration at the level of recruitment of volunteers. In addition, the National Society promotes diversity in its leadership functions by involving all groups that constitute the national fabric in governance and management of its operations. Finally, the Fundamental Principles of the Movement, particularly aimed at addressing discrimination are strictly respected within the National Society.

The RCSE promotes the Fundamental Principles and seeks to preserve the good values of upholding principles of the Movement and respecting human dignity. RCSE needs to have a gender balance in its volunteer recruitment, women need to also have positions of leadership in the National Society; but most important, RCSE needs to have specific programmes that enhance the capacity of vulnerable women. RCSE staff and volunteers will be trained to have a clear concept of "gender equity and diversity", and the main gender issues and obstacles in the Eritrean community. Understanding the values, norms and practices related to gender, population and reproductive health will enable the National Society to engage in initiatives that are conducive to sustainable development while upholding gender and human rights.

RCSE upholds gender equity and diversity. Its programmes aimed at developing capacity of women and vulnerable groups are developed from baseline surveys and National Health profiles. The National Society encourages all these vulnerable groups to play roles from programme inception to implementation.

Quality, Accountability and Learning

In order to improve the quality of its work, the Red Crescent Society of Djibouti organizes annual workshops on continued training of volunteers, National Society staff and governance. The volunteers are regularly trained in programmatic aspects in which they are involved. The National Society staff also benefit from training sessions organized by the Federation at regional, continental and international level. The governance too is periodically trained in National Society management when the General Assembly meetings are held.

In this regard, it is necessary for the International Federation to provide support to the training process. Meanwhile, regular inter-branch exchanges have been taking place each year in order to enable branch leaders to share their experiences and knowledge and address the challenges.

The NS is also planning to have a functional and effective programme planning, monitoring, evaluation and reporting system is put in place. This will ensure transparency and accountability and also, continuous learning to facilitate programme improvement

To improve the quality of work strengths, weaknesses, opportunities and threats/limitations (SWOT/L) analysis is done annually. The self-assessment indicates the basis for the National Society and its staff to identify the areas that need improvement and learn lessons. In order to assist staff to improve their performance, the National Society has a performance appraisal system in place. To be more result oriented, stakeholders and beneficiaries are included in identifying and prioritizing their needs, during planning and implementation. Branches work together with stakeholders during project planning, monitoring and follow up. Partners are given regular updates through narrative, financial and audit reports. This has greatly improved transparency and accountability. Additionally, all programmes have log frames developed for the 2009-2010 plans which have been modified as necessary to incorporate learning from internal reviews and monitoring process over the past six months. The monitoring of activities and outputs will continue at national level and there will be review of the progress towards the achievement of the programme outcomes as part of the programme update and annual report.

Budget Summary for Djibouti and Eritrea			
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Programmes	2010 budget (CHF)	2011 budget (CHF)	Total budget (CHF)
Health and Care	443,374	348,593	791,967
Disaster management	193,316	153,684	347,000
Coordination	222,975	222,975	445,950
Organizational Development	366,291	371,236	737,527
Total	1,225,954	1,096,488	2,322,442

How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

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