

Logical Framework Planning Matrix: Armenian Red Cross Health and care programme/Social Service for Vulnerable People project

	Indicators	Sources of verification	Assumption/risks
<p>Overall Goal Health and social vulnerability of people of Armenia is decreased.</p>	<ul style="list-style-type: none"> • Health indicators indicate that vulnerability among target populations has reduced. • Human development indicators have improved. • Mortality and morbidity has decreased. 	<ul style="list-style-type: none"> • UNDP human development report. • Government statistics. • WHO reports. 	<ul style="list-style-type: none"> • Political and socio-economic situation in the country is conducive to humanitarian work of the Red Cross. • Major natural disasters do not hinder organisational development efforts of the Red Cross.
<p>Programme objective Target vulnerable communities have improved their health and social conditions through better service delivery from the Red Cross.</p>	<ul style="list-style-type: none"> • Armenian Red Cross provides improved health care and education to vulnerable communities in consistency with national health programmes. • Number of health care and social welfare projects implemented by the Armenian Red Cross branches has increased. • Number of Red Cross volunteers promoting health and social welfare has increased. 	<ul style="list-style-type: none"> • Armenian Red Cross annual report. 	<ul style="list-style-type: none"> • Turn-over of trained staff.
<p>Project objective 25,000 vulnerable people – single elderly, internally displaced persons, refugees, handicapped people, large families and orphans – have improved their health through needs-based socio-medical services including food, medicines, home care, consultations and advocacy, provided by the Red Cross.</p>	<ul style="list-style-type: none"> • 25,000 vulnerable people were provided with psycho-social and medical assistance. 	<ul style="list-style-type: none"> • Armenian Red Cross Annual Report. • Federation monitoring reports. • Project progress reports. 	<ul style="list-style-type: none"> • Support from local communities and partner organisations.
<p>Expected results</p>			
<p>Expected result 1. Capacities of Red Cross staff and volunteers to provide focused and responsive social support to local communities have strengthened.</p>	<ul style="list-style-type: none"> • Number of Red Cross staff and volunteers trained. 	<ul style="list-style-type: none"> • Training reports/records. 	
<p>Expected result 2. All regional branches have developed sustainable projects based on social and health needs in target communities.</p>	<ul style="list-style-type: none"> • Number of sustainable projects developed and implemented by Red Cross branches. • Number of beneficiaries receiving medical and social 	<ul style="list-style-type: none"> • Armenian Red Cross project proposals. • Project progress reports. 	

	support through Armenian Red Cross branches.		
<p>Expected result 3. Armenian Red Cross branches mobilise local resources to sustain social services for vulnerable communities.</p>	<ul style="list-style-type: none"> • Number of agreements signed with partner organisations/agencies. • Number of volunteers involved in implementation of projects. 	<ul style="list-style-type: none"> • Partnership agreements; • Volunteer database. 	
Activities	Resources	Sources	Preconditions
<p>Expected result 1. 1.1. Train Red Cross staff and volunteers in regions on effective social service provision, including Government systems. 1.2. Train Red Cross staff and volunteers on basic health care, including HIV/AIDS, TB and healthy lifestyle.</p>	<p>These resources apply to all activities:</p> <ul style="list-style-type: none"> • Training facilities/materials; • Red Cross staff and volunteers; • Experts; • Vulnerable communities; • Medical and other supplies; 	<ul style="list-style-type: none"> • Federation appeal 2004/05; • National partner organisations/agencies. 	<ul style="list-style-type: none"> • National Society leadership remains committed to the change process. • The project receives adequate support through the Federation's network.
<p>Expected result 2. 2.1. Train Red Cross staff and volunteers on project proposal writing. 2.2. Develop projects to provide health and social support to vulnerable communities in each region. The projects will vary from provision of health education, psycho-social support, relief items, home visits to elderly people and minor repairs. 2.3. Projects will then be submitted to joint Federation and the Armenian Red Cross commission for selection and subsequent approval. 2.4. Branches will implement approved projects in target communities.</p>	<ul style="list-style-type: none"> • Information/dissemination; • Other administration costs. 		
<p>Expected result 3. 3.1. Armenian Red Cross branches identify and sign cooperation agreements with local partners to implement health and social projects in target communities. 3.2. Disseminate information about Red Cross activities through local media to increase visibility and attract new partners. 3.3. Recruit volunteers from vulnerable communities.</p>			

Armenian Red Cross Social Services for Vulnerable People project

1. Background

1.1. Context

The Armenian Red Cross Society supported by the Federation has been providing years of continuous humanitarian assistance to vulnerable communities in the country. The focus was on meeting the needs of the most desperately vulnerable Armenians - the destitute, accident victims, widows, orphans, the handicapped, refugees, internally displaced persons and lone elderly people. While other organizations have come and gone, the Armenian Red Cross has stayed. It is the only indigenous, volunteer, community-based and nationwide humanitarian organization working with the population of Armenia.

Over the years the nature of the Red Cross programmes has been modified and redirected to address more effectively the most pressing needs of vulnerable communities in pursuance with the Red Cross mission and mandate as well as capacities of the national society. In 1999, the Armenian Red Cross supported by the Federation and partner national societies, established 23 social service centres to provide locally-tailored services to communities based on local needs and priorities. The centres provided a new vehicle to offer more effective and sustainable services to vulnerable people. Additionally, they encouraged and increased the involvement of volunteers in community service.

The social service centres are positioned in the Red Cross offices throughout the country and offer the maximum possible assistance to any vulnerable person who comes to the centre for help. The centres' activities include psycho-social consultations to the lone elderly, refugees and other vulnerable groups, basic medical check-ups, distribution of basic food items, essential drugs prescribed by polyclinics and hygiene supplies, as well as support in the form of advocacy and information. During the last two years more than 55,000 people received different types of assistance and services including second hand clothes, food parcels, medicines and home care through the centres.

The centres' activities are supported by programmatic infrastructure provided by other Red Cross programmes within each office, including Youth, First Aid, Relief, Dissemination, Disaster Preparedness and the local volunteer base. Strategic value of the centres lies in its nation-wide humanitarian delivery network through which Red Cross and other humanitarian organisations, can reach and serve the vulnerable in all parts of the country.

Considering a serious situation in the country and high vulnerability of the population, as well as limited capacity of the Government to provide vital services to the public, it is important to continue Red Cross services to vulnerable groups, with increased participation of local communities.

Since 2002, social service centres stepped up their efforts to seek contribution from local authorities, businesses and other interested donors. Efforts were made to recruit more volunteers to deliver locally tailored services such as community rooms and home care for lone elderly people, and other services such as health education, distribution of food and hygiene parcels targeting wider groups. Federation provided funds to each regional branch to start their activities through the centres. Many branches have continued to work with local partners after the Federation-supported projects had ended.

Building on the past experience and lessons learned from previous projects, the current social service project will help the National Society bring their socio-medical services closer to the communities it serves and develop more focused and responsive activities.

1.2. Problems and needs

Statistically, 50% of the population lives under the poverty line. The most vulnerable are lone pensioners who receive a monthly pension from the Government equivalent of eight USD. The governmental institutions remain unable to provide adequate support to vulnerable people, leaving them in desperate situation struggling to survive. The vulnerable population is left isolated from the rest of the society. They are deprived of opportunities to receive basic health and social care, as well as information and education to cope with impacts of disasters and emergencies. Their integration into the community is crucial to reduce their vulnerability and restore their self-reliance.

The prevailing situation in Armenia underscores the need to strengthen Red Cross auxiliary role and its capacities to serve vulnerable people at the local level more effectively and enhance the coping mechanisms of the communities it serves. In recent years, the Red Cross has begun the process to build the capacity of its regional branches through organisational development and social service programmes to improve its services to vulnerable people. With reducing international funding, it is equally important to increase local community involvement in Red Cross operations, as communities know better their own needs. Their increased participation will also strengthen sustainability of Red Cross projects. Challenges, however, the Red Cross is facing to develop its human and material resources are enormous. The project seeks external support to help the national society strengthen its mechanisms and systems to ensure continuation of vital services for vulnerable people when the external support ends.

Main Problem: Extreme social and health vulnerability of the population.

Causes:

- 1988 Spitak earthquake.
- Collapse of the Soviet Union.
- Military conflict with Azerbaijan over Nagorno-Karabakh.
- Continued economic crisis.
- Weak social welfare system.
- Insufficient Red Cross resources/capacity.
- High unemployment.
- Poor community support.

Effects:

- Low purchase capacities.
- High emigration.
- Lack of access to education.
- Poor living conditions.

- High morbidity and mortality.
- Extreme vulnerability to disasters.
- Rise in criminality.
- Drop in development indicators.

1.3. Stakeholders

Institutions	Local Authorities	Local donors	International donors
Problems	<ul style="list-style-type: none"> • Lack of funds. • Poor coordination of humanitarian assistance. • Widespread bureaucracy. 	<ul style="list-style-type: none"> • Lack of interest in Red Cross activities. • Absence of philanthropic mentality. • High concentration of wealthy population in Yerevan. 	<ul style="list-style-type: none"> • Reduced international interest in the country & the region. • Influence of politics on humanitarian agenda. • Lack of funds • Bureaucracy.
Interests	<ul style="list-style-type: none"> • Reduce vulnerability. • Build functioning welfare system • Strengthen resources. • Improve cooperation with the Red Cross. 	<ul style="list-style-type: none"> • Improve public image. • Gain profit. • Pay minimum taxes. 	<ul style="list-style-type: none"> • Help vulnerable people.
Potential	<ul style="list-style-type: none"> • Common interests. • Limited resources. • Good cooperation with the Red Cross imbedded in cooperation agreements. 	<ul style="list-style-type: none"> • Substantial human and financial resources. 	<ul style="list-style-type: none"> • Resources. • Experience & knowledge. • Common interests.
Interaction	Local authorities will offer buildings and vehicles free of charge to organise various events/activities within the project. They will provide an office or a storage space for each Red Cross social centre.	Possible financial support to Red Cross community projects.	Provide financial support to Red Cross operation.

Target Group(s)	Vulnerable Communities
Problems	<ul style="list-style-type: none"> • Unstable socio-economic situation. • Poor access to health and social care. • High unemployment. • Poor living conditions. • Increased morbidity and mortality.
Interests	<ul style="list-style-type: none"> • Have access to health and social care. • Improve health. • Have opportunity to better utilize their skills and capacities. • Participate in a decision-making process directly affecting their lives.
Potential	<ul style="list-style-type: none"> • Human resources; • Skills & knowledge of problems. • Willingness to strengthen their self-help mechanisms. • Increased interest in humanitarian operations.
Interaction	<ul style="list-style-type: none"> • Vulnerable communities will be active partners of the Red Cross participating in assessment, planning and implementation of the project.

1.4. Internal analysis of the Armenian Red Cross.

Internal	External
<p>Strengths</p> <ul style="list-style-type: none"> • Country-wide network of social service centres. • Trained/experienced staff. • Good image. • Volunteer base. • Warehouse facilities. • International centre for spinal cord rehabilitation (IPTRC). • Income generation projects. 	<p>Opportunities</p> <ul style="list-style-type: none"> • Red Cross and Red Crescent Movement support. • Respect and effective coordination with Government authorities. • Good image among the public. • Credibility with partners/donors. • Interest of new local donors to support Red Cross activities.
<p>Weaknesses</p> <ul style="list-style-type: none"> • Absence of Red Cross law. • Insufficient interaction with vulnerable communities. • Lack of knowledge/experience/best practice sharing with other national societies. 	<p>Threats</p> <ul style="list-style-type: none"> • Unfavourable tax legislation. • Unstable economy. • High risk of disasters. • Mass emigration of workforce. • Volatile political situation in the country & the region.

2. Overall Goal

Health and social vulnerability of people of Armenia is decreased.

Indicators of the overall goal:

- Health indicators indicate that vulnerability among target populations has reduced.
- Human development indicators have improved.
- Mortality and morbidity has decreased.

Sources of verification:

- UNDP human development report.
- Government statistics.
- WHO reports.

Assumptions/risks:

- Political and socio-economic situation in the country is conducive to humanitarian work of the Red Cross.
- Major natural disasters do not hinder organisational development efforts of the Red Cross.

3. Programme Objective

Target vulnerable communities have improved their health and social conditions through better service delivery from the Red Cross.

Indicator of programme objective:

- Armenian Red Cross provides improved health care and education to vulnerable communities in consistency with national health programmes.
- Number of health care and social welfare projects implemented by the Armenian Red Cross branches has increased.
- Number of Red Cross volunteers promoting health and social welfare has increased.

Sources of verification:

- Armenian Red Cross annual report.

Assumptions/risks:

- Turn-over of trained staff.

4. Project objective

25,000 vulnerable people – single elderly, internally displaced persons, refugees, handicapped people, large families and orphans – have improved their health through needs-based socio-medical services including food, medicines, home care, consultations and advocacy, provided by the Red Cross.

Indicators for project objective:

25,000 vulnerable people were provided with psycho-social and medical assistance.

Sources of verification:

- Armenian Red Cross Annual Report.
- Federation monitoring reports.
- Project progress reports.

Assumptions/risks:

Support from local communities and partner organisations.

5. Expected Results and indicators

5.1. Expected result 1. Capacities of Red Cross staff and volunteers to provide focused and responsive social support to local communities have strengthened.

Indicators:

Number of Red Cross staff and volunteers trained.

Source of verification:

Training reports/records.

5.2. Expected result 2. All regional branches have developed sustainable projects based on social and health needs in target communities.

Indicators:

- Number of sustainable projects developed and implemented by Red Cross branches.
- Number of beneficiaries receiving medical and social support through Armenian Red Cross branches.

Source of verification:

- Armenian Red Cross project proposals.
- Project progress reports.

5.3. Expected result 3. Armenian Red Cross branches mobilise local resources to sustain social services for vulnerable communities.

Indicators:

- Number of agreements signed with partner organisations/agencies.
- Number of volunteers involved in implementation of projects.

Source of verification:

- Partnership agreements;
- Volunteer database.

6. Project activities related to expected results

6.1. Expected result 1.

1.3. Train Red Cross staff and volunteers in regions on effective social service provision, including Government systems.

1.4. Train Red Cross staff and volunteers on basic health care, including HIV/AIDS, TB and healthy lifestyle.

6.2. Expected result 2.

2.1. Train Red Cross staff and volunteers on project proposal writing.

- 2.2. Develop projects to provide health and social support to vulnerable communities in each region. The projects will vary from provision of health education, psycho-social support, relief items, home visits to elderly people and minor repairs.
- 2.3. Projects will then be submitted to joint Federation and the Armenian Red Cross commission for selection and subsequent approval.
- 2.4. Branches will implement the approved projects in target communities.

6.3. Expected result 3.

- 3.1. Armenian Red Cross branches identify and sign cooperation agreements with local partners to implement health and social projects in target communities.
- 3.2. Disseminate information about Red Cross activities through local media to increase visibility and attract new partners.
- 3.3. Recruit new volunteers from vulnerable communities.

7. Monitoring and evaluation

Monitoring of this project will be carried out through:

- random visits to project sites by a joint Federation and the Red Cross teams;
- analysis of monthly activity reports from regional and community branches.

The Red Cross in cooperation with the Federation will carry out a mid-term and final evaluation of the project to assess the impact of the operation on vulnerable communities through analysing results of questionnaires distributed to beneficiaries. Findings of the evaluation will constitute the basis for the future planning.

8. Implementation and timetable

Activities	Jan '04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Jul 04	Aug 04	Sep 04	Oct 04	Nov 04	Dec 04
Expected result 1.												
Activity 1. Train Red Cross staff and volunteers in regions on effective social service provision, including Government systems.	x											
Activity 2. Train Red Cross staff and volunteers on basic health care, including HIV/AIDS, TB and healthy lifestyle.					x				x			
Expected result 2.												
Activity 1. Train Red Cross staff and volunteers on project proposal writing.		x										
Activity 2. Develop projects to provide health and social support to vulnerable communities in each region. The projects will vary from provision of health education, psycho-social support, relief items, home visits to elderly people and minor repairs.		x	x									
Activity 3. Projects will then be submitted to joint Federation and the Armenian Red Cross commission for selection and subsequent approval.			x									
Activity 4. Branches will implement the approved projects in target communities.				x	x	x	x	x	x	x	x	x
Expected result 3.												
Activity 1. Armenian Red Cross branches identify and sign cooperation agreements with local partners to implement health and social projects in target communities.				x								
Activity 2. Disseminate information					x	x	x	x	x	x	x	x

about Red Cross activities through local media to increase visibility and attract new partners.												
Activity 3. Recruit new volunteers from vulnerable communities.				x	x	x	x	x	x	x	x	x
Assessment, monitoring and evaluation												
Monitoring	x	x	x	x	x	x	x	x	x	x	x	x
Mid-term and/or final evaluation						x						x

9. Preconditions:

- National Society leadership remains committed to the change process.
- The project receives adequate support through the Federation’s network.

10. Sustainability

The current project is in pursuance with the National Society’s strategic directions. It aims to strengthen capacities of the Red Cross to provide effective and sustainable support to vulnerable people by maximising utilisation of community resources and strengthening partnerships with local authorities, companies and local donors. The social service centres will help the target communities to strengthen self-help mechanisms and establish cooperation with local donors. The communities will be coordinating their resources for the benefit of the most vulnerable. They will be able to start finding solutions to community problems utilising their own resources reducing dependency on external support.