

**Logical Framework Planning Matrix: Armenian Red Cross Disaster Management Programme/Disaster Preparedness and Response Project**

	Indicators	Sources of verification	Assumption/risks
<p><b>Overall Goal</b> Vulnerability of the population to natural and man-made disasters is decreased.</p>	<ul style="list-style-type: none"> <li>• The number of people affected by disasters is reduced.</li> <li>• Communities have basic knowledge and understanding of vulnerabilities, hazards, disasters and threats.</li> <li>• Communities are better prepared - have adequate skills and coping mechanisms to mitigate the effects of disasters.</li> <li>• The amount of damage following disasters is reduced.</li> </ul>	<ul style="list-style-type: none"> <li>• World Disaster Report;</li> <li>• Government statistics.</li> <li>• Reports from NGOs;</li> </ul>	<ul style="list-style-type: none"> <li>• Government of Armenia supports the Armenian Red Cross disaster management initiatives.</li> </ul>
<p><b>Programme objective</b> The Armenian Red Cross positions itself as a key humanitarian actor in disaster management.</p>	<ul style="list-style-type: none"> <li>• Clearly defined role of the Armenian Red Cross in national disaster preparedness plan.</li> <li>• Reduced disaster response time for any Armenian Red Cross intervention.</li> </ul>	<ul style="list-style-type: none"> <li>• National disaster preparedness plan.</li> <li>• Newspaper articles, TV reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Government of Armenia shows willingness to involve civil society in the development of the national disaster preparedness plan.</li> </ul>
<p><b>Project objective</b> The Armenian Red Cross has strengthened disaster preparedness planning, built effective disaster response mechanisms and enhanced capacities of target communities to reduce the impact and risk of disasters.</p>	<ul style="list-style-type: none"> <li>• Armenian Red Cross has effective disaster response mechanisms in place: trained staff, equipment and stocks.</li> <li>• Number of people reached through public awareness campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>• Armenian Red Cross annual report.</li> <li>• Project progress reports.</li> <li>• Monitoring/field visits.</li> </ul>	
<p><b>Expected results</b></p> <p><b>Expected result 1.</b> The Armenian Red Cross has strengthened its disaster preparedness planning.</p>	<ul style="list-style-type: none"> <li>• Armenian Red Cross has its disaster preparedness plan.</li> <li>• VCA has been carried out.</li> <li>• The National Society actively advocates with the Government and key partner organisations on the adoption of the government national disaster preparedness plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Armenian Red Cross disaster preparedness plan.</li> <li>• VCA report.</li> <li>• Meeting minutes.</li> </ul>	

<p><b>Expected result 2.</b> The Armenian Red Cross has developed adequate human resources and structures to ensure effective disaster response.</p>	<ul style="list-style-type: none"> <li>• Early warning system functions effectively at the headquarters and the regional branches.</li> <li>• Armenian Red Cross has 13 disaster preparedness and response trainers.</li> <li>• 11 rapid response teams provide effective support to disaster victims.</li> <li>• Emergency stocks exist for 200 people.</li> </ul>	<ul style="list-style-type: none"> <li>• Early warning manual.</li> <li>• Training reports;</li> <li>• Progress reports.</li> </ul>	
<p><b>Expected result 3.</b> Local communities have enhanced capacities to counter effects of disasters.</p>	<ul style="list-style-type: none"> <li>• 3,000 copies of educational book with poems for children ‘Aghetik’ developed and distributed.</li> <li>• 10,000 leaflets and 1,000 posters printed and distributed.</li> <li>• 100 evacuation exercises conducted in schools across the country.</li> <li>• 2,500 schoolchildren and 200 teachers trained.</li> <li>• 325 students trained on basic rescue.</li> <li>• Number of TV spots produced and broadcast and 2,000 calendars printed and distributed.</li> </ul>	ARCS Reports.	
<b>Activities</b>	<b>Resources</b>	<b>Sources</b>	<b>Preconditions</b>
<p><b>Expected result 1.</b> 1.1. Train 25 Red Cross staff and volunteers on vulnerability and capacity assessment (VCA) 1.2. Conduct VCA throughout the country. 1.3. Develop a report on findings of the VCA. 1.4. Develop Armenian Red Cross disaster preparedness plan based on results of the VCA. 1.5. Strengthen partnership links with key organisations/agencies working in disaster management to advocate on the adoption of the government national disaster preparedness plan.</p>	<p>These resources apply to all activities:</p> <ul style="list-style-type: none"> <li>• Visits by Regional DP Delegate;</li> <li>• Red Cross staff and volunteers;</li> <li>• Training materials/facilities;</li> <li>• Travel/transportation;</li> <li>• Stationary;</li> <li>• Equipment;</li> <li>• Relief supplies;</li> <li>• Educational materials – leaflets, booklets, posters, calendars, etc.</li> <li>• TV spots.</li> <li>• Other administration and representation costs.</li> <li>• Consultation fees.</li> </ul>	Federation appeal 2004/05.	<ul style="list-style-type: none"> <li>• Armenian Red Cross leadership is committed and supports the project.</li> <li>• The project receives adequate support through the Federation’s network.</li> </ul>
<p><b>Expected result 2.</b> 2.1. Establish Armenian Red Cross early warning system at the headquarters and regional branches. 2.2. Conduct simulation exercises on early alarm system with participation of rapid response teams at regional, zonal and national levels.</p>			

<p>2.3. Conduct training for an Armenian Red Cross disaster preparedness and response trainer in each region.</p> <p>2.4. Purchase rescue equipment and gears for 11 rapid response teams.</p> <p>2.5. Conduct training for the regional disaster response teams on rescue, logistics and telecommunications.</p>			
<p><b>Expected result 3.</b></p> <p>3.1. Develop, print and distribute to local communities educational materials on earthquakes, floods, fire, landslides and hail.</p> <p>3.2. In cooperation with the Crises Management Institute, develop, print and distribute 3,000 copies of a new issue of educational book with poems for children ‘Aghetik’ – a cartoon character symbolising a small-scale disaster.</p> <p>3.3. Organise evacuation exercise for 100 schools involving 40,000 children countrywide.</p> <p>3.4. Provide education on main disasters to 2,500 children and 200 teachers.</p> <p>3.5. Organise drawing competition among schoolchildren to increase their awareness on main disasters.</p> <p>3.6. Print 2,000 calendars with best pictures from the drawing competition.</p> <p>3.7. Provide training on basic rescue for 325 students and organise a national competition.</p> <p>3.8. Produce and broadcast TV spots on main disasters.</p> <p>3.9. Develop promotional materials for Armenian Red Cross eco tour service.</p>	<p>See above.</p>	<p>See above.</p>	<p>See above.</p>

## Armenian Red Cross Disaster Preparedness and Response

### 1. Background

## 1.1. Context

Armenia is exposed to a range of complex emergencies because of its location. Six most common hazards are earthquakes, wars, radiation leak, mudslide, hailstorm, and floods. Its 48 cities, with the population of 2,541,200, are in most seismic-active zones. About 30% of Armenia, which includes 368 settlements with the population of 569,500, is exposed to storms. There are more than 3,000 landslide zones, which account for 70% of the whole territory. Flood zones make 10%.

The most significant hazard from the historical perspective is earthquakes, accounting for 95% of natural disaster threats.<sup>1</sup> Drought is another serious hazard. The economic impact of the drought in 2000 is estimated at USD 40 million, while in 2001 it was nine million (Source: Government of Armenia).

Large groups of internally displaced people and refugees from the conflict over Nagorno-Karabakh add to the vulnerability. Statistically<sup>2</sup>, there are about 192,000 internally displaced persons (IDPs) who had to leave their homes of origin due to the cross-border conflict, earthquakes, floods or landslides. In addition, there are 311,000 refugees. 20 per cent of the refugees live in temporary shelters and 70 per cent are unemployed. Additionally, Armenia faces a mass outflow of workforce to other countries in hope to get better living and working opportunities. Armenia's aging nuclear plant in a seismically active area also poses a threat both to Armenians and people in neighbouring countries.

The Red Cross started disaster management programme in 1998 with the Federation's support. Its initial focus was on assisting displaced people from Nagorno-Karabakh and communities affected by the 1998 earthquake. The assistance included large scale relief, emergency food and medicines distributions, as well as rehabilitation.

In 1998 the Red Cross developed a plan of action to strengthen its disaster management capacities. In 1999, it signed a Memorandum of Understanding with government's emergency management administration to establish a general framework of cooperation and coordination in search and rescue, first aid, information, dissemination, tracing, material resources and utilization of the National Society's international post-trauma rehabilitation centre.

The Red Cross then conducted a number of training workshops on disaster management for its staff, volunteers and government officers, and simulation exercises in the capital and regions. The Red Cross established 13 regional and three zonal disaster preparedness and response centres to coordinate disaster management activities in the central, northern and southern regions of the country. Each regional disaster preparedness and response centre has a regional coordinator and a rapid response team of 12 staff and volunteers trained in disaster management disciplines. Through regional and zonal centres, the Red Cross aims to help communities reduce the impact and risk of disasters. The Red Cross has developed and distributed various disaster management-related leaflets, posters, booklets and training modules – over 500,000 copies since 1998 - to raise public awareness. Additionally, it stockpiled emergency relief goods in its regional warehouses to serve 1,500 people in case of disaster or emergency.

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<sup>1</sup> Source: Armenian Red Cross Cooperation Agreement Strategy 2003-2005.

<sup>2</sup> Source: government of Armenia

The National Society advocates for adoption of the national disaster plan. The government, supported by the UNDP, began to work on it in 1997. However, frequent changes in government structures and personnel make it difficult to work with government agencies and have caused delays. The plan is still under the development.

The Red Cross coordinates its disaster management activities with the Emergency Management Administration within the Government of Armenia, state fire brigades, Ministry of Internal Affairs, Ministry of Health and other Government agencies. Local government authorities actively participate in Red Cross training and simulation exercises, as well as other disaster preparedness activities. Supported by the Federation, it also coordinates with UNDP and other donor organisations such as the USAID and Swiss Agency for Development and Cooperation working in disaster preparedness.

Over the last few years, the Red Cross disaster management initiatives had a considerable impact on improving lives of vulnerable communities. However, there are several areas that need to be improved. The Armenian Red Cross has to make further efforts to strengthen disaster preparedness planning through mapping out disaster risks in communities. It has to build adequate human resources, structures and procedures for effective disaster response. Additionally, it has to enhance capacities of local communities through public awareness to counter effects of disasters. The Federation will continue to support these initiatives providing technical input through its Regional Delegation in Turkey. Support from the Regional Delegation to develop a regional disaster response team will complement the country programme.

## **1.2. Problems and needs**

**Main problem:** The population of Armenia is highly vulnerable to disasters.

### **Causes:**

- Unstable socio-economic situation.
- Poor educational system largely due to insufficient government support
- Lack of human and financial resources.
- Lack of experience and knowledge.
- Absence of a National Disaster Plan.
- Shortage of educational materials and public awareness campaigns.
- Low level of awareness among population.
- Disregard of internationally recognized guidelines for the seismic safety of buildings and the seismic techniques.
- Unsafe buildings.

### **Effects:**

- Increased number of victims affected by disasters.
- Poor and expensive health care services.
- Increased level of migration.

- Vulnerability to emotional, psychological and behavioural suffering.
- Destruction.
- Economical loses.
- Pollution.
- Spread of diseases.
- Poor social care.
- Poverty.
- High morbidity and mortality.

### 1.3. Stakeholders

Institutions	Emergency Management Administration (EMA)	Crisis Management Institute (CMI)	UNDP	Mass Media
<b>Problems</b>	<ul style="list-style-type: none"> <li>• High vulnerability of the population to disasters &amp; emergencies.</li> <li>• Absence of a comprehensive National Disaster Plan.</li> <li>• Limited financial resources.</li> <li>• Lack of coordination with counterparts.</li> </ul>	<ul style="list-style-type: none"> <li>• High vulnerability of the population to disasters &amp; emergencies.</li> <li>• Lack of public awareness of disasters.</li> <li>• Limited financial resources.</li> <li>• Poor education &amp; promotion mechanisms &amp; tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of long-term programmes and human resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of funds.</li> <li>• Limited interest in disaster preparedness activities.</li> </ul>
<b>Interests</b>	Reduce vulnerability of population to disasters.	<ul style="list-style-type: none"> <li>• Increase public awareness of disasters.</li> <li>• Reduce vulnerability to disasters.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a National Disaster Plan.</li> <li>• Improve coordination between various stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Access larger communities.</li> <li>• Improve image.</li> <li>• Strengthen credibility.</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>• Human resources.</li> <li>• Good cooperation with the Red Cross.</li> <li>• Memorandum of Understanding defining roles and responsibilities of the Red Cross and the</li> </ul>	<ul style="list-style-type: none"> <li>• Human Resources.</li> <li>• Good cooperation with the Red Cross.</li> </ul>	<ul style="list-style-type: none"> <li>• Mandate.</li> <li>• Links with Government agencies and non-governmental organisations.</li> <li>• Financial resources</li> </ul>	<ul style="list-style-type: none"> <li>• Interest in disasters &amp; emergencies.</li> <li>• Access to large communities.</li> </ul>

	EMA in disaster management.			
<b>Interaction</b>	Active partner of the Red Cross to strengthen disaster management capacities of communities.	Technical support and cooperation.	<ul style="list-style-type: none"> <li>• Coordination of disaster management efforts.</li> <li>• Finalisation of a National Disaster Plan.</li> </ul>	Active partner in disseminating information on Red Cross disaster management activities and increasing awareness of the public on threats and risks.

Target Group(s)	Vulnerable Population
<b>Problems</b>	<ul style="list-style-type: none"> <li>Economic, health and social vulnerability.</li> <li>Lack of awareness of threats and risks, as well as coping mechanisms.</li> </ul>
<b>Interests</b>	<ul style="list-style-type: none"> <li>Reduce vulnerability to disasters and emergencies.</li> <li>Improve coping mechanisms.</li> </ul>
<b>Potential</b>	<ul style="list-style-type: none"> <li>Human resources.</li> <li>Willingness to learn.</li> <li>Knowledge of the area where they live.</li> <li>Strong community links.</li> </ul>
<b>Interaction</b>	<ul style="list-style-type: none"> <li>Direct recipients and active partners in strengthening disaster management capacities.</li> </ul>

#### 1.4. Internal analysis of the Armenian Red Cross

Internal	External
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Basic material resources in all regions - offices, regional rapid response teams, regional warehouse, emergency stock, “Lore” and “Spitak” rescue teams, Post Trauma Rehabilitation Centre.</li> <li>Trained staff and volunteers both at the headquarters and regional branches.</li> <li>Radio communication system at three regional zones of the Red Cross.</li> <li>Bilateral projects with other National Societies and international organizations.</li> <li>Income generation projects, particularly eco tourism.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Red Cross Red Crescent Movement support.</li> <li>Large international NGO presence in the country.</li> <li>High interest of international partners in disaster preparedness and response.</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Absence of a Red Cross law and a National Disaster Plan.</li> <li>Absence of an effective volunteer management system and mechanisms.</li> <li>Poor contacts or links with donors, including</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Unstable legal environment.</li> <li>Lack of long-term commitment from donors/partners.</li> <li>High vulnerability of the country to disasters and emergencies.</li> </ul>

<p>the Armenian Diaspora abroad, resulting in limited external support.</p> <ul style="list-style-type: none"><li>• Poor cooperation with other stakeholders, particularly non-governmental organisations in disaster management.</li><li>• Insufficient internal resources - material and financial.</li><li>• High dependency on external funding leading to weak sustainability of Red Cross services.</li></ul>	
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## 2. Overall Goal

Vulnerability of the population to natural and man-made disasters is decreased.

### Indicator of the overall goal:

- The number of people affected by disasters is reduced.
- Communities have basic knowledge and understanding of vulnerabilities, hazards, disasters and threats.
- Communities are better prepared - have adequate skills and coping mechanisms to mitigate the effects of disasters.
- The amount of damage following disasters is reduced.

### Sources of verification:

- World Disaster Report.
- Government statistics.
- Reports from NGOs.

### Assumptions/risks:

- Government of Armenia supports the Armenian Red Cross disaster management initiatives.

## 3. Programme Objective

The Armenian Red Cross positions itself as a key humanitarian actor in disaster management.

### Indicators of programme objective:

- Clearly defined role of the Armenian Red Cross in national disaster preparedness plan.
- Reduced disaster response time for any Armenian Red Cross intervention.

**Sources of verification:**

- National disaster preparedness plan.
- Newspaper articles, TV reports.

**Assumptions/risks:**

Government of Armenia shows willingness to involve civil society in the development of the national disaster preparedness plan.

**4. Project objective**

The Armenian Red Cross has strengthened disaster preparedness planning, built effective disaster response mechanisms and enhanced capacities of target communities to reduce the impact and risk of disasters.

**Indicators of project objective**

- Armenian Red Cross has effective disaster response mechanisms in place: trained staff, equipment and stocks.
- Number of people reached through public awareness campaigns.

**Sources of verification:**

- Armenian Red Cross annual report.
- Project progress reports.
- Monitoring/field visits.

**5. Expected Results**

**5.1. Expected result 1.** The Armenian Red Cross has strengthened its disaster preparedness planning.

**Indicators:**

- Armenian Red Cross has its disaster preparedness plan.
- VCA has been carried out.
- The National Society actively advocates with the Government and key partner organisations on the adoption of the government national disaster preparedness plan.

**Sources of verification:**

- Armenian Red Cross disaster preparedness plan.
- VCA report.
- Meeting minutes.

**5.2. Expected result 2.** The Armenian Red Cross has developed adequate human resources and structures to ensure effective disaster response.

**Indicators:**

- Early warning system functions effectively at the headquarters and the regional branches.
- Armenian Red Cross has 13 disaster preparedness and response trainers.
- 11 rapid response teams provide effective support to disaster victims.
- Emergency stocks exist for 200 people.

**Sources of verification:**

- Early warning manual.
- Training reports;
- Progress reports.

**5.3. Expected result 3.** Local communities have enhanced capacities to counter effects of disasters.

**Indicators:**

- 3,000 copies of educational book with poems for children ‘Aghetik’ developed and distributed.
- 10,000 leaflets and 1,000 posters printed and distributed.
- 100 evacuation exercises conducted in schools across the country.
- 2,500 schoolchildren and 200 teachers trained.
- 325 students trained on basic rescue.
- Number of TV spots produced and broadcast and 2,000 calendars printed and distributed.

**Sources of verification:**

- Red Cross monitoring and project progress reports.

**6. Project activities related to expected results**

**6.1. Expected result 1. The Armenian Red Cross has strengthened its disaster preparedness planning.**

1.6. Train 25 Red Cross staff and volunteers on vulnerability and capacity assessment (VCA)

1.7. Conduct VCA throughout the country.

1.8. Develop a report on findings of the VCA.

1.9. Develop Armenian Red Cross disaster preparedness plan based on results of the VCA.

1.10. Strengthen partnership links with key organisations/agencies working in disaster management to advocate on the adoption of the government national disaster preparedness plan.

## **6.2. Expected result 2. The Armenian Red Cross has developed adequate human resources and structures to ensure effective disaster response.**

- 2.1 Establish Armenian Red Cross early warning system at the headquarters and regional branches.
- 2.2. Conduct simulation exercises on early alarm system with participation of rapid response teams at regional, zonal and national levels.
- 2.3. Conduct training for an Armenian Red Cross disaster preparedness and response trainer in each region.
- 2.4. Purchase rescue equipment and gears for 11 rapid response teams.
- 2.5. Conduct training for the regional disaster response teams on rescue, logistics and telecommunications.

## **6.3. Expected result 3. Local communities have enhanced capacities to counter effects of disasters**

- 3.1. Develop, print and distribute to local communities educational materials on earthquakes, floods, fire, landslides and hail.
- 3.2. In cooperation with the Crises Management Institute, develop, print and distribute 3,000 copies of a new issue of educational book with poems for children 'Aghetik' – a cartoon character symbolising a small-scale disaster.
- 3.3. Organise evacuation exercise for 100 schools involving 40,000 children countrywide.
- 3.4. Provide education on main disasters to 2,500 children and 200 teachers.
- 3.5. Organise a drawing competition among schoolchildren to increase their awareness on main disasters.
- 3.6. Print 2,000 calendars with best pictures from the drawing competition.
- 3.7. Provide training on basic rescue for 325 students and organise a national competition.
- 3.8. Produce and broadcast TV spots on main disasters.
- 3.9. Develop promotional materials for Armenian Red Cross eco tour service.

## **7. Monitoring and evaluation**

Monitoring of the project will be carried out through:

- analysing of monthly reports from the national society;
- regular field visits by a joint Armenian Red Cross and Federation monitoring team.
- regular visits of the Federation's regional disaster preparedness delegate.

End of project evaluation will be conducted to investigate progress against the set objectives and plan of action with the support of the Federation's Regional disaster preparedness delegate. Findings 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
<b>Expected result 1.</b>												
Activity 1. Train 25 Red Cross staff and volunteers on vulnerability and capacity assessment (VCA)	X	X	X									
Activity 2. Conduct VCA throughout the country.				X	X	X						
Activity 3. Develop a report on findings of the VCA.					X	X	X	X	X	X	X	X
Activity 4. Develop Armenian Red Cross disaster preparedness plan based on results of the VCA.						X	X	X	X	X	X	X
Activity 5. Strengthen partnership links with key organisations/agencies working in disaster management to advocate on the adoption of the government national disaster preparedness plan.	X	X	X	X	X	X	X	X	X	X	X	X
<b>Expected result 2.</b>												
Activity 1. Establish Armenian Red Cross early warning system at the headquarters and regional branches.			X	X								
Activity 2. Conduct simulation exercises on early alarm system with participation of rapid response teams at regional, zonal and national levels.							X	X				
Activity 3. Conduct training for an Armenian Red Cross disaster preparedness and response trainer in each region.			X	X								
Activity 4. Purchase rescue equipment and gears for 11 rapid response teams.				X	X	X	X					
Activity 5. Conduct training for the regional disaster response teams on			X	X	X	X						

rescue, logistics and telecommunication.												
<b>Expected result 3.</b>												
Activity 1. Develop, print and distribute to local communities educational materials on earthquakes, floods, fire, landslides and hail.					X	X	X	X				
Activity 2. In cooperation with the Crises Management Institute, develop, print and distribute 3,000 copies of a new issue of educational book with poems for children 'Aghetik' – a cartoon character symbolizing a small-scale disaster.			X	X	X							
Activity 3. Organise evacuation exercise for 100 schools involving 40,000 children countrywide.		X	X	X	X				X	X	X	X
Activity 4. Provide education on main disasters to 2,500 schoolchildren and 200 teachers.		X	X	X	X				X	X	X	
Activity 5. Organise a drawing competition among schoolchildren to increase their awareness on main disasters.									X	X		
Activity 6. Print 2,000 calendars with best pictures from the drawing competition.											X	X
Activity 7. Provide training on basic rescue for 325 students and organise a national competition.			X	X	X	X	X					
Activity 8. Produce and broadcast TV spots on main disasters.		X	X	X	X							
Activity 9 Develop promotional materials for Armenian Red Cross eco tour service.	X	X	X	X	X	X	X	X	X	X	X	X
<b>Assessment, monitoring and evaluation</b>												
Assessment	X											

Monitoring		X	X	X	X	X	X	X	X	X	X	
Mid-term and/or final evaluation												X

**9. Critical Assumptions**

**Preconditions:**

- Armenian Red Cross leadership is committed and supports the project.
- The project receives adequate support through the Federation’s network.

**10. Sustainability**

Due to harsh socio-economic situation in the country, the National Society continues to largely depend on external funding. It strives, however, to strengthen its financial sustainability to continue services for vulnerable communities independently. The Red Cross will continue to seek funding from international, government or non-government agencies and local businesses in Armenia to tap into diverse sources. Efforts to raise funds through income generating activities will also be made. Furthermore, the current project aims to improve knowledge and skills of Red Cross volunteers and staff so that they could continue raising public awareness with their own resources after the external support comes to its end.