

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

CENTRAL EUROPE

(Appeal 01.52/2001)

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	<i>In CHF</i>
1. Disaster Response	5,518,122
2. Disaster Preparedness	368,966
3. Health and Care	305,685
4. Humanitarian Values	489,079
5. Institutional & Resource Development	2,152,089
6. Regional Co-operation	335,472
7. Coordination & Management	1,707,652
Total	10,877,065



Introduction

National Context

The Federation's Regional Delegation in Budapest provides support to fifteen National Societies in Central and Eastern Europe. The region can be divided into 3 sub-regions: the Baltics, Central Europe and the Balkans.

All three sub-regions are experiencing dramatic socio-economic movements, depending on their historical, geographical, and contemporary situations. While the Czech Republic, Hungary, and Poland joined the North Atlantic Treaty Organisation (NATO) early in 1999 and, together with Slovenia and Estonia, are likely front-runners for joining the European Union (EU) in the near future, the full extent of the impact this will have on economic and social development is uncertain. Some countries in the region (especially in the Balkans) are continuing to struggle against increasing poverty, chaotic political and economic conditions, and heightened security concerns. All the countries in the region face, in various degrees and combinations, the challenges of environmental degradation, natural disasters, organised crime, inter-ethnic tension, and the social costs of structural adjustment programmes governments have implemented in the transition from command to free market economies. Of the region's total population of approximately 130 million, an estimated 20-30% live below the poverty line.

Overall, impressive advances have been made towards a market economy, although often at a great human cost. Women, children, youth, the elderly, as well as the physically and mentally disabled, have been hit hard by economic reforms. Such reforms have left states much weaker than before and, therefore, no longer able or inclined to provide a social safety net for many of their vulnerable citizens. In the aftermath of the Balkans Crisis

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life has become even more desperate for larger numbers of people, especially the thousands of internally displaced persons and refugees. The social fabric of the countries affected is more fragile than before, and the social impact of the Balkans Crisis is likely to be felt for years to come.

The pace of structural change in the three sub-regions appears to be slower than in the first half of the 1990s. This is mainly because reform efforts that were 'easier' to implement were undertaken in the early years of systemic transformation, leaving a core of difficult tasks yet to be tackled e.g. pension reform, environmental safety and general market discipline. As governments in Central Europe, the Balkans, and the Baltics continue to address transition and adjustment issues, the situation of the most vulnerable can be expected to get worse over the next several years.

Therefore, the national societies in the three subregions not only have a critical role to play at present, but they must be ready to address increasingly more complex and interrelated social and economic problems that will sweep over this part of the world during the coming years. This poses not only a challenge to the national societies, but to the International Federation and its regional delegation in Budapest, as well.

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1. Disaster Response

Repatriation and Reintegration Programme: Support to National Societies in Croatia, FR Yugoslavia and Bosnia-Herzegovina

Background and progress to date

During the violent dissolution of Yugoslavia and ensuing Balkans wars, some 700,000 - 800,000 people sought refuge in the Federal Republic of Yugoslavia, predominantly from Croatia, Bosnia-Herzegovina, but also from other parts of the former country. In addition, with an influx of internally displaced persons (IDPs) from Kosovo, the Federal Republic of Yugoslavia (FR Yugoslavia) hosts the largest displaced population in Europe. The overwhelming majority of these displaced people are of Serbian ethnicity, accommodated with host families (some 90 per cent), while a lesser number are in collective centres. Up until now, owing to the crippling factor of sanctions and the constantly deteriorating socio-economic situation, their future in the FR Yugoslavia was uncertain and indeed created a "push factor" for return. Exactly how the situation will change after the latest political changes in FR Yugoslavia (in October 2000) is still unclear, but it is certain that many people will go back to their place of origin.

International law provides the right for refugees and displaced people to return to their homes. The Dayton Peace Accord signed in 1995 provided the mechanism for them to actually do so, kindling the hope of a mass return of the approximately 340,000 refugees from Croatia and approximately 290,000 refugees from Bosnia and Herzegovina (B-H) then living in FR Yugoslavia. By December 1999, under UNHCR auspices, only 1,360 refugees from FR Yugoslavia had been repatriated to B-H and 4,381 to Croatia. In the same period, 43,000 refugees in FR Yugoslavia had resolved their status by being granted citizenship.

As estimated by the Ministry of Human Rights and Refugees of B-H, there are still around 300,000 refugees from B-H seeking permanent solutions. Out of this number 75 per cent are now located in neighbouring countries (FR Yugoslavia, Croatia, Slovenia, Former Yugoslav Republic of Macedonia) and 25 per cent in European Union countries.

It is also important to remember that the majority of the returnees so far have been elderly people returning to their remote villages without proper infrastructure.

Up until some months ago, the returns were mainly spontaneous and very few of them were through authorized agencies. But, with political changes in Croatia, new and favourable terms for return were introduced. Likewise, the number of applications for return from FR Yugoslavia to Croatia sharply increased during the first months of 2000. There are also indications that the number of spontaneous returns and/or "go and see visits" also increased considerably.

At the same time it is difficult to determine the number of people returning. Based on the experience in Croatia, the organized returns, processed by UNHCR and the Office for the Displaced and Refugees in Croatia (ODPR), are only the tip of an iceberg; in the former UN sectors from 10-20 per cent of the overall return, which is occurring spontaneously. The Government of Croatia began working on the establishment of a commission to deal with returns. If and how this situation will change following the latest developments on the political scene in FR Yugoslavia, is even more difficult to say.

During 2000, the Croatian Red Cross (CRC) started to provide assistance to the returnees. The CRC, with the support of the Netherlands Red Cross (NRC), is presently distributing some 88,000 food parcels, 6,000 welcome parcels and hygiene items to returnees and extremely vulnerable individuals (EVIs). Food is provided in bulk by the NRC and is packed and distributed by the CRC. The programme is to be implemented in Former Sectors North and South.

The German Red Cross (GRC) is providing non-food items, such as beds, blankets, mattresses, stoves and hygiene parcels to beneficiaries in five municipalities in Sector North. In addition to this, GRC is partly reconstructing 149 houses in the same municipalities. The value of the repairs is DEM 5,000 per house.

The British Red Cross is providing funding for the programme for the remainder of the year 2000 and the first quarter of 2001. The contribution from the Swedish Red Cross of 17 metric tons (MT) of second-hand clothes was distributed during October-November 2000 to beneficiaries.

In B-H, the UNHCR is providing food assistance to 20,000 returnees. The Swedish Red Cross is providing 100 MT of winter clothing for the most vulnerable within the country, including returnees, refugees and displaced. Distribution will start at the beginning of December.

The International Federation will continue to advocate for voluntary and gradual repatriation/integration on the basis that it is voluntary, done in safety and with dignity and of course with prospects for the future. This will be done through repatriation assessments (see assessment report from Croatia made on 12 May 2000), as well as through provision of pre-departure information and a counselling service to those refugees planning to repatriate to their country of origin, and to those still considering their options in order to allow them to make an informed choice about their future.

The Federation's network with NGOs and refugee self-help groups combined with the distribution network of the National Red Cross Societies make the Red Cross the natural focus for this project.

The project will be managed through the four key partners:

FR Yugoslavia - The Yugoslav Red Cross is responsible for:

- information to refugees regarding the possibilities to go back to their places of origin;
- supporting those who choose to go back..

Croatia - The Croatian Red Cross is responsible for:

- support to returnees, assistance and advocacy in reintegration, legal advisory support, temporary assistance in the form of food and hygiene parcels; and
- continued support to extremely vulnerable individuals (EVIs).

Bosnia and Herzegovina through the Entity Red Cross (ERC) organizations / future NS is responsible for:

- information to refugees regarding the possibilities to go back, facilitating the return process; and
- support to returnees in reintegration, temporary assistance with food and hygiene parcels.

Regional Coordination - The regional delegation in Budapest is responsible for:

- mobilizing and coordinating support to the programme through a Population Movement coordinator initially placed in Zagreb, to work within the CRC; and
- promoting exchange of experience between the National Red Cross Societies, and through the programme to promote advocacy issues and the promotion of humanitarian values, as well as providing practical information and assistance.

The National Societies of Croatia and the FR Yugoslavia have throughout the 1990s been assisting the displaced and refugee populations in both countries. In Croatia, the assistance is channeled through the Community Social Service programme, previously called the Save Lives Operation. In FR Yugoslavia, this has been channeled through various relief and other community based programmes with support from the Federation.

In B-H, the Red Cross branches, (later the ERCs), were involved in the activities supporting the refugees from former Yugoslavia and internally displaced through various Federation- supported relief programmes. The Red Cross branches in both entities are increasingly becoming involved in locally funded (mainly via municipalities) small scale projects to assist the returnees. The two ERCs have announced the support to returnees as one of their priorities and recently signed a Memorandum of Intent, in order to coordinate their efforts.

Repatriation is organized by UNHCR and the International Organization for Migration (IOM) with assistance provided by implementing partners in FR Yugoslavia, Croatia and B-H. The Red Cross National Societies are among the main operational partners.

During the late 90s, a number of legal advice offices opened in FR Yugoslavia and closer cooperation on the issue between NGOs in the region created opportunities to gather and distribute relevant and accurate information to refugees.

Goal(s) The goals of this programme are to:

- assist the returnees from FR Yugoslavia and B-H to Croatia, as well as from Yugoslavia and Croatia to B-H, with food and hygiene items during the repatriation and the initial period after repatriation;
- assist the extremely vulnerable living in the immediate surroundings of the returnees; and,
- strengthen the National Red Cross Societies in their work with the repatriation programme and integration activities within their communities.

Objectives and Activities planned

Croatia:

Objective 1 to provide the returnees to Croatia and EVIs with basic food and hygiene items on a non-discriminatory basis, using a community based approach;

Objective 2 to promote cooperation by the Croatian Red Cross with the Croatian Government, ODP, and other partners to strengthen CRC capacity;

Objective 3 as part of capacity building, to work with institutional development issues focusing on branch development, technical support and dissemination in the branches implementing the programme, through their mobile teams (currently in 22 out of 121 branches).

For objective one, food and hygiene parcels for up to 65,000 beneficiaries, or 25,900 families (based on calculation of one family having 2.5 members) will be distributed for an initial period of up to six months. Continuous monitoring of needs for assistance will be carried out. The categories of beneficiaries, according to the latest CRC assessment of October 2000, are: 42,034 returnees; and 22,666 extremely vulnerable individuals, internal returnees and Bosnian Croat settlers. EVIs will include: people with low income - under 350 HRK per month (in Croatia the defined poverty line is eight DEM per day per person, and 350 HRK is equivalent to approximately DEM 90); elderly of 60 years of age and over and/or individuals with disabilities illnesses or psychological problems, living in geographical or social isolation; and, children of up to 15 years of age with parents with low income of maximum 350 HRK per family member per month.

Also, community based projects will be organized, promoting tolerance and reconciliation between various groups, through training of community leaders for example.

FR Yugoslavia

Objective 1 to provide information to potential returnees to Croatia;

Objective 2 to map, through its Red Cross network, the profile and intentions of the refugee community in FR Yugoslavia.

The Yugoslav Red Cross, through its branch network and together with UNHCR, will continue to survey the return profile and intentions of the refugee community in FR Yugoslavia. Multi-agency funded monthly advocacy leaflets, offering neutral and accurate information on legal and practical procedures required within repatriation/integration process will continue to be distributed through the YRC. Continuous exchange of information will be promoted between the YRC and CRC, to ensure relevant and accurate information to potential returnees.

An adequate communication and information sharing system will be established with the national societies in FR Yugoslavia and Croatia, to organize regular joint meetings, share experiences, discuss the common problems, elaborate common policy, and find solutions for specific cases.

Bosnia and Herzegovina

Objective 1 to provide the returnees in B-H, identified by the ERCs in close cooperation with the local authorities and UNHCR, the basic food and hygiene items, introducing a community based approach;

Objective 2 to strengthen the Red Cross - public authorities relations, as well as to ensure the role of the communities in facilitating the return process and reintegration;

Objective 3 to provide psycho-social support, using the experience of the ERCs in organizing the cross-entity gatherings, promoting reconciliation;

Objective 4 to enhance the capacities of the ERCs in disaster preparedness and response systems and disaster response management, as an integral part of the overall institutional development process within the ERCs, as well as on the national level (future NS);

Objective 5: to establish close cooperation with the neighbouring countries and neighbouring National Societies in order to facilitate the return process;

Food and hygiene parcels will be distributed to up to 30,000 beneficiaries, according to identification criteria, during six months, at the same time monitoring and evaluating the situation of returnees and their continued needs.

Workshops and information sharing / coordination meetings will be organized with participation of the representatives of local authorities, communities, including returnees, and the Red Cross branches in order to highlight the short term and the long term needs, as well as visible solutions and the efficient mechanisms for cooperation. Necessary training will be provided to the community leaders.

Different kinds of cross-entity gatherings will be organized with participation of returnees and representatives of the community, providing the psychological support to the returnees, attracting the authorities and general public interest towards the returnees problems, ensuring the equality of rights of returnees, promoting the reconciliation and reintegration.

Training sessions and case studies will be organized for the ERCs staff and volunteers at all levels on disaster response management, particularly related to the population movement and its consequences, with involvement of the representatives from the relevant state institutions, introducing the Federation approach and within the framework of ongoing disaster preparedness and institutional development programmes. A coordination board will be established within the future NS in order to ensure the effective cross-entity cooperation in the field. Seminars will be held, with support and expertise of the ICRC, in developing the tracing service on the central level, aiming to facilitate family reunification.

Regional Delegation

Objective 1 to create regional preparedness to handle population movement issues, emphasizing repatriation and reintegration into society in Croatia, B-H and FR Yugoslavia;

Objective 2 to mobilize and coordinate international support to the programme;

Objective 3 raising awareness of Population Movement problems and issues - over a wider region with a regional perspective;

Objective 4 sharing of experience and knowledge within the region.

The regional delegation in Budapest will: raise funds and coordinate the support to the programme; promote regular exchange of information and facilitate coordination meetings between the CRC and the YRC and ERC and other NS and more broadly within the region, not only on the senior level but also on a managerial/operational level; and prepare for a regional Population Movement Programme to cover the three countries and their Red Cross Societies.

Expected results

The returnees provided with immediate relief, in terms of food and hygiene parcels, initially for the first six months. The role of the Red Cross is respected and clarified. The capacity of the Red Cross branches in the three countries as part of a national overall network will be strengthened. There will be a better understanding of displacement issues. The Red Cross in the three countries has the capacity and determination to promote inter-ethnic tolerance, postwar reconciliation. Population Movement seminars introduced for Red Cross branches and local authorities and community leaders outlining their roles and responsibilities in this work. Networks are in place by the Red Cross with all the relevant international agencies/organizations in the field of population movement. The programme is used as a learning experience in developing guidelines and standards for Red Cross participation in repatriation and reintegration activities, as well as also in displacement due to disasters.

Indicators

Increased advocacy of National Societies in Croatia, B-H and FRY on behalf of refugees and returnees, becoming preferred partners of their respective governments in the implementation of repatriation/reintegration programmes supported by the international community (e.g. the Stability Pact). Increased number of refugees from FR Yugoslavia, Croatia and B-H returning to their place of origin and reintegrated into society. Active participation by refugees and returnees in Red Cross and multi-agency community-based programmes. Increased number and ability of volunteers and Social Welfare Programme (SWP) workers or equivalent able to provide necessary information to refugees regarding repatriation and integration.

Monitoring and Evaluation arrangements

The Red Cross branches will regularly monitor the number of returnees, assistance provided to beneficiaries, as well as the progress on reintegration into the communities. The branches will report on a monthly basis to their respective headquarters. They will in turn report through the Population Movement coordinator to the regional delegation in Budapest. The Federation's Population Movement coordinator and the Population Movement officers of the Red Cross in the three countries will make regular visits for monitoring and will participate in training and other workshops.

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A mid-term evaluation (July - August 2001) of the programme will be carried out by Federation staff, the Red Cross Societies involved, possible expert teams, and external partners, such as UNHCR (qualitative and quantitative analysis). The continuation of the programme will be based on the findings of this evaluation.

Critical assumptions

- The flow of returnees will continue as projected by UNHCR and other agencies.
- Further deterioration of the economy and continuation of tensions in the three countries affected by fragile political and economical situations, could place additional burden on the success of return and integration.
- No major human or natural disaster, which could slow down or postpone the repatriation programme.
- Willingness of the countries in the region to continue to improve conditions for repatriation/reintegration through resolving present obstacles for smooth return/ integration.
- Commitment and sufficient support to the programme among implementing partners and donors.
- housing, social welfare and employment issues are solved - otherwise return will be delayed.

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2. Disaster Preparedness

Background and progress to date

People living in this region face, in varying degrees and combinations, the challenges of environmental degradation, natural disasters, organised crime, inter-ethnic tension as well as a growing risk of increasing tension and social unrest due to political and socio-economic developments.

A great need exists for developing appropriate disaster preparedness plans in the region especially as flooding is a regular occurrence affecting, in the best case scenarios, limited areas within countries. However, increasingly often flooding occurs across borders, creating a regional disaster affecting large numbers of people, as was the case when the river Tisza flooded in April 2000.

An increasingly significant problem is that of old industrial installations in the region developing technical problems. In some cases this has led to rivers polluted by chemicals resulting in vast cross-border damage. In other cases the potential threat can be a nuclear power station, as in the Baltic states.

Many of the countries are in earthquake prone areas, where information and advocacy on behalf of risk areas and populations at risk is of equal importance to action-oriented preparedness when earthquakes strike.

Conflicts and unrest are still very much a threat in the region. Assistance to displaced populations and refugees has become the order of the day in the work of many NS. Often the Red Cross network is expected to deliver assistance on behalf of international donors which puts a strain on its capacity and preparedness.

In all cases, the national societies are expected to react and provide assistance to vulnerable people. Increasingly they are also reacting regionally and internationally to different disaster situations.

In disaster preparedness the key actor is the national government. Each national Red Cross society must find a clearly defined role for itself within the national DP planning, and to ensure that its own DP plan appropriately covers this defined area.

A full-time regional disaster preparedness delegate joined the regional delegation in May 2000. Since the departure of the prior delegate in 1996, there was no overall regional approach to support and assist the NSs in developing their disaster preparedness (DP) plans and functions. Some NSs, however, were involved in developing their DP programmes with bilateral support of sister societies.

In the process of developing preparedness plans for the NSs, co-operation with other NGOs and their members/volunteers on a national level is emphasized, as well as working together with the corporate sector, in providing support and assistance not only in times of disaster but also in setting up the required logistics support systems. Good co-operation with the ICRC, as well as other organisations such as UNHCR and UNDP, is essential.

In the immediate aftermath of the cessation of hostilities in Kosovo, the international community and the countries of south-east Europe committed themselves to make a determined effort to create conditions for peace, stability and prosperity in this region. In March 2000 the Stability Pact launched the Disaster Preparedness and Prevention Initiative (DPPI), to offer a framework for regional co-operation by pulling together ongoing activities and identifying unmet needs which lend themselves to regional co-operation either in training or response.

As a first operational step DPPI appointed an 'Operational Team' to assess needs and capacities. This assessment will in particular: analyse natural risks, country by country; review existing national disaster preparedness plans; catalogue ongoing emergency response projects; and make recommendations based on the findings for areas where regional co-operation can have an immediate positive impact and for long-term strategic planning.

The RD in Budapest is a member of the Operational Team together with UNDP, NATO, the US and Italy. UNDP is team-leader. Other countries within the Stability Pact can join the Operational Team on their own initiative. The team will visit the countries in the Balkan region i.e. Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Former Yugoslav Republic of Macedonia and Romania as well as Turkey, Greece and Hungary during the spring of 2001.

Although the Stability Pact's DPPI is aimed at the respective governments, the Red Cross societies will be invited to take part in the process. This should provide a good basis for Red Cross DP planning as part of the overall national DP plan; awareness of the national DP planning and legislation; and formulation of a coherent DP strategy for the region.

Goal The region's National Societies will have efficient and effective ways of responding to national disasters and also to international appeals. A regional DP programme, based on comprehensive background material on existing risks and ongoing DP work within the NSs, will be established.

Objectives and Activities planned

Objective 1 to strengthen the disaster response capacity of the NSs in the region through the development of disaster preparedness plans.

To achieve this, a detailed needs assessment will be carried out of the NSs in relation to DP. This is part of the overall development of programmes and services. The initial group of NSs to be covered by this activity are from the eleven countries within the Stability Pact. Three regional DP workshops will be held to follow up on the results from the Stability Pact work and to introduce the methodology to those who were not part of that exercise. DP training will take place in each of the countries in the region as an introduction to: DP planning within the NSs; the establishment of partnerships with the respective governments and in developing national DP plans; use of minimal standards (such as those developed by the Sphere Project) and management of disaster response.

Objective 2 to draw up a disaster preparedness strategy and a regional disaster preparedness plan, including contingency planning. A regional strategy for DP will be developed within the framework of the Regional Assistance Strategy and based on the needs of the NSs. Ongoing DP programmes will be integrated into the regional strategy and plan of action.

Objective 3 to establish a disaster response plan for the RD, in cooperation with the Disaster Management and Coordination Division in Geneva. To achieve this, two activities will be undertaken:

- the role and responsibilities of the regional delegation in the Federation's disaster response system will be defined as will the internal roles within the delegation for all programme staff (Regional Logistics Unit, information, institutional and resource development, health, training, and youth). This will enable the timely and efficient launch of potential disaster response operations in cooperation with the affected NS and country delegation, where applicable;
- a computerised regional data base will be created to track available NS staff, volunteers and delegates, vehicles under Federation control, warehouses and relief stocks, and suppliers with Federation framework agreements. The database will be presented using the Geographical Information System (GIS).

Expected results

By the end of 2001, eight national societies are expected to have designed preliminary DP plans within their respective national contexts which will outline:

- a functioning and realistic DP organisation;
- partnership with government;
- co-operation with other organisations;
- methods to carry out basic needs and vulnerability and capacity assessments in a disaster situation;
- knowledge of how to respond in a disaster situation following the minimum standards developed by the Sphere Project; and,
- established channels to mobilize international assistance in case the capacity to cope locally or nationally is inadequate.

A strategic regional disaster preparedness plan will be developed and based on regional needs, opportunities and threats, outlining the specific roles and responsibilities of NSs. Disaster response mechanisms will be in place at

the RD enabling it to be ready for efficient action. A computerised regional database will be established to track resources.

Indicators

Risk analyses performed by all 15 societies during 2001, as well as Vulnerability and Capacity Assessments. Preliminary DP plans drafted by eight societies towards the end of 2001 and approved DP plans for all 15 societies by the end of 2002. DP plan for the regional delegation finalized, as well as the data base for NSs with country delegations by the end of 2000, and for the remaining NSs by the end of 2002.

Monitoring and Evaluation arrangements

In terms of monitoring, the DP delegate will review plans and progress made against the defined expected outcomes through regular communication with the NSs. Also, training workshops on DP will be held for each of the three sub-regions and each of the 15 NS.

The national DP plans will be evaluated through role-playing where the NS will apply its DP plan to an assumed disaster situation within the country. In the case of the RD, this will be done through a case-study where the disaster encompasses more than one country. Also, yearly evaluations will be organised by the RD.

Critical assumptions

- The initiative of the Stability Pact will assist member countries to develop national DP plans. If it is not successful, a delay may be expected in the similar process of the respective Nss.
- There are sufficient funds to implement the programme.
- Governance of each national society will actively support the development and implementation of the DP programme.
- The process will not be disrupted by ethnic conflicts, economic destabilisation or natural disasters in the critical initial phases of analysis and strategy development.
- National Society participants in the programme maintain their commitment to the programme and to developing it at all levels of the NS structure. .

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3. Health and Care

Background and progress to date

The quality of life of many of the most vulnerable in the central Europe region continues to deteriorate as less government funding is available to meet health and social care needs. Some alarming poverty statistics were revealed in the United Nations Development Programme's *1999 Human Development Report* for the region. The elderly are often neglected by state medical and health services. Youth were especially hard hit by unemployment, often disproportionately so. Meanwhile, their health is increasingly at risk from sexually transmitted diseases (including HIV/AIDS), and rising use of drugs, alcohol and cigarettes. Epidemics of traditional diseases (measles, tuberculosis) are re-emerging.

Under the socialist system many national societies were the unofficial arm of the Ministry of Health so their role in this area was quite visible. These national societies are continuously struggling with the dilemma of expectations amongst the population concerning their response to health needs, trying to break away from some traditional and currently irrelevant activities which they carried out over the last 50 years.

It has become clear that in many countries, particularly the Baltic States, where the national societies had a traditional role in Visiting Services (Volunteer Nurses) there is still a major niche to be filled. The increase in ageing populations can only mean that the needs to be met in this area will grow throughout the region in the coming years. At the conclusion of the European Conference in Copenhagen in 1997, all national societies in Europe agreed to define new and sustainable ways of addressing newly emerging needs in the area of health and care in the community.

Some national societies continue to implement health and community care programmes based on agreements with government and/or agencies encouraging preventative health measures.

To facilitate identification of specific programme activities and to provide comprehensive background information, the regional delegation undertook an assessment study of the epidemiological situation, stakeholders and NS activities in the field of HIV/AIDS prevention. The study will be completed by the end of November 2000.

Goal to strengthen the capacity of national societies in the region to maximize their comparative advantage in responding to the health and care needs of the most vulnerable.

Objectives and Activities planned

Objective 1 to analyse the overall health and social situation within the central European region and to identify regional needs, capacities, available resources and potential partners. To achieve this, four activities will be undertaken:

- a detailed assessment will be carried out of the epidemiological, health and care situation in the region;
- a series of participatory self-assessment activities will be conducted to identify needs, realistic capacities and the potential of the national societies;
- key partner organisations and agencies in health and community care will be identified;
- resource persons and information sources will be identified at the national, regional and international levels.

Objective 2 to assist national societies in drawing up health policies, strategies and corresponding plans of action. Participatory sessions will be organized to provide national societies assistance in defining their role in health and care and drawing up related policies, based on global Federation policies and guidelines. In co-operation with the ID/RD programme of the regional delegation, strategic planning processes will be facilitated to define the roles and responsibilities of NSs in health and care in the community.

Objective 3 to strengthen national society human resources and organisational capacities in order to design and carry out comprehensive, focused and relevant health and care programmes. Activities:

- representatives of vulnerable groups, paying particular attention to gender balance, will be identified for participation in programme design, implementation and evaluation;
- in co-operation with other Federation programmes in the region, training in assessment, strategic planning techniques and Vulnerability and Capacity Assessment will be provided;
- participatory design and preparation of focused and responsive health and care activities, reflecting the capacity of the National Society, will be initiated and assisted with;
- best practices for care and maintenance of projects carried out with other community players will be defined;
- national societies will be assisted in preparing professional presentations of their plans to government, other civil society organisations and potential corporate partners;
- standard job descriptions for staff and volunteers who will implement health and community care activities will be drawn up;
- training needs will be identified and a training plan will be set up for personnel involved in the implementation of health and care programmes.

Objective 4 to facilitate partnership building and co-operation with governmental and non-governmental programs and agencies, both at national and international levels, as well as with sister national societies;

Regular sub-regional and regional platforms will be established to provide opportunities for cooperation and exchange of experiences. National societies in the region will be linked to existing European and global networks on health issues, such as the European Red Cross and Red Crescent Network on AIDS (ERNA). Communication, contact and cooperation with key partners will be facilitated and active co-ordination of international Red Cross health and care related activities will be ensured.

Expected results

The following results are expected after three years of programme development:

- reduced vulnerability of individuals and communities to disease, accidents, trauma and violence;
- improved capacity of the region's national societies to define respective roles in the area of health and care in the community; and,
- partnerships formed with government, civil society and corporate partners to implement effective health and care programmes.

Indicators

A detailed assessment completed by the region's national societies of health and care needs of vulnerable groups in the community, and realistic strategic plans based on the findings. National societies recruit staff and volunteers necessary for implementation of programmes with an adequate representation from vulnerable groups. An increased number of formalized partnerships with other community actors, reflecting a clearly recognized and respected role for the National Society in the area of health and care in the community.

Monitoring and Evaluation arrangements

Monitoring of this project will be carried out by:

- on-site visits and consultations to national societies by the regional delegation;
- regular progress reports and development of health and care policies by the region's NSs;
- annual partnerships and co-operation reviews; (4) monitoring of compliance with international service quality standards.

Evaluation of this project will be achieved through an annual end-of-year evaluation organised by the regional delegation and through mid-term evaluations conducted by an external consultant.

Critical assumptions

- A regional health and care in the community delegate is recruited to lead the programme by January 2001.
- The deteriorating health situation in the region will be considered a priority by governmental and non-governmental organisations and other community actors.
- The programme will not be significantly disrupted or brought to a halt by ethnic conflicts, economic destabilisation or natural disasters during the next three years.
- Governance of each national society participating in the programme will give its support.
- The Red Cross laws or other legislation in the participating countries are not changed or modified in such a way that they adversely affect the implementation of the programme..

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4. Humanitarian Values

Background and progress to date

Towards the end of the 20th century most of the countries in central Europe faced huge political and socio-economical changes. Old, in some cases safe, social structures were thrown away, and new ones were adopted. Most of these societies have by now developed new ideologies and values, which do not necessarily improve the welfare of their citizens. New values often reflect the views of the stronger elements of society, and many vulnerable groups were left to struggle alone.

The current climate of political and economic integration processes in the region, with more and more countries willing to enter the European Union, impacted on the already diminishing level of government provided social services.

There is need for advocacy and promotion of humanitarian values and principles so that they are seen as part of the basic rights and values which belong to everyone, while also serving as a conflict prevention tool, especially in the countries with ethnic minorities and socioeconomic difficulties. Promotion of the International Red Cross and Red Crescent Movement's fundamental principles and humanitarian values is of great importance in changing behaviour at the community level, and contributing to building civil society.

There is tendency to assume that whatever Red Cross or Red Crescent workers do, that they at the same time promote humanitarian values and principles and act as advocates for vulnerable people. This is not so simple. Promotion of humanitarian values and principles needs to be a well planned, conducted and marketed activity of itself. Cooperation with partners such as the Red Cross youth sections, volunteers and journalists is essential.

Promotion of humanitarian values and principles is a key programme element of the Regional Assistance Strategy for 2000-2004 developed by the International Federation's regional delegation for Central Europe (RD) and remains so as one of the core areas of the organization's *Strategy 2010*. It also represents an integral part of the organizational development activities of the RD throughout the region.

This issue cuts across all of the RD and national society (NS) programmes, the impact of which is closely tied to effective communication. As a thread running through all programmes, advocacy and promotion of humanitarian values is very important to the resource development programme, especially in the areas of public relations, media relations, and social marketing. Secondly, in the areas of disaster preparedness and disaster prevention, the programme - in cooperation with the ICRC - has a vital role to play in alerting the communities in the region to potential inter-ethnic conflict situations before they erupt into violence, promoting diversity and tolerance and fostering conflict resolution. The programmes and the services of Red Cross youth sections are also an important vehicle for the promotion of humanitarian values.

The Federation's regional delegation, often together with the ICRC, over the last two to three years facilitated more than 20 communications workshops for NS information staff and media seminars for journalists with the aim of improving their communications capacity and creating a better understanding of the Red Cross' work. Based on the feedback, there is a definite interest on the sides of both the NSs and the media to continue. At the regional level, the two main achievements in this area included the Regional Communications Workshop, held in Budapest in 1998 with the cooperation of the ICRC, and the European Public Support Group meeting in 1999 in Sofia, attended by information and fundraising officers from Central European national societies.

During the workshops and the seminars it became obvious that the NSs in the region either lack a communications strategy - which encompasses profiling who they are, what they stand for and what public and official support is needed to carry out humanitarian action - or that it needs to be updated to put a special emphasis on the promotion of humanitarian values and principles. Also, the lack of adequate human and financial resources continued to hinder national societies in the region from reaching their maximum potential.

The existing media relations are good and the NSs manage to get accurate coverage of their activities. The element missing from media coverage is awareness of the values on which the Red Cross is based and this awareness could attract new volunteers. To help achieve this, the RD encourages the NSs to use more modern and strategic approaches in communication activities, such as making more use of the Internet.

The RD has published *The Bridge* magazine for over five years, giving visibility to the activities of the NSs within and outside of the region. While it continues to be a forum for the societies in central Europe it is aimed to also highlight programmes run by the regional delegation.

In the summer of 2000, the RD launched its own web site. All information on its programmes, the Regional Assistance Strategy, national society profiles, reports and publications issued are available on this site.

To ensure there were no difficulties in having a common understanding of the Federation's *Strategy 2010*, the publication was translated and printed into all of the region's languages in 1999-2000.

Goal Humanitarian values and principles are promoted and reflected in all programmes and activities of the national societies in the Central Europe region, with special support given to those taking part in the ID/RD programme.

Objectives and Activities planned

Objective 1 to strengthen the image and profile of NSs in the region. Activities to achieve this objective will include:

- assisting eight national societies to assess their current public image and the Red Cross' position in the society;
- support to the selected NSs in developing and updating their communications strategy, ensuring that promotion of humanitarian values and principles is an integral part of it;
- based on a traditional activity of the Hungarian Red Cross, introduce an annual Red Cross Media Award throughout the region, or in the eight selected countries initially.

Objective 2 to put together training materials on humanitarian values and principles in the national languages of the NSs to target their staff, the general public and the media. In cooperation with regional national societies, a leaflet entitled "What do humanitarian values and principles mean for us today?" will be published as will a CD on "Principles to Action". Eight national societies will be assisted in establishing a standard system of recording and tracking of inquiries about Red Cross activities.

Objective 3 to organize two regional campaigns on humanitarian values and principles. Two posters on humanitarian values and principles will be published, a regional photo competition will be organized with the same theme, and a book of selected photos will be published.

Objective 4 to organize six communications workshops and five media seminars on humanitarian values and principles for NS staff and journalists, respectively. Six workshops will be organized for NS key communicators as will five media seminars for local journalists.

Objective 5 to publish regional magazines and publications focusing on particular activities, projects and programmes; and to maintain and regularly update the RD's web site. Eight issues of the regional magazine, *The Bridge*, two issues of *Insight*, a Federation publication focusing on particular activities, projects and programmes will be published covering youth and ID/RD, and disaster preparedness and health. The RD's web site will be updated regularly and linked to other sites, particularly those dealing with HIV/AIDS. Free lance journalists in the countries of the region will be contracted to cover Red Cross activities for *The Bridge* magazine.

Expected results

- The profile and the image of the selected NSs will be strengthened by the end of 2002, and they will become stronger partners in building civil society.
- The selected NSs will have a written communications strategy (four of them by the end of 2001, the other four by the end of 2002).
- The public and Red Cross staff will better understand the importance of humanitarian values and principles in building their civil society.

- By July 2001, a standardized system of recording inquiries about Red Cross activities will be set up at eight NSs and evaluated at the end of 2001. This will form the basis for measuring the impact of promoting humanitarian values and principles throughout 2002 in each country involved.

Indicators

An enhanced public image of the NSs (verified through national/regional surveys) positively impacting on revenue generation and the number of people inquiring about Red Cross activities. Increased visibility of humanitarian values and principles in media coverage (increased number of articles and interviews) and an increased number of partnership agreements formed with external partners.

Monitoring and Evaluation arrangements

This programme will be monitored by progress reports sent from the NSs to the RD and a follow-up image survey. Evaluation will be conducted by a team nominated by the RD and an end of programme seminar.

Critical assumptions

- NSs leaders are committed to improving the image of the societies.
- Adequate and secured funding for programme.
- Qualified programme coordinators (information officers) with proper job descriptions identified and selected.

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5. Institutional and Resource Development

• Including Youth Development

Background and progress to date

With the fall of communism and the transition to market economies, the national societies (NSs) in the region lost their financial base (the state) while, at the same time, having to cope with new and increasing needs among the population. Some national societies were better able to adapt to the sweeping changes in their countries than others. They changed their work habits, become technically more proficient, found new sources of income, and developed new programmes to meet the needs of the most vulnerable. However, the degree of commitment at the level of governance in some national societies varies. This impacts the speed and depth of change in the society. In addition, few, if any, of the national societies are adapting to their changing environments in a systematic way, with clear, interdependent goals, outputs, objectively verifiable indicators, or monitoring and evaluation plans.

The institutional and resource development (ID/RD) programme, in its present form, was initiated in Autumn 1999, when a generous donation from the British government's Department for International Development (DFID) allowed the regional delegation to plan a structured, long-term approach in supporting organizational change in the region's NSs. While most societies cite lack of financial resources as one of their biggest obstacles to progress, it is clear that this shortage is symptomatic of wider organizational issues such as the lack of: a strategic plan; institutional methods of reviewing and evaluating programmes; and proper budget management skills. Another critical factor is that no national society is subject to an external audit of the type commonly carried out in western European countries. No long term resource development plan can be put in place until some of these more fundamental organizational issues are addressed. The ID/RD programme assists national societies to identify, implement and evaluate change efforts in a systemic way, based not only on their priorities and available resources, but also within the framework of the International Federation's *Strategy 2010*.

National societies which were ready to take a holistic approach to strengthening their organizations were invited to join the programme. This approach views the national society as an open system and aims at strengthening all components of the organization. So far seven societies (in Albania, Bulgaria, Estonia, Hungary, Lithuania, Poland and FR Yugoslavia) joined the programme and it is planned that all NSs in the region will join by 2005. The reason why some have not joined yet is that the level of commitment to change varies across the region. In addition to working intensively with the seven societies mentioned above, the ID/RD Programme gives support to other programmes in the region, e.g. in Bosnia-Herzegovina and in Kosovo.

So far, four of the seven societies (Albania, Hungary, FR Yugoslavia and Lithuania) produced strategic plans, facilitated by their newly established ID/RD committees. This document is being used as a marketing tool and allows them to present a structured approach of their development plans for the next three to five years to donors, particularly those outside the Red Cross family. Progress was also made on the objective of making national societies more visible in their civil society communities. A pilot participatory rapid appraisal (PRA) was initiated in the three poorest districts of northern Hungary where the Red Cross branch members are working together with vulnerable people, other NGOs and the municipalities to analyze vulnerability and define new ways of working together to deal with it. It is intended that this project will be replicated in selected countries throughout the region.

A key component of the ID/RD programme is the encouragement and active support national societies and Red Cross entities in establishing new and innovative partnerships with businesses, government entities on various levels, and other civil society organizations. In addition, the national societies are encouraged to collaborate with such international organizations as the United Nations Development Programme (UNDP) and the World Health Organization (WHO), among others. Wherever necessary, the regional delegation will take the lead to facilitate these partnerships with the NSs and help new partners to identify or develop the most appropriate collaborative institutional arrangements and, if needed, assist in evaluating the effectiveness of such arrangements.

The management responsibility of the programme is shared by the ID/RD regional delegates, in collaboration with the other regional delegates, the heads of regional and country delegations, the ID/RD committee and the head of resource development at each NS participating in the programme.

As part of the holistic approach to strengthening national societies, the ID/RD delegates will work in teams made up of other delegates from the regional delegation as well as in country delegations. These short-term, results-oriented teams will be formed to achieve specific objectives. Once those objectives are met, the teams will break up and reconfigure to achieve other objectives. The teams will also include key personnel from national societies participating in the programme, donor societies and, as needed, outside consultants. This is in conformity with the new regionalised approach to the Federation's work, where the emphasis will be on using skills available in the region much more widely, as opposed to solely in the country of assignment, which was generally the tradition to date. This will ensure a higher degree of effectiveness in meeting the specific needs of national societies.

Goal Strengthened capacities and sustainability of national societies in the region to most effectively meet the needs of vulnerable people.

Objectives and Activities planned

Objective 1 to enhance the analytical and decision-making skills of staff in the seven targeted national societies.

Objective 2 to ensure regular participation of vulnerable groups in the design, implementation, and evaluation of the national societies' programmes and projects that affect their lives. Activities that will be undertaken to achieve these first two objectives by the end of 2001 include:

- providing training in programme management and planning methodologies to improve the effectiveness of national and local programmes;
- developing skills of NS personnel in vulnerability and capacity assessment through utilization of regionally available resources and external expertise;
- designing a participatory rapid appraisal;
- organizing PRA training of trainers, including sensitivity training, through practical application in five of the region's 15 countries;
- selecting a PRA team in each of the five countries;
- identifying vulnerable groups to be assessed in the five selected countries;
- implementing, evaluating and reporting on the results of the PRA carried out in the five countries;
- coordinating education in relevant skills with the disaster preparedness/response, health, youth, communications, finance and logistics units.

Objective 3 to have the seven NSs participating in the programme draft and implement a strategic plan, based on the Federation's *Strategy 2010*.

Objective 4 to establish well-functioning resource development departments in the seven NSs, guided by a resource development plan.

Objective 5 the formation of ID/RD committees at the board level of each of the seven NSs to oversee programme implementation and monitoring;

Objective 6 to increase and diversify the annual incomes of three of the seven targeted NSs by at least 20 per cent at the beginning of 2002, and by another five percent after the end of 2003. Activities to achieve objectives three through six include:

- designing and implementing strategic planning training/practical application workshops;
- analysis by NSs of their external and internal environments;
- selection of capacity building priorities by NSs in the DP, health, youth and communications programmes;
- carrying out and maximizing the results of SWOT analyses conducted by NSs of their priority fields of activity;
- formulation of log frames, responsibilities, time frame, budgetary requirements and strategic plans by NSs;
- advising NSs on the design of relevant policies based on existing Federation policies;
- appointing of ID/RD committees at each NS which will include representation of experts from youth, DP, marketing and finance;
- assessment of financial needs and design of a system to track sources of income by NS resource development officers in cooperation with their finance departments;
- preparation of an annual marketing plan by resource development officers;
- training in marketing for selected NS staff.

Objective 7 the role of the seven national societies in their countries' civil societies is more clearly defined. To achieve this objective, the regional delegation will assist national societies in:

- identifying their comparative advantage vis-à-vis civil society in their respective countries;
- forming links with key organizations promoting and strengthening civil society;
- organizing and facilitating seminars to promote collaboration with key civil society organizations;
- establishing their niche in civil society;
- linking their role in civil society to their strategic planning through regular coordination with other organizations;
- designing, implementing and evaluating publicity campaigns promoting the roles of NSs in civil society;
- participating in regional advocacy campaigns on specific issues (e.g., children at risk, socially excluded groups).

Objective 8 the formation of new partnerships between the seven national societies and with businesses, governmental entities and civil organizations. National societies will identify potential partners and resource persons who can transfer skills and share knowledge on a regional level. The regional delegation will support NSs in marketing themselves and their programmes to potential partners through conferences on specific topics in one or more of the four core areas and through design of marketing materials. Assistance will also be provided in the design, implementation, and evaluation of partnership programmes, projects, and documents. Experiences will be shared throughout the region.

Objective 9 to attract new volunteers and members for the seven selected NSs. This objective will be achieved with assistance provided to NSs in the design of programmes and media campaigns to attract new volunteers, the drafting of human resources and volunteer management policies and systems, and training initiatives emphasizing networking and English language skills.

Expected results

A participatory rapid appraisal will be designed and carried out with five of the region's 14 national societies, with a particular emphasis on disaster preparedness and health. Policies in key programme areas will be developed. Strategic plans, based on an analysis of both external and internal environments, will be drawn up or revised by seven of the region's 14 national societies.

New partnerships will be formed with selected businesses, government entities, and civil society organizations by seven national societies. The role of NSs in civil society will be more clearly defined in seven countries of the region. Monitoring and evaluation guidelines to ensure that programmes are implemented more effectively will be established as well. Resource bases will be expanded beyond traditional participating national society and government sources of funding. Expertise and skills gained will be shared among all of the NSs in the region.

Indicators

The ability of participating national society personnel to regularly apply newly acquired analytical and decision-making skills. An increased number of staff possessing a working knowledge of English and are able to use resource documents in English.

Vulnerable groups are clearly identified during the PRA training of trainers and practicum. Information, suggestions and opinions offered by vulnerable groups discussed and incorporated into the design, implementation, and evaluation of programmes affecting their lives. Projects in the four core areas designed, implemented and evaluated in response to the PRA.

Each strategic plan includes an executive summary, clear objectives and priorities, concise external and internal analyses, clear links to objectives and priorities, and programmes in the four core areas as set out in *Strategy 2010*.

A qualified resource development person identified at each participating national society and RD committees established at the board level. Job description written for the RD person includes reporting requirements and lines of authority. RD plans linked to strategic planning programmes. Existing funding sources clearly identified by each participating NS.

Each new partnership has a strategy with clear objectives, along with implementation and evaluation plans, and shared resource responsibilities.

The role of national societies in civil society acknowledged by main actors, such as the Open Society Foundation, and NS participate in various coordinating bodies of such organizations.

Increase of over 20 per cent in annual income from the previous year and increased participation of new volunteers in programme design and implementation. More involvement of new and skilled volunteers in governance.

Monitoring and Evaluation Arrangements

Monitoring of this project will be carried out by: (1) on-site visits to national societies by one or more delegates from the regional delegation and other key stakeholders; (2) progress reports sent to the regional delegation by the ID/RD committee of each national society participating in the programme; (3) a series of ID/RD workshops that will allow national society participants to critically assess each capacity building aspect of the programme before the next step is introduced; (4) structured review of project activities through dialogue with national societies and written feedback.

By March 2001, a mid-term evaluation will be organized by the regional delegation involving representatives of the seven national societies participating in the programme, participating businesses, civil organizations, and a select number of beneficiaries. A more comprehensive evaluation will be organized at the end of 2002.

Critical assumptions

- Governance of each national society participating in the programme will support the ID/RD programme.
- The process will not be significantly disrupted or brought to a halt by ethnic conflicts, economic destabilization, or natural disasters during the 2001-2002 period.
- National society participants in the ID/RD programme maintain their commitment level to the implementation of the programme over the next three years.
- The Red Cross laws or other legislation in the participating countries are not changed or modified in such a way that they adversely affect the implementation of the ID/RD programme.

Youth Development

Background and progress to date

The Regional Youth Development programme (RYDP) was reestablished in 1998 with the recruitment of a delegate from within the Central Europe region. It has developed over the past three years and forms an integral part of the Regional Assistance Strategy.

The activities and approach of the programme were based on an initial assessment carried out by the youth delegate in the region. The assessment study identified the main needs, the resources available regionally at that time and areas of common interest. Furthermore, it identified the diversity of expertise and experience of the various national societies' Youth sections as an excellent opportunity for capacity building processes and programme development. The initial focus was placed on the establishment of active, sustainable networking and a "learning from each other" approach.

Annual regional youth conferences have been held since 1998 in order to provide regular opportunities for exchange of experiences and a platform from which to address common needs.

Utilising the knowledge and expertise of six youth sections in the region with established leadership training programmes, a regional programme targeting youth leadership issues was established for a further eight national societies. The five-step training and implementation process was facilitated by national and international trainers from the region. The programme created new possibilities for close co-operation and strengthened the capacities of and communication links between the participating youth sections at the national and local levels. In addition an entire network of skilled and motivated volunteers, able to act in an international context, was formed.

Internet and e-mail access, as well as English language training support, was provided to interested youth sections in order to improve communication and information flow. A regularly updated web site on the RYDP was created, providing a range of services and resources for the youth sections.

In 1999 a new staff/volunteer-on-loan programme was introduced as an opportunity for on-the-job training, while at the same time strengthening the sustainability of the regional network. The rotation of youth section staff/volunteers-on-loan on a six-monthly basis considerably strengthened the capacity of the RYDP, and the national societies themselves.

To further utilise capacities, expertise and experience in the region, a self-managed advisory and support group to the Regional Youth Development programme was established, called the International Trainers Team. Recent tasks of the group included raising awareness of the Federation's *Strategy 2010*, preparing and facilitating the regional youth conference and participating in the planning and evaluation processes of the RYDP.

Building on the initial regional networking initiatives, the programme moved towards country focused capacity building through a national youth development strategy preparation process.

In response to requests from the youth sections for training in resource development, a series of workshops was planned encompassing communication issues, public relations, fund-raising and marketing. An initial marketing workshop was carried out in 1999, but plans for further workshops were put on hold to better co-ordinate with the plans of the regional ID/RD programme.

In the summer of 2000 an advanced training course was organised for selected participants from within the region with the aim of: preparing *Strategy 2010* awareness raising activities, the Federation's youth policy and implementation tools; and national and local programme development. The participants also contributed to the preparation of the Appeal 2001 document.

The RYDP forged close links with other regional Federation programmes, the ID/RD programme and the youth development programme in Bosnia-Herzegovina in particular, to ensure consistency and the most effective and efficient use of resources.

Goal The goal of this programme is to have strong and integrated national society youth sections carrying out effective and targeted programmes in response to the needs of vulnerable youth.

Objectives and Activities planned

Objective 1 to provide methodology, tools and opportunities for the further development of national societies' youth section programmes, reflecting their capacity and better meeting the needs of identified target groups/beneficiaries. In order to achieve this objective, youth will be provided access to programme management and planning training in co-operation with the ID/RD programme. Also, access to vulnerability and capacity assessment training will be provided through utilisation of regionally available resources and external expertise. A database of established nationally/locally implemented youth programmes and activities will be created and programme-related regional networking and co-operation initiatives will be supported.

Objective 2 to strengthen the capacity of national societies' youth sections in the region, by optimising resources, human resource skills and internal procedures promoting the integrated position of youth sections within their organizations. The following seven activities will be undertaken to achieve this objective:

- communication and information sharing will be improved by providing relevant tools and methodologies, organisation of workshops at different levels and facilitation of information access;
- training and support in volunteer management will be provided in co-operation with the ID/RD programme;
- PR and fund-raising related training will be provided in co-operation with communications and resource development programmes;
- the preparation of national youth strategies based on the Federation's youth policy and strategy will be supported, reflecting issues such as gender balance and volunteer retention;
- access to self assessment methodology and tools will be provided to facilitate the national youth development strategy preparation process;
- participation of youth sections in advocacy and awareness campaigns, both at the regional and country levels, will be initiated and ensured;
- activities to raise awareness of *Strategy 2010* among youth will be conducted.

Objective 3 to facilitate opportunities for long-term and sustainable partnership building and co-operation among national societies' youth sections as well as with other youth organisations at the country, regional and international levels. New platforms will be established to provide opportunities and tools for regional co-operation and partnership building. Further training will take place for focal people and groups to support regional networking and to link with already active platforms, including the European Voluntary Service and the Nordic-Baltic Co-operation Forum. Sub-regional co-operation initiatives, regional awareness raising, and regionally organised activities will be supported.

Expected results

National societies' youth sections will have newly formed or reinforced partnerships and co-operation within and outside the region. A self-sustaining network of NS youth sections will emerge within the region with the ability to: communicate effectively; to learn from each other; and, to maximise their own capacities and those of the network.

Within the youth sections, members and/or volunteers will be able to provide a focal point in skills-specific areas, and can provide training for others outside the youth sections.

National societies will have youth policies and strategies, determining not only respective visions and missions but also ensuring that youth sections are an integral part of the NS, involved in all its activities, planning and decision making processes. Also, a system will be established to encourage the transition from youth section member to NS membership at a later date.

Youth sections will understand and apply volunteer management guidelines, thus better reflecting needs and interests of young volunteers. Annual development plans, based on use of participatory self-assessment methods, are in place and regularly reviewed.

Youth sections will demonstrate gender balance in membership and representation. They will also have the skills to identify most vulnerable beneficiary groups and their particular needs, and according to their own capacity, be able to respond through appropriate programmes, with more effective use of available resources.

Procedures for the proper monitoring and review of youth section activities and programmes will be in place and applied, both at the national and local levels. There will be improved communication and access to information at all levels.

Youth sections will actively contribute to raising the image of their respective national societies and implementation of *Strategy 2010*, as well as initiating and participating in advocacy activities.

Indicators

A fifty per cent increase in the number of partnerships and cooperation within the region. The establishment of new long-term co-operative relationships outside the region by seven of 15 national societies' youth sections in this region

Within the national societies' youth sections, an increasing number of members, volunteers and staff will emerge to provide a focal point in skills-specific areas and be able to train others, both within the youth sections and at the regional level.

Eight of 15 National Societies having drafted and implemented youth policies and strategies, while nine have youth represented in governance at all levels. Six of 15 national societies' youth sections applying volunteer management procedures at the local level and carrying out Vulnerability and Capacity Assessments when planning both community and national level activities. Regularly reviewed annual development plans prepared by eight of the 15 societies. Ten of 15 youth sections understanding and applying programme monitoring and conducting regular reviews of their activities. Youth participating in *Strategy 2010*-related planning and implementation in all national societies of the region. Initiation of and/or participation in at least two advocacy campaigns or activities every year by 12 of 15 NS youth sections.

Monitoring and Evaluation arrangements

Monitoring of this project will be carried out through: (1) on-site visits to National Societies by regional delegation staff; (2) progress reports and adherence to youth development plans; (3) regular review of activities at the national

level; (4) annual partnerships and cooperation review; (5) regular use of CAPI (Capacity and Assessment Performance Indicators) - youth and CAPI – youth 2 a/b for capacity assessment; (6) monitoring of compliance to youth policy and strategy; (7) utilising monitoring tools developed for each of the regionally conducted activities.

Evaluation of this project will be achieved through participatory self-assessment at the regional youth conference, the end-of-year evaluation organised by the regional delegation and a mid-term evaluation of the programme conducted by an external consultant or the Secretariat's Evaluation Unit.

Critical assumptions

- NS leadership support for the development of youth sections.
 - Stable funding situation at the national society level for youth development and programmes, and at the RD level for continuing programme implementation and staffing.
 - Process not brought to a halt by major disaster or relief operation in the region, which would draw on youth resources, and disrupt the development process.
- Support of and close cooperation with other Federation programmes in the region.

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6. Regional Cooperation

Background and progress to date

The Regional Cooperation programme consists of two main elements: the Regional Recruitment programme and the pilot Participating National Society (PNS) Coordination project. These two areas focus on financial and human resource issues, aiming to achieve improved coordination of available resources to support national society programme development and to better serve the needs of the most vulnerable. The PNS Coordination project is a one year pilot project due to end on 31 August 2001. The Regional Recruitment programme is an ongoing one, the development of which will be closely linked to the regionalized approach, which is being piloted by the regional delegation in Budapest, aiming to facilitate more effective mobilization of human resources in the region.

Regional Recruitment Programme

Following the introduction of the Global Recruitment programme to the region in 1998, the first regional Basic Training Course (BTC) was successfully held in Budapest in December 1999 with the participation of 24 candidates, 18 of which came from the Central Europe region; 90 per cent of the candidates were recommended for international missions by the International Federation and the ICRC. By August 2000, four persons from the region were selected for and departed on international missions for the Federation. During 2000 the emphasis was on establishing and maintaining the roster of potential delegates from the region, coordinating proposals for delegate missions, as well as continuing to support the process of identifying candidates for BTC training and coordinating such requests with the Federation's secretariat.

The programme aims to encourage and assist both national societies and the Federation's country delegations to recruit, assess and propose candidates for BTCs and later for missions. The regional delegation will further encourage National Societies (NSs) to find suitable candidates among their staff and volunteers but also from the open market. National societies may in the future attract and retain an increased number of skilled and experienced staff and volunteers by providing international opportunities on a rotational basis.

PNS Coordination Project

The PNS Coordination Pilot programme was developed in response to the need for a clearer picture of bilateral partnerships in the Central European region, and following discussions with PNS active in the region. The national societies in the Central European region have a vast network of donor partnerships with sister National Societies, the Federation, the ICRC and many other organizations external to the Red Cross and Red Crescent Movement.

Goal(s)

- *Regional Recruitment Programme* - A more balanced and representative pool of skilled, potential delegates from the region reflecting the international nature of the Federation and the need for experienced, qualified delegates.
- *PNS Coordination Project* - Improving the lives of the most vulnerable in the region by ensuring more effective coordination and utilization of resources in and to the region.

Objectives and Activities planned

Regional Recruitment Programme

Objective 1 to increase the number of delegates from the 1999 regional BTC who have completed a first mission from 25 per cent to 50 per cent in 2001, and from 50 per cent to 75 per cent in 2002. NSs in the region will be actively encouraged and assisted in identifying and proposing candidates from the region for international missions. The RD will coordinate with Geneva the proposals received from the NSs and delegations and assist with administrative preparations for delegates prior to departure on mission.

Objective 2 to hold a second regional BTC in 2001, with an increased participation of NS candidates (30%) with a special focus on the Russian Red Cross. (An invitation could also be extended to candidates from national

societies in the Caucasus). Those national societies committed to the programme and which request further assistance in implementing pre-selection methods and interviews for BTC candidates will be visited by RD staff and provided advice and monitoring on recruitment and pre-selection procedures to both NSs and candidates.

Objective 3 following guidelines in the International Recruitment Handbook, establish appropriate procedures in NSs/delegations/RD by the end of 2001 to provide support to delegates, regionally deployed delegation staff and staff on loan regarding contract, insurance, briefing, debriefing, reintegration and second level training issues. Activities will include advising, sharing and discussion with national societies and delegation on materials related to standard contractual, health, insurance and briefing/debriefing procedures. Also, a system to monitor career development for delegates from the region will be established and will include second level training, external training, and end of mission reports.

Objective 4 to review professional/technical training opportunities for potential delegates from the region prior to first mission. External and internal training opportunities will be investigated for potential delegates to complement the BTC training and a system to improve professional/technical preparation of delegates going to the field will be proposed.

PNS Coordination Project

Objective 1 to create the network needed for setting up mechanisms to map all assistance to the NSs in the region, both through the Federation and bilateral assistance.

Objective 2 to develop mechanisms for efficient facilitation of all PNS assistance to, and partnerships with the national societies in the region, and ensure that the most important elements of an NS strategic plan are being supported.

Objective 3 to develop improved mechanisms for closer cooperation between NS active in the region.

Objective 4 to improve the quality and participatory approach of planning tools such as the regional and country assistance strategies (RAS/CAS).

Objective 5 to ensure more efficient coordination and cooperation between the Federation and the ICRC in development cooperation to build capacities of the region's national societies.

Objective 6 to develop mechanisms for better coordination between the Federation, the ICRC and national societies in the event of disaster in the region.

Objective 7 to identify and seek to fill funding gaps in the regional and NS programmes.

Activities that will be undertaken throughout the year to meet the above-mentioned objectives include:

- compiling available information relating to PNS, Federation and ICRC activities with NSs in the region following communication with all partners and visits to the field;
- mapping of the PNS, ICRC and Federation assistance provided to the NSs to use as a tool for determining the best utilization of resources to fulfil objectives of national societies' strategic plans;
- coordinating and following up on regular meetings between PNS, ICRC, NS (and other donors, as relevant) to plan, monitor, and review programme support and implementation;
- creating a database of bilateral partnerships in the region, establishing a system to cross reference the activities of national societies, the Federation and the ICRC;
- compiling information related to PNS plans and strategies in the region;
- further developing the participatory approach to the RAS/CAS planning process, including coordination of activities in the region by NSs, PNS and the ICRC;
- compiling and analyzing available information related to relief operations in the region through communication with all partners and field visits; (8) assisting in the coordination of PNS response to disasters in the region.

Expected results

Regional Recruitment Programme

It is expected that 75 per cent of 1999 BTC participants complete their first missions by 2002. A second regional BTC will be held by the end of 2001, resulting in an increased number of potential delegates on the regional roster. Procedures will be set up and in use to ensure appropriate coverage for all related costs of locally recruited delegates. Appropriate training opportunities will exist to maximize delegate potential in preparation for first missions.

PNS Coordination Project

Expected results include: (1) development of database to enable cross referencing between NS programmes and PNS, Federation and ICRC activities in the region; (2) better utilization of available resources in the region, with more stable long term commitment to funding support for NS activities; (3) revised RAS/CAS reflect both Federation and NS priorities and take into account bilateral activities; (4) better cooperation established between the Federation, the ICRC and the NS within and outside the region for development and building capacities of the region's national societies; (5) a more solid funding basis for the regional and NS programmes will be achieved; (6) facilitate more efficient PNS assistance to and partnerships with national societies in the region.

Indicators

Regional Recruitment Programme

At least 15 candidates from the region with completed first mission assignments, as reported through Employment Relations statistics and end of mission reports. A second regional BTC held by the end of 2001, with success measured by percentage of candidates recommended for international missions. Standards in place and followed to provide appropriate insurance and health coverage for delegates, regionally deployed delegation staff, and staff on loan. Increased satisfaction of delegates and delegations with their performance on first mission, reflected in end of mission reports and evaluations.

PNS Coordination Project

Database established of bilateral partnerships and better utilization of available resources in the region. More effective cooperation with national societies in the region and standards established for partnership development. Better cooperation in the event of disaster in the region and increased level of funding for regional and NS programmes.

Monitoring and Evaluation arrangements

Regional Recruitment Programme

The programme will be monitored and evaluated through: (1) statistics provided from the Employment Relations service at the Secretariat on the number of delegates from the region in the field; (2) evaluations from the second regional BTC, and through the regional roster of potential delegates; (3) checks on insurance/health/contractual status of delegates going on mission; (4) end of mission reports and evaluations.

PNS Coordination Project

This programme will be monitored through visits to the field and to PNS, depending on coverage of programme needs identified in the RAS/CAS, and end of mission reports and evaluations.

Critical assumptions

Regional Recruitment Programme

- Funding for mission costs is made available (and coordinated through Geneva) for delegates from the regional NSs and delegations.
- National societies are able to attract and retain appropriately qualified candidates to propose for BTC attendance.
- Legal and administrative systems allow for delegates/regionally deployed delegation staff/staff on loan to be maintained on present NS/delegation contracts while on mission.
- Flexibility and funding to enable potential delegates to take part in technical/professional training.

PNS Coordination Project

- Access to information on existing partnerships in the region.
- NS and PNS leadership are willing and able to fully participate in RAS/CAS review process.
- No major disaster in the region affects current NS activities and PNS support.

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7. Co-ordination and Management

Background and progress to date

The regional delegation (RD) in Budapest was established in 1992 and covers 14 central European National Societies (NSs) - in Albania, Bulgaria, Croatia, Czech Republic, Estonia, Federal Republic of Yugoslavia (FRY), Former Yugoslav Republic of Macedonia (FYROM), Hungary, Latvia, Lithuania, Poland, Romania, Slovakia and Slovenia - and the NS in formation in Bosnia and Herzegovina. Within the region, four country delegations (CDs) are operational in Albania, Bosnia-Herzegovina, FRY (with sub-delegations in Kosovo and Montenegro) and in FYROM.

Regional programmes in institutional and resource development (ID/RD) or organizational development, health, disaster preparedness and disaster response (DP/DR), communications/promotion of humanitarian principles and values and youth are in place. The DP/DR programme began only in mid 2000. The health programme is on hold while the search continues for a regional health and care in the community delegate. Through these programmes, the RD aims to support efforts of NSs to integrate and implement global strategic directions of the International Federation as defined in *Strategy 2010*. The Federation's strategy was the basis on which the Regional Assistance Strategy (RAS) was developed and completed in late 1999, covering a four-year period. The RAS will be revised in 2001 and Country Assistance Strategies (CAS) will be developed in cooperation with NSs/CDs in the region. The RD also plays an advocacy role for and on behalf of the NSs in the above programmes and processes.

In addition to the above, a regional recruitment programme within the human resources sector, and a one year project for mapping ongoing, and developing new mechanisms for building long term partnerships between NSs, were also activities of the RD during the last year.

The Regional Logistics Unit (RLU) was transferred from Zagreb to Budapest in 1999 and became an integral part of the RD, servicing procurement needs of the Federation's operations and NSs, as well as managing the regional vehicle fleet.

The RD's present finance function will be transformed into a Regional Finance Unit (RFU) as part of the Secretariat's change process to expand provision of its services to include country delegations and other Federation project needs in the region.

Over the last year, RD support to NSs was based on an integrated approach regarding the various regional programmes and activities. The 'programme silos' are being replaced by the NSs taking charge of developing an overall long term strategy for their work, based on their respective needs, roles and responsibilities in their national context. Once this NS strategy is in place, with support during the process from the RD, other programme and service support will be provided, with the global goal of implementing *Strategy 2010*. The 'trunk' in the regional support is the ID/RD or organizational development process with other programmes linking in, as the process develops in each NS. The RD also provided support to CDs in the region in their capacity building work with their respective NSs.

Over the last 12 months, a number of regional gatherings (meetings, workshops, conferences and training courses) were held for NS staff, management and leadership which contributed towards developing regional strategies and regional approaches in the programme areas, where Federation support can be provided either through the RD or a CD. New initiatives in areas such as corporate sector involvement, working with extreme vulnerability and minority inclusion issues, and in training and developing skills for change management were introduced and piloted in cooperation with NSs. These initiatives aim to develop new ways of working. True 'ownership' of the work and the RD services is clearly emerging among the NSs in central Europe.

Based on this methodology and innovative process, the region will be participating in the Federation's change process piloting new ways of working with NSs, both in the region and outside. Within the process, the RD's role as facilitator and link in the capacity building process will be further explored and developed. The process will also impact on: regional finances, with the development of a Regional Finance Unit; human resources, with more

effective and efficient use of skills and expertise in the region; and logistics, with the further development of the role of the Regional Logistics Unit. A Planning and Reporting Unit is also envisaged under the pilot change process. Operational reporting from the region will be coordinated by the regional delegation, with the unit also ensuring planning and reporting standards and training in this regard, for both NS, CD and RD staff. The fields of marketing, advocacy and fund-raising will also be focused on through the pilot initiative.

The RD staff in September 2000 comprised eight delegates in Budapest and one Nordic-Baltic delegate working out of Riga in Latvia and fourteen delegation recruited staff and staff-on-loan from within the region. The pilot process foresees an increase of two to three delegates and a slight increase in delegation recruited staff. The financial implications of the change process will be in the region of CHF 750,000. A final change process plan and budget will be finalized before the end of the year.

The coordination and management functions of the regional delegation in this Appeal context are comprised of three major activities:

- general management of the regional delegation and representation;
- financial management through the Regional Finance Unit; and
- logistics, procurement and vehicle management through the Regional Logistics Unit. All three areas of activities are as vital as other programmes, as they provide essential administrative, financial and logistical support to the relief and development programmes of the Federation in central Europe. In view of the pilot project and the evolving role of the RD, efficient and timely functioning of these core areas will have even more importance.

Goal The regional delegation for Central Europe, as part of the Federation's Secretariat and in close cooperation with CDs, is a 'serving leader' in facilitating, coordinating, linking and providing quality assistance and advice to the NSs in the region and to their partner Participating National Societies in implementing *Strategy 2010*.

Objectives and Activities planned

Objective 1 to provide efficient and professional support to the various regional programmes and the country delegations in the region. Appropriate administrative personnel will provide administrative support to the programmes and services of the RD.

Objective 2 to support and manage the regional delegation in its strategic guidance to national society programming. Regional delegates and other staff will be recruited to ensure effective implementation and coordination of RD programmes.

Objective 3 to promote and represent the interests of the Federation in the region. The RD will organize and coordinate regional meetings and visits and promote cooperation between national societies within and outside the region, with the ICRC and other international and regional organizations.

Objective 4 to provide better financial and budget management support to the various programmes, country delegations and NSs in the region. To achieve this objective, the Regional Finance Unit will provide: (1) monthly accounting and cash requests, analysis and transfer services to the NS/delegations as required, and in compliance with Federation financial regulations and procedures; (2) assistance to country delegations and NSs with programme budgeting, budget management, monitoring and revision when needed; (3) control and monitoring service of programme budgets for country delegations in the region; (4) all possible assistance to country delegations on use and maintenance of Federation financial systems; (5) assistance with preparation of draft financial reports for donors and their review for accuracy and completeness prior to submission to Secretariat in Geneva or to donors; (6) technical advisory support to NSs in the region to strengthen their financial systems and capacities.

Objective 5 to provide effective and timely logistical support to country delegations and NSs in the region. The following activities will be undertaken by the Regional Logistics Unit to achieve this objective:

- procurement of goods and services for Federation programmes in the region following standard procurement procedures;
- maintenance and development of a regional database on suppliers capable of providing goods and services in line with Federation standards;

- maintenance and further improvement of the regional fleet management approach and continued collection, review and guidance to heads of delegation in analysis of monthly transport management system reports;
- field logistics assessments and response to operational demands, providing delegations/NSs with sound and timely advice on logistics, procurement and fleet management;
- review country delegation/NSs logistics support functions in procurement, transportation, vehicle fleet management, warehousing and asset management to ensure proper use of systems and standard procedures, providing recommendations for improvements where necessary.

Expected results

General

- More effective and timely support to the various RD programmes.
- Improved coordination of RD programmes and interdisciplinary activities.
- More efficient office management of the RD.
- Enhanced level of cooperation and shared understanding between the National Societies in the region and between the national societies, the regional delegation and the Secretariat.
- Increased awareness of the work and potential of the national societies and the Federation both internationally and among donor communities active in the region.

Regional Finance Unit

- Country delegations are provided with timely and effective financial support.
- Better funding and budget management for RD and country delegation programmes.

Regional Logistics Unit

- Timely and effective logistics services and support to country delegations and national societies.
- Improved vehicle management in the region.

Indicators

By mid-2001, clear roles and functions established as well as general levels of authority for the RD, the RFU and the RLU. Working procedures outlined in line with the emerging new role of the RD in relation to country delegations and NSs in the region. Delegates and necessary staff recruited to fill vacancies and new posts for regional programme management.

By the end of 2001, mechanisms developed for partnerships between NSs based on ongoing cooperation and on a database of special skills and expertise available within NSs. A renewed planning and coordination system established for Federation programmes in central Europe. Revision of the Regional Assistance Strategy and Country Assistance Strategies in 10 of the central European national societies.

By the end of 2002, pilot project implementing new ways of working as part of the Federation's change process completed, evaluated and reported on.

Monitoring and Evaluation arrangements

The programme will be monitored through reports processed by the regional delegation, relating to financial and logistical management in the region. As part of the pilot, additional monitoring mechanisms will be developed. An external evaluation of this programme and of the entire performance of the RD is foreseen at the end of the change process pilot phase.

Critical assumptions

- Large scale disaster(s) and unrest in the region could necessitate an extensive emergency response operation and place existing human and financial resources under pressure.
- The pilot project as part of the Federation's change process will ensure increased level of authority to the regional delegation, enabling it to implement regional programmes and to coordinate support to national societies more efficiently.

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DELEGATION: BUDAPEST RD								
PROGRAMME	Disaster response	DP	Health & services	Human values	IDRD	Coord. & mgt	Regional coop.	TOTAL
Shelter & construction	7,140	0	0	0	0	0	0	7,140
Clothing & textiles	153,000	0	0	0	0	0	0	153,000
Food & seeds	3,718,200	0	0	0	0	0	0	3,718,200
Water	0	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0	0
Utensils & tools	29,100	0	0	0	0	0	0	29,100
Other relief supplies	316,090	0	0	0	0	0	0	316,090
Sub total supplies	4,223,530	0	0	0	0	0	0	4,223,530
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	50,000	0	0	0	0	0	0	50,000
Computers & telecom	62,000	0	2,600	0	14,200	16,800	0	95,600
Medical equipment	0	0	0	0	0	0	0	0
Other capital expenses	3,500	0	3,000	0	2,000	12,500	0	21,000
Sub total capital	115,500	0	5,600	0	16,200	29,300	0	166,600
Programme management	372,087	24,879	20,612	32,979	145,115	0	22,621	618,294
Technical services	111,383	7,448	6,170	9,872	43,440	0	6,772	185,085
Professional services	123,523	8,259	6,843	10,948	48,175	0	7,510	205,257
Sub total programme support	606,993	40,586	33,625	53,799	236,730	0	36,902	1,008,635
Transport & storage	23,435	17,520	17,520	17,520	88,800	134,240	17,520	316,555
Personnel (delegates & expatriates)	168,850	123,360	116,760	119,400	667,839	559,202	139,210	1,894,621
Personnel (local staff)	122,920	0	3,840	54,560	85,540	524,830	61,840	853,530
Sub total personnel	291,770	123,360	120,600	173,960	753,379	1,084,032	201,050	2,748,151
Travel & related expenses	9,850	40,500	12,500	12,800	113,000	96,440	28,000	313,090
Information expenses	1,000	30,000	4,500	87,700	186,000	30,360	0	339,560
Expert fees	27,394	0	40,000	76,000	48,400	23,380	10,000	225,174
Admin. - general expenses	32,700	12,000	11,340	28,225	63,380	309,900	12,000	469,545
Training workshops / seminars	185,950	105,000	60,000	39,075	646,200	0	30,000	1,066,225
Sub total travel, training, general exp.	256,894	187,500	128,340	243,800	1,056,980	460,080	80,000	2,413,594
Total budget	5,518,122	368,966	305,685	489,079	2,152,089	1,707,652	335,472	10,877,065