

ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

CENTRAL EUROPE

May 2002

Appeal No. 01.52/2001

Appeal Target: CHF 10,877,065; Revised (operational) budget: CHF 5,322,582

Operational Developments

In 2001 the Federation's regional delegation in Budapest continued to provide support to fifteen national societies in central and eastern Europe. The region can be divided into three sub-regions: the Baltics, Central Europe and the Balkans.

All three sub-regions have experienced dramatic socio-economic movements, depending on their historic, geographical, and contemporary situations. The Czech Republic, Hungary, and Poland joined the North Atlantic Treaty Organisation (NATO) in 1999 and they might be joined by Slovenia, Estonia, Latvia and Lithuania by late 2002. These countries are also likely front-runners to join the European Union (EU) in the near future (2004 or 2005). In 2001, some countries in the region (especially in the Balkans) continued to struggle against increasing poverty, chaotic political and economic conditions, and heightened security concerns. All the countries in the region faced, in various degrees and combinations, the challenges of environmental degradation, natural disasters, organized crime, inter-ethnic tension, and the social costs of structural adjustment programmes that governments have implemented in the transition from command to free market economies. Of the region's total population of approximately 130 million, a considerable number live below the poverty line.

In the aftermath of the Balkans crisis, the economic situation has deteriorated even further. In some of the countries covered a crisis situation might erupt very quickly, thereby creating a situation in which large numbers of people, especially the thousands of internally displaced persons and refugees, would suffer considerably. Macedonia, for example is a case in point.

The pace of structural change in the three subregions 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 still to be tackled, i.e., 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.

Against this backdrop, the national societies in the three subregions have an important role to play at present: they must also be ready to address increasingly more complex and interrelated social and economic problems that will sweep over this part of the world in the coming years. This poses a challenge both to the national societies themselves, and to the International Federation and its regional delegation in Budapest.

The change towards a market economy has, in many cases, been carried out at great human cost. Women, children, youth, the elderly, as well as the physically and mentally disabled were hard hit by economic reforms. Such reforms left states much weaker than before, and therefore no longer able to provide a social safety net for many of their vulnerable citizens.

Within the context of Action Research, new ways of working were explored. Ways of decentralizing the workload from the Geneva Secretariat down to regional and country delegations were explored. The regional delegation was very much involved in this process which had a direct impact on the work of the delegates. As a result, 2001 saw the establishment of the regional finance unit on 1 January, with the planning and reporting unit created later on.

The year also saw increased consultation and participation of national societies both within and outside the region in the delegation's work. This was achieved via three main processes:

- ◆ The organization of two major meetings (leadership meeting, partnership meeting)
- ◆ Appeal process 2002-2003
- ◆ The Regional Assistance Strategy

Central Europe is often affected by seasonal disasters. Unfortunately, 2001 was not an exception. Hungary, Romania, Bosnia and Herzegovina, Poland, Croatia and the Federal Republic of Yugoslavia were suffered from floods. The regional delegation assisted the relevant national societies through the launching of three Federation appeals.

A significant occurrence was the sudden departure of the head of the regional delegation in September. The disaster preparedness delegate was appointed acting head to cover the interim period while waiting for a new head of delegation.

The regional delegation faced severe overall funding problems in 2001 (humanitarian values, organizational development, coordination and management as well as human resources and planning and reporting). Despite these funding limitations, most objectives planned in the appeal were achieved. New services were established to better respond to the needs of national societies.

Through the exploration of new and innovative methods of working, taking into account lessons learned and adjusting to current realities, a more effective, active and responsive regional delegation is now in place.

The International Federation of the Red Cross, through its regional delegation in Budapest (established in 1992), supports and assists the following Red Cross national societies: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czech Republic, Estonia, Federal Republic of Yugoslavia, Former Yugoslav Republic of Macedonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia and Slovenia.

Objectives, Achievements and Constraints

Disaster Response

Amidst encouraging signs of reconciliation and political reform, significant progress towards finding durable solutions for the plight of the displaced in the former Yugoslavia were evident. During 2001 the return of refugees and displaced persons continued at a steady rate across the region. Over the year the budget for the population movement programme was revised downwards from CHEF 5, 518,122 to CHEF 1,145,912.

Objective 1 *To create regional mechanisms to address population movement issues, emphasising the national society role pertinent to so-called “durable solutions” in Croatia, Bosnia and Herzegovina, and FR Yugoslavia.*

The revised population movement programme outline was agreed upon with the national societies, and has been introduced. This established a balanced approach in all the three countries concerned. A regional population movement conference took place in Zagreb for the three national societies, together with Federation representatives, the respective governments, UNHCR and IOM representatives from Croatia, Bosnia-Herzegovina, and FR Yugoslavia. Apart from being the very first post-war meeting between the three national societies in the region, it was also an induction course in issues pertinent to displacement. The conclusions of the conference laid down the framework for regional Red Cross cooperation.

Objective 2 *To mobilize and coordinate international support for the programme*

Consultations were carried out with the three national societies concerned and other stakeholders such as UNHCR and IOM. Similarly, delegates attended the relevant Stability Pact Working Table 1 meetings and coordination was carried out through the three national society population movement coordinators. Regrettably these national society counterparts were selected and recruited at a relatively late stage.

Objective 3 *To raise awareness of population movement problems and issues over a wider regional perspective.*

The population movement programme raises issues through advocacy. Areas involved include minority returns, refugee protection, and the dissemination of the Movement’s policies pertinent to displacement. The experience and knowledge of other national societies in the region was frequently called on.

Objective 4 *To share experience and knowledge within the region*
(see under networking below)

Croatia

Objective 1 *To establish a population movement unit at the Croatian Red Cross by recruiting a PM coordinator as a focal point for all the CRC activities pertinent to population displacement*

The population movement unit was established within the Croatian Red Cross with a PM coordinator officially appointed as of August/September 2001. The recruitment process took somewhat longer than expected.

Objective 2 *To establish a legal base for the CRC in dealing with population movement issues*

Objective 3 *Networking*

Over the course of the year, the Croatian Red Cross attended regular coordination meetings together with all the relevant stakeholders, both in Zagreb and in the field. Excellent working relations with UNHCR, the Croatian government, IOM and other NGOs stemmed from close cooperation in programme implementation. Exemplary networking in the country was also apparent in connection with the other two national societies in the region. The Croatian Red Cross population movement coordinator attended technical workshops which helped to increase the national society’s knowledge base.

Objective 4 To develop and implement projects/activities of the CRC in the field of population movement.

Objective 4.1 To provide assistance to returnees to Croatia with basic food and hygiene items on a non-discriminatory basis, using a community-based approach

This section is a compilation of different organizations' partnership activities with the Croatian Red Cross:

i) UNHCR-CRC

The Community Support Service (CSS) programme funded by UNHCR is the major Croatian Red Cross relief operation. Services were provided mainly through the network of 18 mobile teams based at local branches of the Red Cross.

With regard to assessment visits to returnees, out of 2,723 returnees visited in the North, 1,636 of them arrived spontaneously, and 1,087 in an organized way. In the South, out of 1,934 returnees, 1,232 were spontaneous and 702 organized returnees.

CSS statistics January - December 2001

The new law regarding the Croatian Red Cross went before Parliament on 12 October 2001. It is viewed as very beneficial for future Red Cross roles and activities in the country, including those related to displacement

	Sisak	Knin	TOTAL
No. of beneficiaries	9 217	5 453	14 670
No. of visits	43 749	29 830	73 579
Technical services	10 315	13 160	23 488
Home care assistance	6 977	2 174	9 151
Health care facilities	1 643	1 223	2 866
Visits to returnees	2 723	1 934	4 657

Home care teams in the areas of North and South carry out *the Home care programme*.

Home visits statistics January - December 2001

Area of responsibility	Sisak	Knin	TOTAL
No. of beneficiaries	9 217	5 453	14 670
No. of visits	43 749	29 830	73 579
Technical services	10 315	13 160	23 488
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Teams in Eastern Slavonia and in the areas of North and West carried out *a Water-sanitation programme* of cleaning wells for those who returned home after several years of displacement.

A total of 485 returnees were provided with transport home within the *Voluntary Repatriation (VOLREP) programme*, taken over partly by Croatian Red Cross mobile teams during 2001; they arrived in 30 organized convoys.

ii) *Croatian Government /ODPR/ CRC*

During 2001 the Croatian Red Cross local branches distributed 274,885 food parcels provided by the government for the beneficiaries of ODPR (returnees, displaced persons) and social cases in the areas of return.

ii) *IOM/CRC*

As of September 2001, local branches of the Croatian Red Cross provided information on assistance offered by IOM to refugees and displaced persons originally from Bosnia and Herzegovina who wished to return through the IOM's organized return procedure in cooperation with the IOM mission in Bosnia and Herzegovina and Croatia. The Red Cross offered assistance in filling out and submitting applications to IOM.

iv) the International Federation/CRC received 37,000 hygiene parcels in October. Some 20,520 parcels were distributed to local Red Cross branches .

Objective 4.2 *As a part of capacity building, to work closely with Croatian Red Cross branches with a special focus on the former UNPAs/former sectors*

Several grassroots population movement workshops were held. These covered the Croatian Red Cross branches in the former sectors North, West, East and South. In total, secretaries of 59 local Red Cross branches from 15 counties participated, and significant input came from UNHCR protection and durable solutions units, ODPR and IOM.

Computers, modems and printers for 10 local Red Cross branches in the area of North and South were delivered. The equipment was meant to help the Croatian Red Cross branches to establish a database on beneficiaries, linking it to the Croatian Red Cross headquarters in Zagreb and to the UNHCR database.

Objective 4.3 *Public awareness activities and information*

The Croatian Red Cross was assisted by the Budapest regional delegation's communications unit on several occasions. Preparatory work on the Croatian Red Cross leaflet began and other means of advocacy were explored.

Bosnia-Herzegovina

Lika / Northern Dalmatia	No. of distributed parcels
LRC Benkovec	640
LRC Donji Lapac	640
LRC Drnis	320
LRC Gospic	320
LRC Gracac	800
LRC Knin	1,280
LRC Obrovac	800
LRC Otocac	480
LRC Plitvicka Jezera	640
LRC Vrlika	320
TOTAL SOUTH	6,240

Lika / Northern Dalmatia	No. of distributed parcels
LRC Benkovec	640
LRC Donji Lapac	640
LRC Dmis	320
LRC Gospic	320
LRC Gracac	800
LRC Knin	1,280
LRC Obrovac	800
LRC Otocac	480
LRC Plitvicka Jezera	640
LRC Vrlika	320
TOTAL SOUTH	6,240

Eastern Slavonia	No. of distributed parcels
LRC Beli Manastir	480
LRC Darda	320
LRC Donji Miholjac	180
LRC Ilok	480
LRC Nasice	160
LRC Osijek	640
LRC Valpovo	180
LRC Vinkovci	960
LRC Vukovar	480
LRC Zupanja	640
TOTAL EAST	4,520

Western Slavonia	No. of distributed parcels
LRC Daruvar	640
LRC Grubisno Polje	320
LRC Nova Gradiska	960
LRC Novska	160
LRC Pakrac	640
TOTAL WEST	2,720

Objective 1: To establish a PM unit at the newly formed Red Cross Society of BiH by recruiting a PM coordinator as a focal point of all Red Cross BiH activities pertinent to displacement.

A population movement unit was established at the Bosnia and Herzegovina Red Cross Society in August 2001. The population movement coordinator's appointment is expected in January 2002.

Objective 2 To establish a legal base for the Red Cross in BiH to deal with population movement issues.

The draft Red Cross law prepared in the summer of 2001 contains various provisions that, once adopted, will lay down the Bosnia and Herzegovina Red Cross base for dealing with population movement issues.

Objective 3 Networking

In the absence of a Bosnia and Herzegovina Red Cross population movement coordinator, the PM delegate held meetings with IOM and UNHCR in Sarajevo and Banja Luka. Liaison with the relevant governmental authorities took place during the various activities, and included an exchange of information.

Objective 4 To develop and implement projects/activities of Bosnia and Herzegovina Red Cross in the field of population movements.

Objective 4.1 To provide the returnees in BiH, with a special focus on minority returns, with basic food and hygiene items.

The Bosnia and Herzegovina Red Cross distributed some 42,000 hygiene parcels within the seven priority areas (these areas are mentioned in the table above). In order to make return sustainable some 15-20 per cent of the local population was also covered by assistance.

Objective 4.2 To develop the capacity of the Bosnia and Herzegovina Red Cross at all levels with a special focus on the area of minority return.

Two grassroots population movement workshops were held in 2001, the first in Laktasi/Banja Luka in October, and the second in Ilidza near Sarajevo in December. These workshops also included presentations by the Croatian Red Cross, the Yugoslav Red Cross, UNHCR (both Croatia and BiH) in the region, as well as the Ministry for Human Rights and Refugees of BiH and Entity Governments. Concerning the volunteer information network, delays occurred due to the absence of a Bosnia and Herzegovina Red Cross population movement coordinator.

Federal Republic of Yugoslavia

Objective 1 *To establish a population movement unit at the Yugoslav Red Cross by recruiting a Yugoslav Red Cross PM Coordinator to be the focal point of all national society population movement related activities.*

A population movement unit was established within the Yugoslav Red Cross, and a coordinator appointed in April 2001. Due to unsatisfactory performance, a replacement coordinator was appointed in October 2001.

Objective 2 *To establish a legal base for the YRC to deal with population movement issues.*

The Yugoslav Red Cross is currently undergoing a serious transition, and the issue of the legal basis in the field of population movements will be reviewed once issues concerning the future of the national society and its *modus operandi* become clear.

Objective 3 *Networking*

Delegates attended regular meetings with all stakeholders in the Federal Republic of Yugoslavia were, as well as UNHCR monthly coordination meetings. Likewise, the Yugoslav Red Cross population movement coordinator attended the second population movement workshop in Sarajevo. The visit to Croatia provided some insight on Croatian Red Cross activities, and on the return process to Croatia.

Objective 4 *To develop and implement projects/activities by the Yugoslav Red Cross in the field of population movement.*

Apart from the population movement programme, the Yugoslav Red Cross continued to support refugees from Croatia and from Bosnia and Herzegovina, and internally displaced persons from Kosovo through programmes implemented in collaboration with the Federation's delegation in Belgrade and the ICRC. The support consisted of humanitarian relief (food parcels and basic hygienic products), psycho-social support, and tracing.

Objective 4.1 *To provide information to the refugee caseload in FRY with a focus on return and integration.*

Information was provided through the co-sponsoring of three refugee publications (jointly with UNHCR) to potential returnees to Croatia and Bosnia during 2001.

Objective 4.2 *To increase the capacities of the YRC branches to react to displacement in their own right through a transfer of know-how.*

Although planned for 2001, grassroots population movement workshops for the Yugoslav Red Cross branches were not held. This was linked to the overall situation at the Yugoslav Red Cross and the election process held in the second half of 2001, when some 60 per cent or more of Red Cross branch secretaries were expected to change, which made the population movement grassroots workshops pointless. Hence, all workshops were postponed until 2002.

Disaster Preparedness

Work within the disaster preparedness programme at the Budapest regional delegation was revised and reorganized in 2001 due to unforeseen factors. The regional delegation was invited to participate in the Stability Pact Disaster Preparedness and Prevention Initiative (DPPI) 'Operational Team'. This team carried out a series of assessments during the first six months of 2001. These activities were not planned in Appeal 2001 and became one of the programme priorities. At the beginning of September, the programme manager was appointed acting head of the delegation when the head of delegation left

to take up another appointment in Geneva, which severely limited the time left to work on disaster preparedness.

In the DPPI assessment, the delegation worked together with UNDP, NATO, the US, Italy, Sweden, Croatia and Bulgaria. The Budapest regional delegation became the team leader. The team visited Albania, Bosnia-Herzegovina, Bulgaria, Croatia, Federal Republic of Yugoslavia, Former Yugoslav Republic of Macedonia, Greece, Hungary, Moldova, Romania, Slovenia and Turkey. Its task was to assess needs and capacities. The assessments, which actually started in October 2000 with two assessments, continued from January to June 2001. The assessments analysed natural risk on a country by country basis; reviewed existing national disaster preparedness plans; catalogued ongoing emergency response projects; and made recommendations based on the findings for areas where regional cooperation could have an immediate positive impact and for long-term strategic planning. Although the DPPI was aimed at the respective governments, the Red Cross societies were invited to take part in the process and they found the discussions extremely useful. The Operational Team Report can be found at:

http://www.stabilitypact.org/stabilitypactcgi/catalog/cat_descr.cgi?s_ubcat=1&prod_id=48

Under the heading "Documents for Regional Workshop, Geneva, 26-27 June 2001" there is a link to the regional report. During the workshop the countries decided to take ownership of the report and to assign specific tasks to individual countries.

It was stated earlier that the DPPI assessment made necessary changes in the plans for 2001. That said, it is also important to remember that the assessment provided 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 in the future.

The Budapest regional delegation continued to participate in the DPPI during the second half of the year. A follow up meeting to the DPPI workshop in Geneva was organized and hosted by the Bosnia and Herzegovinian Ministry for European Integration in Banja Luka, Bosnia and Herzegovina on 9 to 11 October. The aim of the workshop was to see how far the respective governments had proceeded in their preparations of projects based on the outcome of the Geneva meeting. Participants came from nearly all the countries covered by the DPPI. As a result of the work in the Stability Pact the regional delegation was invited to participate in the Stability Pact Working Table III (Security) meeting in Budapest, November 27-28.

Participation in the DPPI operational team took far more time than anticipated when making up the plans for 2001. This naturally affected other planned activities; nonetheless all major activities scheduled for the year took place. The delegation concentrated on building up a network for the national society staff working with DP. This was done through organizing three regional DP workshops. The main issue during the workshops was the development of a national society DP plan and how best the national societies could cooperate with their governments. To date, seven or eight of the national societies in the region have at least an outline of a feasible DP plan. In autumn two out of the six planned DP trainings took place: Neum, BiH for the RCSBiH 5-7 September and in Alba Julia, Romania for the Romanian Red Cross on 24-26 October.

Neum: A DPP workshop was held from 5 to 7 September. The secretaries from all regions and cantons (10 from each Entity), two secretaries general, two entity DP coordinators, a RCSBiH representative, and the ICRC and International Federation participated in the workshop. The main topics of the workshop were: the position, role and responsibilities of the Red Cross in DPP, relations between the Red Cross and governments related to DPP, legal provisions in both entities, presentation on entities' DP plans and conflict preparedness.

Refugee Publications:

"**Pravi Odgovor**" (Real response): 2,000 copies per month dealing with the return of refugees from the Federal Republic of Yugoslavia to Croatia and Bosnia, the experience and problems related to reintegration, humanitarian needs on return, and the activities of local organizations with a focus on local Red Cross branches.

"**Suncokret**" (Sunflower): 1,000 copies monthly, targeting children in collective centres and Red Cross social welfare clubs

"**Povratak**" (Return): 2,000 copies, also dealing with issues related to return to Croatia and Bosnia-Herzegovina.

Alba Julia: In addition to the secretaries from all the Romanian counties and the Romanian Red Cross headquarters, the DP coordinators from Bosnia and Herzegovina, Albania, Bulgaria and Yugoslavia participated. An American Red Cross DP delegate, based in Bulgaria, also participated. The topics of the workshop were: DP, DR, disaster management, communication, conflict preparedness and DP plans.

A regional DP workshop was also organized in Neum, BiH on 8-11 July. Representatives of the RCSBiH, Yugoslav, Bulgarian, and the Macedonian Red Cross Societies together with the ICRC and the Federation also participated. Due to technical reasons, the Croatian and Albanian Red Cross Societies were unable to participate. The meeting was devoted to the national societies' presentations on DP/DR work, sharing of information and experience as well as regional cooperation.

The rationale behind the regional DP network has been, and remains, that a viable national DP plan must be implemented by the national society itself with the support of the regional delegation, the Federation's country delegations and other sister societies within or outside the central European region.

The added value of the work in the regional delegation has been, and will continue to be, to provide a platform for this DP networking.

Objectives and the expected results by the end of 2001:

Objective 1 *To strengthen the disaster response capacity of the national societies in the region through the development of disaster preparedness plans.*

- As mentioned above, seven of the 15 national societies have a preliminary DP plan within their national disaster preparedness plan, including a functioning and realistic DP organization. This is in line with the expected results but it is important to underline that some of the plans are more developed than others. However, these plans give a good base for response in case of a disaster. Some national societies will continue to develop their DP plans with the bilateral support of sister societies i.e., the American, German and the Scandinavian Red Cross Societies.
- Some of the national societies have partnerships with their governments and cooperation agreements with other organizations. The expected result by the end of 2001 was that eight societies would have cooperation in place. The remaining national societies will continue to work on this objective in 2002.
- Only four out of the expected eight national societies carried out basic needs and Vulnerability and Capacity Assessments (VCAs) in disaster situations according to Sphere standards.
- Almost all national societies were capable of responding in disaster situations but did yet follow Sphere standards. The standard followed was decidedly ad hoc, as demonstrated in the response to the floods in Hungary, Bosnia-Herzegovina and Poland. In the case of Poland, the Polish Red Cross responded particularly well at the local level, and carried out the first phase without any international assistance.

Objective 2 *To draw up a disaster preparedness strategy and a regional disaster preparedness plan, including contingency planning.*

A regional strategy for DP is to be developed within the framework of the Regional Assistance Strategy and based on the needs of the national societies. Ongoing DP programmes will be integrated into the regional strategy and plan of action.

- A regional disaster preparedness plan based on regional needs, opportunities and threats and the specific roles and responsibilities of national societies in the area of DP has not yet been developed. This will be carried forward to next year.
- The formation of a disaster response unit at the regional delegation has not yet started, since the role and responsibilities of the regional delegation in the Federation's disaster response system

has to be further defined, as well as the internal roles within the delegation for all programme staff (regional logistics unit, information, institutional and resource development, health, training, and youth). Once these definitions of roles and responsibilities are in place, the Federation's regional delegation will be able to ensure a timely and efficient launch of disaster response operations in cooperation with the relevant national societies and country delegations.

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 were to be undertaken:*

- A computerised regional data base that covers available staff and volunteers i.e. youth, vehicles under Federation control, warehouses and stock, suppliers with Federation frame agreements, standards etc. This database was to be set up in autumn but was not ready by the end of the year. This activity will be continued in 2002.
- A regional disaster response fund within the regional delegation could not be organized and this objective needs to be re-analysed with the Federation's Secretariat and further development of the global Disaster Relief Emergency Fund (DREF).

Funding: the disaster preparedness programme received funding from DFID, the Danish, Norwegian and Swedish Red Cross Societies. The funding received did not cover the 2001 budget fully but about 80 per cent was received, which was sufficient to cover the activities that were possible to carry out during the year.

Conclusion: The work done within the disaster preparedness programme was very much in line with the goal and the objectives formulated in Appeal 2001-2002. When formulating the goal and objectives for the programme of 2002-2003 no major changes were necessary and objectives which were not achieved in 2001 will be carried forward to 2002.

Humanitarian Values

Funding limitations in the past few years placed severe restrictions upon the planned activities of the communications unit in the promotion of humanitarian values. The first quarter of 2002 would seem to indicate that the pattern is likely to endure. However, changes in the nature of the regional delegation, particularly in the second half of 2001, have opened up practical new directions for the unit.

The regional delegation's previously strong focus on structural organizational development of national societies has given way to a more balanced agenda, in which the national society's capacity to address humanitarian issues has more emphasis. The year 2001 saw the establishment of two new areas of regional activity, population movement (PM) and health and care, significant development in disaster preparedness and disaster management, and fresh interest in advocacy from youth and participatory community development. A great deal of work was done within these programmes in both hands-on communication and the development of a communications culture; 2001 proved to be a productive year for the communications unit despite funding limitations.

Objective 1 *To strengthen the image and profile of national societies in the region.*

Public visibility for national society activity, preparation for, and response to, disasters and social emergencies was a priority for the communications unit. Articles and news stories were published by Federation print and electronic media, media releases were sent out (often simultaneously from Budapest and Geneva), and articles placed in external media. Subjects covered included the Regional Leadership Meeting; floods in Hungary, Romania, Ukraine, Yugoslavia, Poland, and Bosnia and Herzegovina; the HIV/AIDS epidemic fuelled by increased drug addiction; population movement topics in Yugoslavia, Bosnia and Herzegovina, Croatia and Lithuania; home care across the region; volunteerism; disaster preparedness; social welfare; and poverty and malnourishment. Particular support was given to the Hungarian and the Romanian Red Cross. The Hungarian Red Cross focused

on communication and, based on the conclusions of an image survey, a company was hired to begin work on an overall national society communications plan with strong PR and marketing elements. The national society became the first in the region to distribute the quarterly publication *The Bridge* in its own language (see Objective 5).

The Romanian Red Cross was anxious to develop its communications capacity, and a good working relationship was established with the national society where a poor one had existed before. Discussions explored which needs the communications unit could help meet and services it could provide. International profile was acquired for the national society's 125th anniversary, and for the challenges it now faces, through both Federation and public media. Like many national societies in the region, the Romanian Red Cross faced financial difficulties in keeping its own media alive, and has lost the well-known magazine it published for decades. How the regional communications unit could best support national societies in such circumstances was a matter of ongoing discussion, with *The Bridge*, the regional web site, and corporate sponsorship high on the agenda.

The unit became service-oriented and, more hands-on in 2001, in accordance with the wishes of national societies, who expressed a desire for service first, rather than classroom consultancy. The communications unit believes that it is through the provision of professional RD services that real awareness and understanding of good communications will be generated.

Objective 2 *To put together training material on humanitarian values and principles in the national languages of the national societies 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-rom on "Principles to Action"*

No print material could be published due to lack of funding. However, the CD-rom on Principle to Action, which was tested by delegations, was finalized by the Secretariat and made available to national societies. The new Movement Communicators' Guide was also placed on the web. The introduction of the guide was on the agenda of subregional training-of-trainers workshops included in the 2002-2003 appeal which, at the end of January, remained unfunded.

Objective 3 *To organize two regional campaigns on humanitarian values and principles.*

The Hungarian Red Cross Nograd branch was assisted in its campaign against marginalisation and social exclusion of the disabled, an advocacy component of a participatory community development project which can be seen as a regional pilot. A national campaign was discussed with the national society and remains on the agenda. The plight of the disabled raised Red Cross concern elsewhere in the region and will be part of health and care consultation with national societies on advocacy related to social marginalisation of the vulnerable.

Partnership with the media and advocacy were recurring themes in communications unit presentations to national societies in workshops, seminars and the regional basic training course for potential delegates.

In close coordination with the regional health and care delegate, a communications working group was established and a strategy developed and circulated for World AIDS Day (December 1). The day itself brought widespread national society activity, the start of a public information offensive that will be part of the global campaign slated to begin on 8 May until 1 December, 2002. In December, the communications unit ran a workshop at a youth conference in Budapest. The youth representatives of all 15 national societies in the region committed enthusiastically to the global campaign. Red Cross youth led national society response to HIV/AIDS in the region.

A web site for ERNA was launched on December 1 (<http://www.ifrccee.org/ERNA/erna.html>). It will be developed as a key communications resource for the network, functioning both as an internal working tool and an external PR medium.

World Food Day, October 16, brought unprecedented regional response in advocacy and massive media coverage in Poland, Hungary, Slovenia and Slovakia. Activity around World Food Day was pioneered in recent years by the Lodz branch of the Polish Red Cross which has drawn attention to nutritional problems related to widespread poverty in Poland, particularly among children. Fund-raising has led to Red Cross school meal programmes among other things. Supported by the communications unit, a four-country campaign was mounted in 2001 in which research conducted by Red Cross youth produced startling revelations pounced upon by the media. Such was the impact that more countries have indicated they will participate in 2002 and a plan of action was agreed upon during December's youth conference workshop.

Discussions on Red Cross advocacy campaigns in the region were held with a leading international advertising agency. It is prepared to donate its services in support of Red Cross activity.

Objective 4 To organize six communications workshops and five media seminars on the humanitarian values programme for national society staff and journalists, respectively.

In addition to the planned series in Slovenia, Croatia, Lithuania and Romania, sessions were included in logistics, health and care, and disaster preparedness workshops, including one DP workshop outside the region, in Turkey.

The media seminars fostered a closer working relationship between national societies and their own country's journalists, and provided the media with a better understanding of the Red Cross, the issues it faced, and its underlying principles and values. Media seminars were staged in partnership with the ICRC and a new series was included in the 2002-2003 appeal.

The theme of *The Media As Partners* was on the agenda of a regional disaster preparedness workshop held in Alba Julia, Romania, in October. Presented by the communications unit, it established communications and public information as a vital element of DP. The response from national societies, and journalists who attended, strengthened the resolve of the communications unit and the disaster preparedness delegate to establish information emergency teams in the region as part of overall DP/disaster response strategy.

Again in partnership with the ICRC, preparatory work was done to place a humanitarian component in the syllabus of a regional network of media training centres. It was part of regional strategy to nurture stronger, more professional coverage of humanitarian issues in the media.

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.

The quarterly publication *The Bridge* was redesigned and restructured. The concept of the new *Bridge* is a capacity

The annual meeting of the European Red Cross and Red Crescent Network on HIV/AIDS (ERNA) in Almaty provided a major opportunity and helped prepare the ground for 2002's global campaign against stigma and discrimination related to the disease.

The Bridge, which so far had appeared exclusively in English, was offered to national societies in national language editions so as to reach the widest possible audience, from headquarters to far-flung branches. The Hungarian Red Cross was the first to accept the offer and the fourth quarter's issue had a Hungarian edition.

building tool to facilitate knowledge sharing, best practice sharing, definition of issues, self-esteem building, and the promotion of values, *Strategy 2010*, advocacy and regional thinking and

action. Feedback from national societies and other programmes was extremely positive. The Hungarian Red Cross examined possibilities of fund-raising to increase the number of pages and maximize use of *The Bridge* in its communications strategy. Two more national societies confirmed that they wished to have own-language editions in 2002. By the end of December sufficient funds had

been pledged for four national editions to exist alongside the original English version by the end of 2002.

National society ownership of *The Bridge* is essential. To that end, national societies were invited to nominate representatives for an editorial board. The board, of which the heads of regional delegation of both the Federation and the ICRC will be members, will determine editorial direction. Each national society was also asked to nominate a contributing editor.

The design and format of a new regional Federation web site were finalized. The site, due to be launched in the first quarter of 2002, was adopted as a Federation pilot for regional web sites.

Funding: The funding of communications activity continued to be a Federation problem worldwide. For the past few years planned programmes, although modest and realistic in relation to existing staffing levels, have proved far too much for the donor's purse. The year 2001 again revealed disinterest. When available funding is limited it is communications programmes which are affected first. This reflects short sightedness as it is these very programmes which heighten the profile and appreciation of Red Cross and Red Crescent values and principles, which in turn can improve Movement funding.

Poor support for central Europe's communications unit delivered major blows to policy and planning over the past year. In accordance with guidelines and prevailing Federation thinking, the unit established a regional communications team in the first half of the year. It brought together communications personnel from the regional delegation in Budapest and the country delegations in the Federal Republic of Yugoslavia, Bosnia and Herzegovina, and the Former Yugoslav Republic of Macedonia. The move was designed to harness capacities and through cooperation strengthen service and performance regionwide while working more efficiently and cost effectively.

Having established regional priorities and targets in July, and reflected them in programme planning for 2002-2003, the team fell apart as one by one information posts proved unsustainable. Due to the funding situation the country delegate post in Belgrade disappeared, followed by that of the information officer, and by the end of the year the information officers in Bosnia and Herzegovina, and in Macedonia, had also been lost.

All of the above were body blows, but the Bosnian loss was critical. The establishment of the Red Cross Society of Bosnia and Herzegovina has been described by the United Nations as one of the most important steps so far in the stabilization and reconciliation of that divided land. The national society, itself poorly funded and struggling to stand on its feet, has no communications officer and the Federation post was of immense importance.

Conclusion

Communications seems to remain but a peripheral interest of the Red Cross and Red Crescent, a Movement clearly unperturbed by the unsatisfactory image and appreciation enjoyed by some of its national societies. The question must be asked: does a false sense of security pervade the Movement as younger, more aggressive, more hungry organizations compete for market share?

The promotion of the Movement's Fundamental Principles and humanitarian values is the first core area of *Strategy 2010*. An impartial and independent observer might not think so.

At the end of 2001 the outlook for the coming year was challenging. Resourcefulness will be required to maintain momentum. By working ever more closely with the RD's other major programmes, the communications unit will strive to remain on course towards the primary outcomes sought by the end of 2003. Those are (1) national societies seen to be responsible advocates of humanity, tolerance and social progress, working to prevent as well as mitigate the misfortunes of the region; (2) growing

media perception of the Red Cross as a natural ally, a reliable source of independent information on humanitarian issues; (3) responsible humanitarian reporting gaining ever more ground in the media.

Health and Care

The central Europe regional health and care programme was established in 2001 and the implementation of the programme activities started in mid March.

The programme is in place to assist the 15 Red Cross societies in Central Europe with capacity building, linking with partners and promoting (advocacy) health and care issues.

The aim is to strengthen national societies so that they in turn can contribute to reduced vulnerability of individuals and communities to disease, accidents, trauma and violence.

Activities within the field of health and care are, to a large extent, what the national Red Cross societies in the central European region do. The Federation's regional health and care programme has been positively welcomed by the national societies within the region and by the regional programme managers (involved with youth development, organizational development, disaster preparedness and humanitarian values and communications). Genuine team work was established, allowing health and care issues to be analysed in a broad perspective. This had many positive effects. One main method of alleviating and preventing human suffering is to actively advocate peoples' right to good health and to adequate social care. An additional reason for such cooperation is that the main group of volunteers who implement health promotion and disease prevention activities are youth, hence the importance of collaborating with the youth development programme. The fact that most of the problems linked to any health or care programme implementation are due to organizational or resource difficulties provides the rationale for collaborating closely with the organizational development programme.

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*

In order to identify how the new programme should be developed, a baseline/mapping concerning the current activities and programmes of the fifteen Red Cross societies in the field of health and care was undertaken. This was done through questionnaires and assessment visits; 10 out of the 15 national societies were visited and 11 of them completed the questionnaires.

The findings show that the main areas of work remained the traditional ones such as first aid, social welfare and non-remunerated voluntary blood donation. The mapping also showed that many national societies were developing activities and programmes in the field of HIV/AIDS, tuberculosis control and psychological support and that there was an interest in further capacity building in this field.

A workshop to establish a subregional health and care strategy for the Baltic national societies was planned for 2001 but these plans changed. The objective had been set with very limited knowledge of the reality of the situation and it proved to be a non valid objective (please see mid term review).

There is a need to further explore relations and links with other players (external to the Red Cross/Red Crescent Movement) in the field of health and care. There were, however, some achievements in this respect in 2001. Contact was established with the WHO European office, and a fruitful working relation began with ENP+ (European Network for People living with AIDS).

Objective 2 *To assist in drawing up national society health policies and strategies and corresponding strategic plans.*

Assistance was given to national societies in commenting on and assisting in the development of project proposals on different issues, mainly HIV/AIDS. The Estonian Red Cross was assisted in the further development of a pilot project in Narva aimed at youth peer education on HIV/AIDS as well as on development of a national programme on the same theme. Limited financial assistance was also given to the Estonian Red Cross in order for the national programme to get off the ground while waiting for donors to contribute. The Latvian Red Cross was assisted with comments on proposed

tuberculosis prevention activities and the project was also passed on to the senior officer for tuberculosis in Geneva for further comments. A number of project proposals were received at the end of the year but time did not allow for comments to be given.

A number of project proposals in the field of HIV/AIDS from European national societies other than those covered by the regional delegation for central Europe came from the ERNA (European Red Cross/Red Crescent network on HIV/AIDS) secretariat. These project proposals were forwarded to the Geneva Secretariat for follow up.

Objective 3 *To strengthen national society human and organizational capacity in order to design and carry out comprehensive, focused and relevant health and care programmes*

Among the key achievements was the work done to strengthen ERNA. The network was established in 1999 and had, up to 2001, received assistance directly from the Federation's Geneva Secretariat. This was greatly appreciated and with the establishment of the regional health and care programme the assistance to the network could be further intensified due to the proximity (the ERNA secretariat is located at the Slovak Red Cross) and the time available to spend with the ERNA secretariat coordinator.

In 2001 three additional national societies became ERNA members, bringing the total number to 28. Two of these new members were from the central European region (Estonian Red Cross and Red Cross Society of BiH) and lobbying lies behind their joining the network.

Priority was given to building the capacity of the ERNA secretariat coordinator in planning, budgeting and project proposal assessment. This proved to be time well invested. Apart from this, assistance was given to ERNA in organizing a capacity building workshop for members in conjunction with the fifth ERNA meeting which took place in Almaty, Kazakhstan in September. A two-day workshop on how to plan and implement youth peer education programmes was organized with facilitators from ENP+ (European Network of People living with HIV/AIDS) and the Federation. The national societies present found it useful to learn more, in the practical sense, about how to implement youth peer education programmes. They also appreciated the chance to exchange experiences with other national societies who had already started these kind of activities. The ERNA members also asked for more training in actual project planning and to answer this request the regional planning and reporting unit together with the regional training unit will organize a workshop in project planning in 2002. A report on the 5th ERNA meeting is available on the ERNA web site: www.ifrccee.org/ERNA which was created with the assistance of the regional communications unit and launched on World Aids Day.

Knowledge sharing was achieved through examples of training tools used for HIV/AIDS prevention work by national societies in Asia, through the Federation's regional delegation there and the ART network. A manual produced by the Thai Red Cross on HIV/AIDS prevention was copied on CD ROM and distributed to several national societies interested in expanding their knowledge of these subjects. In other fields, knowledge sharing was provided by linking national societies in the region with other national societies in the world with experience in certain issues. As an example, the Albanian Red Cross, interested in expanding health promotion and disease prevention activities, was informed about the Nigerian Red Cross health promotion while the Bulgarian Red Cross, interested in seeing how others work with tuberculosis (TB) control, was linked with the Russian Red Cross.

The programme has further started the establishment of a regional resource centre for material and information. The mapping done on current health and care programmes by national societies in the region will provide national societies with information requested on what others do and this will allow for direct contacts between sister societies on specific issues. A library was established with material of interest for the national health and care programmes and a list of publications was sent out to the national societies for information and possible requests for orders. The aim is that all this information will be available on the regional delegation's web site in 2002.

Another key achievement in the field of capacity building/exchange of experience was a two-day meeting/seminar on home care and visiting nurses which took place in December. This had been requested by several national societies in the region as a chance to exchange experience on social programmes that include home visits.

The economic and social transition in the central European countries exposed vulnerable groups, among which the elderly are one, to increased hardship. With cuts in budgets, health care systems and the economic transition effects on the pension systems, the national societies' visiting service programmes were important for elderly and house bound vulnerable citizens. Overall, pensioners have lost out with the changes of the nineties. Not only have pensions fallen, but the elderly have lost some of the advantages and possibilities that they used to have, such as having meals in canteens for the same price as employees, or taking part cheaply in trade union events. Public support programmes, such as free coal and medicine, together with subsidized public services that seniors were entitled to before the transition have been severely reduced. In rural areas they are often non-existent. Older people also had more difficulties in coping with the problems of heating, increased costs for power, gas and other utilities. The family as a traditional meeting place, where grandparents had a role of raising children, is no longer the norm. All these factors have had a considerable effect on the quality of life for senior citizens.

Many of the national societies encountered problems in finding sustainable funding solutions for these important community programmes (mainly targeted at the elderly). As a result of this, a meeting was arranged to discuss these issues. The Red Cross societies of Bosnia and Herzegovina, Britain, Bulgaria, Federal Republic of Yugoslavia, Latvia and Lithuania attended. The Federation's delegate in FRY from the Canadian Red Cross with extensive experience in the Canadian Red Cross home care programme also shared this experience. The meeting provided an opportunity for the national societies to discuss their experiences and see what others had done to solve their financial problems. The national societies requested additional assistance from the Federation concerning resource development training etc., and the requests will be answered in 2002 to the extent possible.

***Objective 4** To facilitate partnership building and cooperation with governmental and non-governmental programmes and agencies, both on national and international level, as well as with sister societies.*

Participation in international conferences and meetings was aimed at representing the International Federation, bringing back new knowledge to the region and establishing partnerships.

Delegates attended an international workshop within the regional programme "Urgent Intervention to Reduce and Control the Spread of HIV/AIDS and STDs in the Balkans" organized by IOM Rome. The Federation's representative spoke of Red Cross involvement in the prevention of HIV/AIDS and other sexually transmitted diseases STDs through youth peer education and in general, and on specific projects in the region. The manuals and publications "Improving health and care in the community" and "Action with Youth" produced by the Federation were also presented.

Seven countries from the region; BiH, Bulgaria, Croatia, FRY, Slovenia and FYR of Macedonia were represented mostly by people from governmental institutions. It was disappointing to note that almost none had recognized the Red Cross and the Federation as significant and important partners in the fight against STDs and HIV/AIDS, with the exception of Bulgaria. This means that there is still a great deal to be done in making the work carried out by the Red Cross more visible. The work of the UN organizations in the field of reproductive health was much more easily recognized by the countries mentioned.

The region was also represented at the fifth International Conference on Home and Community care for Persons Living with HIV/AIDS, in Chaing Mai, Thailand, on 17 to 20 December. All aspects of the HIV/AIDS pandemic were addressed during the Conference: prevention, testing with pre and post-testing counselling, counselling and support for family members, a holistic approach to care and treatment including traditional and "western medicine" treatment, care for children and older people

infected/affected by HIV/AIDS, the role of the religious community, the social and economical impact of HIV/AIDS, and human rights and HIV/AIDS.

The conference was mainly “designed” for African and Asian countries which are most affected by the epidemic and who had the biggest number of people living with HIV/AIDS. However it was useful for the central European region should they have to scale up their activities. Intravenous drug abuse, one of the main ways of transmission of HIV/AIDS in Europe and central Asia, was completely neglected at the conference, and some participants stated that they would have preferred more information on this topic.

Objective 5 Strategic work on regional advocacy in health and care

A communications plan was sent out to all national societies in the region for activities on World Aids Day. In order to stress the importance of young peoples’ involvement in HIV/AIDS prevention, and to use the already existing Red Cross youth peer educators in the region, the focus was on radio and a radio quiz on HIV/AIDS. Health and youth information staff in the national societies supported the Red Cross youth peer educators in implementation. The questionnaires on HIV/AIDS and STDs from the IFRCs manual “Action with Youth” were used as a starting point, and adjusted as deemed necessary. Financial assistance was given to the national societies who requested it. In Bosnia and Herzegovina the Red Cross Society prepared promotional materials: T-shirts, pocket calendars and Red Cross bags. These were distributed together with brochures on reproductive health. Twelve radio stations agreed to broadcast, free of charge, the Red Cross youth jingle on AIDS prevention. A quiz was organized on a nationwide radio station and a TV spot was broadcast on four TV stations. There was a significant response in the media to the Red Cross project, and peer educator trainers gave statements and interviews countrywide to various media.

An article on the HIV/AIDS situation in central Europe was posted on the Federation’s web site.

Objective 6 To assist national societies in the region and the Federation’s Secretariat in the preparation for the Berlin Conference 2002.

Delegates participated in a meeting of the Health in Emergencies working group and two meetings of the HIV/AIDS working group. The national society’s activities in the field of HIV/AIDS was compiled in collaboration with the ERNA secretariat. A total of 38 national societies were covered.

Following the arrival of the new senior officer for Europe at the Health and Care department in Geneva there was less need for attendance at working group meetings.

Objective 7 To coordinate Federation (including PNS) support to health and care in central Europe

The Norwegian Red Cross announced a pledge for specific support to HIV/AIDS activities in the Balkans national societies via the regional delegation in July. These funds were used to support translation and printing of the Action with Youth manual into several languages. It is envisaged that the support will allow the national societies of Albania, Yugoslavia, Macedonia and Bulgaria to have their own manuals in local language/languages in sufficient numbers by the end of the first quarter of 2002. In addition to this, support will also be given to the training of youth peer educators in Bosnia and Herzegovina and possibly Macedonia. The funds contributed greatly to allowing the national societies in the Balkans region to start implementation of planned training activities.

A manner of working has been adopted which involves other sectors of the regional delegation, as well as the health and care and organizational departments of the Federation’s country delegations, and the different technical health and care experts in the Geneva Secretariat.

With regard to action research, considerable time was spent providing advice and technical support to health and care programmes in the country delegations (Albania, FRY and BiH). This was the first year in which the Secretariat in Geneva left it to the regional health and care delegates to comment on and support the development of the country delegation appeals. The benefits of this new method was clearly evident. Nonetheless, the workload proved considerable, due to a lack of funding which led to

the need for major changes in the programmes in FRY and BiH. In addition, it was difficult to find a balance in providing support to the country delegations while at the same time providing assistance to the other 12 national societies with no country delegations.

Contacts were established with the bilateral delegations working in health and care, with country delegations and with the ICRC's regional delegation in Budapest.

The existing Red Cross/Red Crescent networks and reference centres active in the region (European Red Cross/Red Crescent Network on HIV/AIDS (ERNA), the European Reference Centre on First Aid Education, The Red Cross/Red Crescent Reference Centre for psychological support) provided service to national societies in specific fields. In order to make the best use of resources and avoid duplication, contacts were established with these structures.

A workshop/conference on psychological support was organized by the Red Cross/Red Crescent reference centre for psychological support in Denmark. The regional health and care programme funded six participants from the region. The conference was attended by over one hundred persons and was organized in working groups, with the central Europe region classified as part of eastern Europe.

Other achievements In addition to the activities planned, a review of the Federation's assistance to the Yugoslav Red Cross was conducted.

Conclusions The programme got off to a good start in 2001 and a clear plan was formulated for 2002 based on the findings in 2001. The main problems encountered were linked to the limited knowledge of the situation in early 2001. Assumptions were made which proved not to be valid. For example, the original plan was to work with the national societies on a subregional basis (Baltic, Balkan, and central European national societies) and to try to establish strategies for this work. After having visited, discussed and studied the programmes, capacities, needs and wishes of the national societies, this proved not to be the best approach. The reality is that the national societies in the region had very different capacities, realities and wishes for assistance from the regional health and care programme. The programme therefore focused on a thematic approach instead of a subregional one. As a result, plans for next year will include assistance in capacity building and the exchange of experience by facilitating and organizing workshops on non-remunerated blood donor recruitment, on psychological support programming, on HIV/AIDS, through and with ERNA, and on facilitating the national societies' participation in the activities organized by the European Reference Centre for First Aid.

Contacts and working relations were established with most of the national societies in the region, the exceptions being those with whom the regional delegation had limited contact in general and who did not show much interest in the services which the delegation could offer.

The many activities that were carried out were possible due to the different way of working adopted. This included the locally employed Federation health officer in Sarajevo devoting some time to the regional programme, the close collaboration with the ERNA secretariat at the Slovak Red Cross, by having a student doing her internship for a Masters of Humanitarian Affairs from the Swedish Red Cross, and through the fruitful collaboration with other departments and delegates at the regional delegation, in particular the advocacy and communications unit and the Baltic's development delegate. The regional health and care programme intends to continue to work in this manner, involving external resources when possible (students or interns are welcome), involving the national society's health and care staff to the extent possible in the implementation of the programme, and ensuring that health and care are considered as an area of concern for all Federation delegates.

Organizational Development

The year 2001 was the third year of the British Department for International Development (DFID) partnership, and of the regional organizational development (OD) programme. The main components

of the three year programme were: i) national society strategy development and implementation; ii) national society resource development, and, iii) branch service development. Seven national societies of the fifteen in the central Europe region were selected to take part in the OD programme. At the start of this year, five of the seven had developed comprehensive organizational strategies, and work to pilot a participatory community development project in Hungary was well under way. In midyear, the programme's objectives were modified to make management and reporting simpler. For details of this modification, see Programme Update 1. The following highlights achievements against the seven objectives of the regional OD programme in 2001:

Objective 1: Skills development

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

An in-depth training programme in Project Cycle Management (PCM) was completed this year. Fourteen participants from six national societies have developed knowledge and skills in the European Commission's standard PCM methodology, plus additional trainers' skills. The training was delivered by a German consulting firm in six four-day workshops, all of which were thoroughly documented. The people trained were expected to 'cascade' the training in their national societies. So far, Albania and Yugoslavia Red Cross have done so, and the four others are expected to follow.

The OD programme contracted the International Management College in Budapest to provide training in management and organizational development for the Hungarian Red Cross. In 2001, four four-day workshops were completed. The twenty-four participants were staff from branches and headquarters. The mid-term evaluation of the course was very positive, and suggestions for changed course content and approach included in the last workshop of 2001, on volunteer management. Two further workshops in the series remain to be carried out in 2002.

The guarantee of longer term funding enabled the OD programme to contract with training providers for a period longer than one year. However, because the money was not earmarked within the programme, funding shortages meant that it was a struggle to meet commitments. In future, contracts with external providers should be matched by funding held in a separate project code that cannot be used for other purposes.

Objective 2 Participatory Community Development

To ensure regular participation of vulnerable groups in the design, implementation, and evaluation of the national societies' programmes and projects that affect their lives.

In Hungary, the PRA needs assessments have now been completed. Two communities have started to implement the micro projects. The project has not been able to work in two of the eight communities, so will not continue to the next stage in these areas. In one community, (Salgotarján), a Future Search Conference has been completed. Flooding earlier in 2001 affected the project in Szabolcs county, so implementation of micro-projects and the Future Search Conference will continue into 2002. During this period the PCD co-ordinator carried out a needs assessment (Participatory Rapid Appraisal (PRA) within the Food Security Pilot Programme in the Vojvodina region of Yugoslavia, which is managed by the Canadian Red Cross. This project aims to find sustainable solutions to continuing food shortages in six communities. It is due to be completed by 29th January 2002.

The Board of the Hungarian Red Cross accepted the Participatory Community Development (PCD) Programme among its national programmes and has designed a cascading plan for PCD. Implementation will start in 2002.

Following on this cooperation, the trained PRA trainers will facilitate the PRA in the Serbian and Montenegrin part of Yugoslavia.

Four other national societies in the region (Yugoslavia, Bulgaria, Macedonia, Slovakia) agreed to start the Participatory Community Development Programme.

Objective 3 Strategic Planning

To have the seven national societies participating in the programme draft and implement a strategic plan, based on the Federation's Strategy 2010.

At the start of 2001, four of the seven national societies had completed and published strategies. The OD programme supported Estonia to complete its strategy in early 2001. Latvia, not part of the programme, followed suit, and published its strategy in May 2001. The remaining national societies were Poland and Yugoslavia. Yugoslavia developed a draft in late 2001, but more work is required before it can be adopted by the YRC board. To date, there has been no comprehensive assessment of the extent to which plans are being implemented. In Albania, the national society has restructured itself as planned in the strategy, and developments are following plans closely.

Intensive help and advice was provided to the Polish Red Cross to support: i) the recruitment of a chief executive, and ii) the development of a comprehensive organization change plan. This work should have prepared the conditions for the national society to develop a strategy. After much investment of time, work had to be discontinued following a change in governance, and a new attitude towards the planned organizational changes.

Objective 4 Resource Development

To improve the ability of central European Red Cross societies to attract, manage and sustain reliable funding for their services and programmes.

No progress was made against this objective during this period. The resource development delegate devoted his time to the PCD project (see objective 2), so was unable to work towards this objective.

Objective 5 Finance Development

To achieve more effective and efficient use of financial resources through improved financial management in the national societies

Support was provided to Latvia, Lithuania, Estonia, Bulgaria and Yugoslavia for the development of more transparent and accountable financial management systems. Support to Latvia focused on the follow-up, and implementation of recommendations from an auditor's report. In Bulgaria and Yugoslavia the regional delegation provided advice to financial systems implementation projects. In Lithuania and Estonia work focused on developing project proposals for financial systems implementation.

The programme faced two key constraints. First, a reluctance by national societies to work with the regional delegation on matters relating to financial management. Second, the low budget for finance development work meant that the regional delegation could only provide advice and support, and not pay for services or equipment required. This, however, was partially overcome by supporting the national societies to develop project proposals, which subsequently attracted the interest of participating national societies.

Objective 6 Volunteer Management

To improve the quality and success of volunteer management in four national societies

One pilot project was implemented during 2001. The aim was to develop small community projects which would build skills and learning in volunteer management in the Polish Red Cross. The results so far are disappointing. Projects have been developed, mainly health promotion activities in schools. However, they used existing youth volunteers, and did not recruit new, more mature volunteers as originally intended. Learning was therefore limited. Funding for this project is now on hold, pending the possible recruitment of a volunteer management delegate, and a subsequent higher level of available support.

Not enough time was spent with the national society during the development of this project, before the agreement was signed. This consequently led to differences of understanding and approach, which the ID/RD programme did not identify early enough.

Funding constraints, uncertainty about the future of the programme, and other priorities meant that no other pilot projects were identified or developed in 2001. For 2002, a concept paper has been produced to propose a different approach to the development of volunteer management skills and knowledge in the region. This paper was discussed at the Partnership Meeting in November, with positive feedback.

Objective 7 CAS Bulgaria

To increase the level of shared commitment to a single strategy for the Red Cross Movement in Bulgaria that will strengthen the impact of the national society's work in improving the lives of vulnerable people.

This objective was newly identified during the year. Bulgaria was identified as a country in which to test a new approach to the Cooperation Agreement Strategy (formerly known as Country Assistance Strategy). Initial agreement was obtained, and a draft process was designed as a basis for discussion.

As an external initiative, the CAS can be seen as a threat to the level of donor support for a national society, and as a possible means for the Federation Secretariat to 'control' bilateral relationships. The selection of Bulgaria, a country with good donor relationships, and a high level of support, was perhaps inappropriate. For the CAS to be seen as a helpful tool, a pilot country should perhaps be one in which the level of donor support is seen to be unjustifiably low (for example, Bosnia and Herzegovina).

Youth

The regional youth development programme was re-established in 1998 with the support of the British Red Cross. Its goal is to support the development of strong and integrated national society youth sections, carrying out effective and targeted programmes in response to the needs of vulnerable youth. Continuous involvement of national societies' youth volunteers and staff in all aspects of the programme - including assessment, planning and evaluation - facilitated the achievement of a remarkable degree of ownership and participation.

During 2001 implementation of ongoing projects and processes, as well as the provision of established services continued. From a general perspective it has been the most successful year in the programme's history. The reason for this is that the activities implemented benefited from, and built on, the investment of the previous three years and the cumulative results of the strengthened regional network.

Since the programme has achieved most of its objectives over the past four years, the process of phasing out and handing over existing processes to national societies began towards the end of 2001. However, scaled down support will continue to be required from the regional delegation.

Objective 1 *To provide the 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;*

1) "From Needs to Action" project

The project had been developed in 2000 with the aim of facilitating development of national society local level youth groups' activities in order to become focused, targeted, responsive to identified vulnerability, based on locally available capacities. It was designed - on the basis of Vulnerability and Capacity Assessment methodology and the knowledge and experience accumulated during the course of the programme - as a gradual training and implementation system.

During the first half of 2001 the approach was tested in the form of a pilot project in two national societies of the region (Romania and Slovenia). This included the facilitation of numerous workshops, training courses, extensive implementation monitoring, and evaluation activities. The results achieved far exceeded expectations. The project was very well perceived by all stakeholders involved (national

society staff and volunteers, vulnerable people, local authorities and the media); the local projects designed were successfully implemented; and the involvement of young people in Red Cross branch level activities has improved. Both pilot national societies are willing to continue implementation of this training system and included it in their plans for 2002.

Based on the pilot phase results and feedback received, the final project and its related methodologies has been designed. Project implementation started in Albania in September 2001.

2) Project database

To provide further opportunities to develop national society youth sections' activities, an online database of projects and programmes has been established and developed during the year. It forms a part of the programme's web site (<http://www.ifrcce.org/youth>) and is under continuous development. Project/programme descriptions were submitted in a standardized format by most of the youth sections from the region.

3) "World Food Day" campaign

In September, a regional awareness campaign was initiated, in cooperation with the communications unit of the regional delegation. Its aim was to raise awareness of poverty, in particular social deprivation of children and youth, and to introduce a "new" way of working to the national societies and their youth sections. The concept was based on the annual campaign organized by the Finnish Red Cross, called "Hunger Day" (16 October - International Nourish and Fighting Against Famine Day), that was successfully adopted by the Polish Red Cross. In 2001 only four national societies participated in this regionally coordinated activity.

***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;*

1) National Youth Development Plans preparation and implementation process

The process was developed and introduced to five national societies (Lithuania, Poland, Slovakia, Hungary and FR of Yugoslavia) in 2000. It aims to strengthen the integrated position of the youth sections within the respective national societies as well as provide a base for their further development. The process utilizes the CAPI youth self assessment methodology, developed by the programme.

Activities carried out within the framework of the process in 2001 focused on providing follow up support to implementation of the development plans adopted in four of the five national societies. This included facilitation and support of national youth policy preparation, strategic planning and results oriented planning.

Evaluation of the process and results achieved in individual national societies concluded that: the concept of the process was well designed and can work successfully; that an open participatory approach is necessary in similar processes in order to achieve the desired results; a higher degree of involvement and closer monitoring from the programme will ensure better consistency of the process. An overall evaluation of the process was not conducted due to financial constraints in the second half of 2001.

2) International Trainers Team

The International Trainers Team (ITT), established in early 1999, is an evolving regional advisory and support group to the regional youth development programme. The main tasks of the team are to facilitate regional networking and communication, to support organization of regional activities and participate in the planning and evaluation process of the programme. In return, the team members receive training in skill specific areas and extensive experience through working in an international context.

Activities of the team carried out in 2001 and facilitated by the programme included the evaluation of the regional Red Cross Youth Conference 2000; *Strategy 2010* awareness activities; preparation,

organization and facilitation of the European Cooperation Meeting of Red Cross/Red Crescent Youth; preparation and organization of the regional Red Cross Youth Conference 2001; participation in the regional situation assessment; evaluation and appeal planning process of the programme; and facilitation of the “World Food Day” campaign.

The existence of the regional team has been of tremendous help to the youth development programme since its inception. Without its support the available capacity would have not have been sufficient to conduct the number of activities that were carried out, and to ensure their high standards.

3) Advanced training course and workshop

Following the positive results achieved in 2000, with the organization of a ten-day meeting, a similar event was organized in August 2001 with the aim of developing a regional database of national and local level projects; to prepare the Regional Youth Conference 2001; to evaluate the pilot phase of the “From Needs to Action” pilot project and based on the findings design and prepare the final project and related materials; and to prepare the programme’s appeal document, work plan and budget.

All 24 participants, representing 13 national societies from the region, acted in a professional way and showed a high level of commitment. This contributed to the successful achievement of all the objectives of the meeting. The meeting also provided the opportunity for training in assessment and planning techniques, so most of the participants went on to become focal persons in these skill specific areas in their respective national societies.

4) English language training support

The support system aimed to optimise language skills of Red Cross youth staff and volunteers to improve their opportunities for regional cooperation and involvement networking, and was offered for the first time in 1999. In 2000 it was re-advertised, providing an opportunity for Red Cross youth sections in the region to apply for funding support for short-term English language training courses through submitting project and budget proposals. Three of the five supported projects were carried out during 2001 and were monitored and evaluated by the regional delegation.

5) Assessment and planning workshops

Two self assessment and planning workshops were supported in Latvia and Lithuania, in January 2001. Both were organized in order to provide an opportunity for newly elected national youth boards to analyse the current situation and define their roles and responsibilities. Both workshops resulted in the drafting and adoption of a two-year work plan.

Objective 3 *To facilitate opportunities for long-term and sustainable partnership building and cooperation among national societies' youth sections as well as with other youth organizations at the country, regional and international levels;*

1) Staff/volunteer-on-loan project

The project was established in 1999 to provide an opportunity for on-the-job training, while at the same time strengthening the sustainability of the regional network. The rotation, on a six-monthly basis, has considerably strengthened the capacity of the programme, and of the national societies themselves. The project continued during 2002 with two national society volunteers from Croatia and Slovakia.

2) 5th Regional Red Cross Youth Conference

The annual conference was organized in Budapest during December 2001, with the participation of 40 national level Red Cross Youth representatives (both staff and volunteers). The meeting was prepared and conducted by participants of the advanced training course and workshop in 2001. With regard to planned changes in the regional youth development programme, the original agenda had to be redesigned, with more focus on the sustainability of the regional network and future cooperation, as well as hand over of already established processes to national societies.

Both of the main targets were fully achieved. The framework and activities of the regional youth network were defined and advocacy / awareness activities in 2001 planned and prepared.

The so-called "Common Statement", an annual networking and cooperation agreement, was (for the first time) signed by all national society youth sections of the region. The agreement, and the strong motivation and commitment to mutual support and cooperation of all the participants, will provide a solid background for the hand over process from the programme to national societies.

3) Web site and e-mail groups

The web site had been regularly updated and expanded with new features. Based on the feedback received, it is well appreciated and utilized as a resource and information centre. Meanwhile, all databases and e-mail groups were continuously updated.

4) Subregional fund-raising workshop

A special support system (called Tender 1), for assisting with the organization of subregional activities focused on specific skills and experience exchange, was launched in 2000. The Lithuanian Red Cross youth had applied for financial and facilitation support for a fund-raising workshop. This was held in June 2001 in Lithuania, with the participation of Red Cross staff and volunteers from Estonia, Latvia, Lithuania, and Poland. The workshop focused on the exchange of practical experience and specific projects in the field of fund-raising. The participants also learned about a wide range of techniques and tried out opportunities for obtaining financial support via the Internet.

The workshop was well appreciated and its results shared with other Red Cross youth sections within the region, drawing their attention to the potential benefits of subregional cooperation.

5) European and other Red Cross/Red Crescent youth networks

Extensive work was carried out in early 2001 for the preparation and organization of the 15th European Cooperation Meeting of Red Cross/Red Crescent Youth. Around 90 participants from 43 countries were hosted by the Hungarian Red Cross. The programme supported the participation of all Red Cross youth sections of the region in order to provide them with the opportunity of linking to other regional networks and establishing bilateral relations.

Furthermore, regular contact and information exchange was also maintained with the European Coordinating Committee, western European, and Asia Pacific Red Cross youth networks. Global youth development team activities were also well attended.

6) Other Federation programmes

Regular information sharing has been maintained, and advice, consultation and support provided to other youth development programmes in the region (FR of Yugoslavia, Bosnia and Herzegovina, Kosovo).

Conclusion The scope of the regional OD programme - all 'organizational development' aspects of fifteen large organizations in fifteen different countries- is perhaps large for such a relatively small programme. With a maximum of four staff, and a timescale of three years, it is difficult to have a significant impact, to measure that impact, and to attribute any change to the programme itself. Funding shortages which severely affected the programme in the second half of 2001, are both a consequence of, and a contributory factor to, the inability to measure the programme's impact.

The PCD project within the programme has shown that real impact can be achieved by concentrating more on specific aspects of organization, and on specific countries. It has also shown that donors are more willing to fund specific and targeted projects than broad, general 'organizational development' programmes. This has given a clue to the programme's future. A continuation of the programme will be, if resourced, made up of specific projects that have their own individual funding, and are targeted on specific aspects of organizational capacity relevant to the national societies in the region. Projects will also be focused on individual or small groups of countries.

Ownership of the programme by national societies, another problem faced during 2001, will be addressed by establishing an advisory group of key national society staff.

The DFID partnership has provided a valuable opportunity to use longer term funding in two ways. First, to enter into contracts longer than one year with training service providers, in the certainty that

funding will be available to cover the contract. Second, to experiment with innovative ideas - in this case the PCD project - which through their success generate their own continued funding.

As many government and non-government institutions in central Europe are finding, organizational transformation is a long-term process. With limited funding and limited capacity, priorities need to be more sharply focused, and resources more closely targeted. Projects need longer term commitment, and longer term funding cycles. The experience of the last three years has achieved real results, and provided valuable experience that will be a more solid basis for future organizational development work in central Europe.

Regional Cooperation

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 was a one year pilot project and ended 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

The regional recruitment programme was initiated within the global recruitment programme with the overall goal of contributing to achieving 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 and qualified delegates. 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, missions. The programme was further developed to also incorporate an element of training coordination.

Objective 1 *To increase the number of delegates from the 1999 regional basic training course (BTC) who have completed a first mission from 25 per cent to 50 per cent in 2001.*

By the end of 2001, over 60 per cent of the 13 candidates from the region who attended the 1999 BTC had departed on a first mission, surpassing the objective of 50 per cent for the end of the year. Two people went on a second mission and four have positions at the Secretariat in Geneva. A further three persons on the regional roster who participated at other regional or PNS BTCs have also completed at least one mission.

Funding is a key issue in recruiting persons from the regional roster for delegate missions, from delegations or national societies which do not have funding for international missions. However the placement rate indicates that the Secretariat has been able to match strong candidates with PNS funding where possible.

All of the first time delegates have been Federation delegation staff, none have come from national societies. The delegations have also been able to reintegrate those persons who have left on short missions of up to three months. The issue of reintegration into the national societies following mission and funding concerns may appear as barriers to national societies considering proposing candidates for mission. The capacity of current national society human resource systems to administer and manage international staff is also a limiting factor. Further effort will be put into promoting the existing opportunities for national society BTC trained candidates, while at the same time taking into consideration the impact that mission absences may have on the work of the national societies themselves.

Objective 2 *To hold a second regional BTC in 2001, with an increased participation of national society candidates (including from the Russian, Ukrainian and Belarusian Red Cross Societies).*

A second regional BTC was held in Hungary in December 2001, with participants also from the Russian Red Cross/Federation delegation in Moscow and from the Federation's delegation in Minsk. Of the 24 candidates: five were from national societies in the region, and two from national societies outside the region. This increased the percentage of national society candidates compared with the first regional BTC in 1999. This increase reflects the increased confidence of certain national societies in using the standard recruitment process, including assessment interviews, to recommend candidates for BTC training. However, the majority of candidates continue to come from Federation delegations where they have acquired experience in the technical skills being requested in standard Federation job descriptions particularly in finance, administration and logistics roles.

Objective 3 *Establish appropriate procedures by the end of 2001 in national society / delegations / RD to provide support to delegates, regionally deployed staff and staff on loan regarding contract, insurance, briefing and debriefing issues.*

During the year, the focus has been on establishing procedures and support systems at the RD level - including briefing, debriefing, recruitment, insurance and mission preparation procedures - to support greater mobility and flexibility of regional resources. The concept of working as a regional team is slowly developing with colleagues, principally from Federation country delegations in the region, involved to a greater extent in work outside their country of assignment. The RD has provided a coordinating role in putting candidates forward for global positions from country delegations in the region.

The regional youth development programme has been working with a staff on loan position for nearly two years, with staff and volunteers from national societies in the region. The regional health programme has been using staff based in Sarajevo as a regional resource person, and the regional finance unit has provided support to the finance function of the Sarajevo delegation through regional resources. The necessary administrative support framework is continually being improved through lessons learnt in the field.

As no national society candidates have departed on mission, limited support has been provided in clarifying employment issues connected to international deployment. However, discussions with the Slovak Red Cross have focused on the development of procedures for international mission preparations. International employment issues are just one part of the human resource challenges which the national societies are facing, and which need to be addressed in a more comprehensive way. The appeal document 2002-2003 for the regional recruitment programme has incorporated a more extensive HR development element to support the national societies in this field in the year 2002, with both national and international HR issues where requested.

Objective 4 *To review professional / technical training opportunities for potential delegates from the region prior to their first mission.*

Candidates from within Federation delegations have easier access to training through second level training opportunities coordinated in Geneva. However national society staff to some degree and those who may have left Federation delegations, but who are on the regional roster of BTC trained candidates, fall outside the 'catchment' area. Funding is the main concern for such external candidates. In the regional recruitment programme plan for 2002-2003 support for such external candidates from the roster to access second level training has been included to provide continuous support and investment in our potential delegates. In addition the regional delegation will increase awareness of training opportunities by developing a training calendar to distribute to national societies and country delegations to candidates on the regional roster to share news on what training the Red Cross - national societies and Federation - are planning. This will be coordinated with other regional delegation initiatives for regular information sharing within the region.

The HR and training coordinator took part in the pilot phase of the Project Planning Process (PPP) training course held in Budapest in October 2001. To be coached in this process and with the aim of acting as a facilitator for the development of PPP training in the region, the coordinator co-facilitated a second PPP course in Budapest in November. In this role some of the technical training needs and opportunities have been addressed, targeting needs wider than just those identified for potential delegates. Involvement in the PPP training has meant that time available for ongoing HR administration related issues has been limited and the service provided at a minimum level. Plans to extend the HR and training position to one full time person through a job share opportunity in January will address this issue.

PNS Coordination Programme

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

The one year PNS coordination project, which ran from August 2000-August 2001, succeeded in setting up the mechanisms for the mapping of all assistance to national societies in the region. Information was collected from national societies within and outside the region regarding cooperation and involvement in the region, supported activities and programmes, and available human resources. This information was fed into a mapping process of ongoing co-operation in the region, enabling cross referencing between national society programmes and partner national societies, Federation and ICRC activities in the region. This is now being maintained jointly by the regional delegation and by the desk officer for central Europe in the Secretariat in Geneva. A database has been set up, and early in 2002 this information will be put onto the regional delegation website.

Objective 2 *To develop mechanisms for efficient facilitation of all PNS assistance to, and partnership with, the national societies in the region and to ensure that the most important elements of national society strategic plans are being supported.*

The one year PNS coordination project has certainly made a contribution to the more efficient facilitation of all PNS assistance to, and partnership with, the national societies in the region. However, it is an ongoing process, which all partners need to continue to contribute to, and which will, in time, lead to a more efficient and equitable distribution of resources in the region.

Objective 3 *To develop improved mechanisms for closer cooperation between national societies active in the region.*

From 28-30 November 2001, a Central Europe Partnership Meeting was held in Budapest, attended by 14 of the 15 central Europe national societies, and by 13 representatives of partner national societies. It was the first time a meeting bringing together all the central European national societies and the main PNSs was held. The meeting was generally welcomed by all, as providing a means for closer cooperation between national societies within and outside the region.

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

The delegation started work on the regional assistance strategy process in the early autumn. The process aimed to open up opportunities to seek more diverse funding and build partnerships within an agreed regional framework for more effective cooperation with national societies. This would be based on their own strategies and priorities. A steering committee was created, with five national societies (Lithuania, Slovakia, Croatia, Albania and Hungary) acting on behalf of the 15 central European national societies. Two PNS (British and German Red Cross) were also represented. Two staff on loan from the Bulgarian and Finnish Red Cross were recruited for three months to carry out the data collection and a comprehensive analysis of Red Cross work in the region was prepared for the

steering committee. Many interesting issues were raised during the process, however, in the end no final agreement was reached on the necessity to establish a new strategy for the region. After consultation with the Europe department, and following useful and honest discussions with national societies at the Partnership Meeting in November, it was agreed that the first priority was to re-think the Europe region itself and to establish a European strategy before concentrating on a subregional one. This will be taken forward by the Secretariat and will be presented to the European Red Cross Conference (Berlin) in April 2002.

Although work being carried out to improve coordination mechanisms among national societies in the region, through the CAS/RAS process, has been temporarily put on hold, this is still seen as an important priority for the regional delegation.

During 2001, some initial discussions with central European national societies took place concerning country assistance strategies in the region. Discussions with the Bulgarian Red Cross were held and a proposal submitted. However, the process did not start (cf OD section). In 2002, a priority for a CAS will be the Federal Republic of Yugoslavia.

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.*

Throughout 2001, there has been very close cooperation between the regional delegations of the Federation and the ICRC in Budapest. A second annual, jointly hosted national society Leadership Meeting was held in Budapest 19-20 February 2001, and various other meetings and workshops were jointly held (as for example the ICRC's participation in the aforementioned regional Partnership meeting, in the latter instance providing financial support but also, DR/DP, communication/humanitarian values), ensuring a more efficient utilization of resources. Delegates from both regional delegations met regularly to share information.

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

Work on this has been ongoing in 2001, and improvement in the coordination of regional disaster management will be an important priority for the RD in 2002.

Objective 7 *To identify and seek to fill the funding gaps in the regional and national society programmes.*

The PNS coordination project's mapping of all support in the region has enabled the regional delegation and the Europe department of the Secretariat in Geneva to have a much clearer and more complete picture of all the support to central European national societies in the region. It has been an important step in working towards ensuring more effective coordination and utilization of resources in the region. It has contributed to better cooperation between the Federation, ICRC and national societies within and outside the region, for capacity building activities of the region's national societies. It has been a step towards trying to secure a more solid funding base for regional and national society programmes, and to enable more efficient PNS support to and partnerships with national societies in the region. All national societies participated fully in the process, and a better understanding of the need to share information between all actors has been developed - allowing the more efficient distribution of resources, and avoiding double or duplicate funding. It is important that all national societies - within and outside the region - continue to share information, so that the regional delegation is able to continue to provide up to date and correct information about ongoing activities in the region, which is of important value to all partners.

Coordination and Management

The year witnessed a re-consolidation of the regional delegation. New services in financial development, health and care, and planning and reporting have been added to the delegation's capacity, increasing its ability to provide effective service and assistance to the region. During the year the head of the regional delegation regularly visited national societies in the region. Requests for services by technical delegates and support by country delegations were high and were met wherever possible.

Objective 1 *To provide efficient and professional support to the various regional programmes and the country delegations in the region.*

Regional set up - As part of a firm exit strategy decided on in late 2000, the country delegations in Albania and Macedonia scaled down in 2001, transferring tasks to the regional delegation and the national society. A Federation representative for both countries, based in Skopje but also visiting Tirana, will be posted early in 2002 to ensure a proper hand over of programmes to the national society.

The Bosnia and Herzegovina and FR Yugoslavia country delegations went through the process of phasing out their programmes and activities, resulting in a significant reduction of staff (both local and expatriate). At the end of 2001, these delegations/representation offices were placed under the responsibility of the head of the regional delegation, reporting directly to the regional finance unit (RFU) for financial matters and to the regional planning and reporting unit.

The results of Action Research helped clarify the role of the regional delegation. Working in close cooperation with country delegations, the regional delegation is now clearly responsible for facilitating and coordinating Secretariat services, and for integrating the planning / implementation of programmes in the region.

Regional team concept - This concept is continuing to develop, with colleagues from country delegations in the region increasingly working outside their country of assignment, and with the regional delegation acting as coordinator. For instance, the regional youth programme has been working with staff and volunteers from national societies across the region for the last two years, while the regional health programme has been using staff based in Sarajevo as regional resource persons. The regional disaster preparedness and information programmes, as well as the regional finance unit have also been using and supporting regional resources within the Sarajevo country delegation. Administrative framework to support these regional approaches is continually being improved through lessons learned.

Planning and Reporting - The new planning and reporting unit coordinated the 2002-2003 Appeal process for Bosnia and Herzegovina, the Federal Republic of Yugoslavia, Albania, Macedonia and for the region. Instead of direct contact with technical departments in Geneva, regional programme managers have been supporting and advising country delegations in their respective technical areas. Work on global, regional and programme-specific criteria for prioritizing Federation assistance to national societies has also been ongoing. Regional programme managers have carried out extensive consultations with national societies to review existing programmes, build the Appeal for 2002/2003 and establish plans of action for 2002. There have also been regional monitoring mechanisms to ensure effective implementation of the programmes. This increased cooperation has led to good contact between regional and country delegation staff and a closer working relationship with national societies.

The planning and reporting unit also organized three workshops on Project Planning Process (PPP) in cooperation with the training coordinator and the OD department in Geneva. Some forty participants were selected from national societies, country delegations and PNSs working in the region, with 12 of the 15 national societies sending staff. Feedback showed that the courses were seen as providing a useful planning tool to support the appeal process, and were good forums for constructive team-building and for sharing information/experience. The courses will continue in 2002 and be integrated into programme development in health, DP, OD, etc.

Staffing - The regional delegation comprises 13 delegate positions, 12 delegation recruited staff and two staff-on-loan within the youth programme. Two delegates are based outside Budapest: the Nordic-Baltic development delegate in Riga and the population movement delegate in Zagreb. The PNS coordination project closed at the end of August as originally planned. The OD team was composed of five programme managers (OD, resource development, finance development, youth and participatory community development). The OD component is currently under review.

Objective 2 *To support and manage the regional delegation in its strategic guidance to national society programming.*

Focal Points - Focal points for all central Europe national societies have been assigned within the regional delegation. The country delegations will perform the same role for the national society they are supporting. The goal was to provide better service, personalised contact and a liaison for national societies in their communications with the regional delegation. The focal point will also contribute to building knowledge about the national societies within the region, and to promote the interests of the societies. Overall, the regional delegation also hoped to better serve partner national societies, with up-to-date information and knowledge about the ongoing programmes and needs of the national societies.

Unfortunately, through the year, it became clear that due to the heavy workload of the programme managers, these additional tasks were not manageable and could not be implemented properly. This set up was then abandoned. However, as those related tasks were crucial for improving and developing cooperation with the national societies in the region, (as information and knowledge sharing are an essential components of the regional work), it was decided to continue to implement these tasks through two different processes: the regional assistance strategy and the PNS coordination programme. Considerable information has been collected, while regional mechanisms were developed to keep the data up to date and to provide easy access (regional website).

EU enlargement: A special arrangement has been agreed with the EU Red Cross office in Brussels regarding EU enlargement. Ten of the 13 new EU candidate states are in central Europe. To support the preparations for Red Cross national societies to enter into both the EU Red Cross fora and the wider EU cooperation network, the regional delegation will be servicing the national societies with information, contacts and briefings in the form of workshops and guidance into partnerships with present EU member national societies. In early 2002, in close collaboration with the Red Cross office in Brussels, the delegation will hire a staff on loan from this region to fully support this process and to work with the nominated contact persons in each national society.

Objective 3 *To promote and represent the interest of the Federation in the region.*

The second leadership meeting was organized in February, in cooperation with the ICRC regional delegation. The meeting was attended by all representatives of the national societies of the region. The main themes discussed were the Federation change process in central Europe and the national societies' expectations; national societies as auxiliaries to governments and how to work with advocacy. The report and recommendations from the meeting were shared with all participants, interested partner national societies and used in the Action Research process. This objective is fully reported on in objective 3 of the PNS coordination programme section (above).

National society leadership and management attitudes to change continue to be a challenge for national society development. Following on from the regional national society leadership meeting, the Partnership meeting in November continued to develop networks between national societies and to use these to build peer commitment towards change and common strategic planning. The conclusions of the two meetings show there is much still to be done and that the delegation will have to develop new ways to work with national societies on development and change.

Objective 4 *To provide better financial and budget management support to the various programmes, country delegations and national societies in the region.*

The new regional finance unit was launched in January 2001. An integration plan covering all country delegations in the region was developed and implemented during the year. Macedonia continued to report to the RFU as they were working with the field return system. Bosnia and Herzegovina started to report to the RFU in February, followed by Albania in April and FRY in July. The RFU, as part of the Secretariat's decentralization process, is now processing field financial reports sent previously to Geneva.

During the year, the RFU provided technical support and training to the country delegation staff, allowing the accounts to be processed in Budapest. The unit phased in other services like cash request analysis, training and briefing of finance staff, assistance with budget preparation and monitoring, financial management and technical support regarding Federation financial systems.

One of the priorities of the RFU has been to closely monitor the expenditures and reduce the risks of programme/project deficit. This increased deficit control by the RFU was successfully implemented in the regional delegation, in Albania and in Macedonia. In the case of Bosnia and FRY, the inheritance of some previous years' deficits still casts a shadow over the financial picture of the country delegations.

Due to funding reasons, but also following a careful review of programmes, the four country delegations have scaled down their activities and therefore their staff. At the end of the year, none of these delegations had a finance delegate in place. The work was carried out by local staff or national society staff (for instance in Albania). A smooth hand over was organized in Albania and in Bosnia. In the case of Bosnia, the RFU used a regional resource (a local finance officer from the previous Federation delegation in Albania) to train the local finance staff in Sarajevo. This six-month training was very effective. More support was to be provided to FRY finance staff. However, considering the size of the operation and the volume of financial assistance, it was decided to recruit a new finance delegate in 2002 and to focus on more adequate training for local staff.

Plans were made to expand the RFU to additional countries in 2001, but discussions are still ongoing. The RFU will continue to clarify roles and functions, and to implement working procedures in line with the emerging new role of the regional delegation in relation to country delegation and national societies in the region. Maintaining standards and improving its effectiveness and timeliness are the key objectives for the coming months.

Funding: In 2001 the RFU was entirely funded by an allocation from the programme support budget.

Staffing: One expatriate, one senior finance officer, two finance officers and a finance assistant

Objective 5 *To provide effective and timely logistical support to country delegations and national societies in the region.*

Through its day to day work, the regional logistic unit (RLU) managed to provide effective and timely logistical support to the regional delegation, country delegations and national societies in the region. A number of activities were undertaken to achieve this objective:

- *Procurement of goods and services for Federation programmes in the region following standard procurement procedures:* Relief goods and other items including transportation were procured by the RLU during the year. Most of the activities were related to disaster preparedness and ongoing relief operation in FRY, Kosovo, BIH, Croatia and Macedonia.
- *Maintenance and development of a regional database on suppliers capable of providing goods and services in line with Federation standards:* Necessary information was received from the Geneva resource mobilization department with regard to developing and establishing a framework agreement for basic relief items. Information was shared with respective delegations in the region.
- *Maintenance and further improvement of the regional fleet management approach:* A regional vehicle warehouse, set up in Budapest in 2000, has been actively used to store incoming and outgoing vehicles from the Federation leasing programme. A number of vehicles were dispatched in

the region, but also new vehicles and spare parts for the delegation and for PNS operating in the region have been handled. Trucks from the Albania delegation were prepared for shipment to Brussels at the end of 2001.

Future re-strengthening still needs to be accomplished in coordination with Federation Standards.

- *Review country delegations/national society logistic support functions in procurement, transportation, vehicle fleet management, warehousing and asset management to ensure a proper use of systems and standard procedures, providing recommendations for improvement where necessary:* This forms part of the daily work of the RLU, maintaining close communication with the country delegations/national societies and providing them assistance when required. In July 2001, the RLU assisted the delegation in FRY in establishing a distribution management and control center (DMCC). The Federation and the ICRC were requested by the Yugoslav Red Cross to temporarily assume control and management of the relief and logistic system to deliver humanitarian aid to the beneficiaries throughout FRY. The head of the RLU was appointed as a member of the evaluation team, which analysed the proposed set up of the DMCC in accordance to the related terms of reference. Assistance was provided to the newly recognized national society of Bosnia and Herzegovina to support the implementation of their activities related to population movement

Through the year, emphasis was put on strengthening the logistical capacities of the national societies and Federation staff in the region. The aim was to develop ongoing cooperation in the region and to increase the awareness of a number of national society staff with basic Federation logistical skills and expertise. A workshop on basic logistics was organized in Budapest and attended by 17 participants from national societies and delegations in the region. The RLU managers have also participated as co-facilitators at various other workshops in and outside the region (DP/population movement).

Disaster management: The RLU was very active at the time of disaster, and specifically during the flood operations earlier in the spring (Hungary and Romania), then later in the summer in Bosnia and in Croatia.

Funding: the funding in 2001 was satisfactory but difficulties are expected for next year under the existing system (4 per cent recharge). The number of staff operating in this unit has been decreased during the year and is at its minimum number of personnel. The senior logistics officer went on a three-month mission to Mozambique. The unit proved, during that period, its capacity to cope with a decreased number of staff. Should a large scale disaster occur, and an extensive emergency operation be needed, additional resources will be requested. A number of potential regional candidates with relevant experience have been identified for possible recruitment for the RLU if required.

Staffing: One head of RLU (delegate), one senior logistics officer (in charge of fleet management), one procurement officer, one logistics officer.

Conclusion: Although the year can be considered to have been a fairly quiet period in comparison with previous years, a lot of ground work has been achieved. Regional mechanisms and skills were reinforced in the region. In addition to the set objectives, the RLU assisted the Secretariat Logistics Department in reviewing the standard operational procedures for procurement (e.g. procurement manual) and in the development of standard operational procedures for vehicle fleet management.

A plan for expanding the existing RLU to other regions is envisaged and could be a solution to funding problems in the future. A possible direction of activities could concern the central Asian area covered by the regional delegation in Almaty, which is not covered by any existing RLU. Such action would have a global impact through decreased pressure on the Geneva Resources Mobilization Department and allow them a greater concentration in other areas.

Conclusions

The regional delegation faced a challenging year, with shortages in funding and human resources limiting programmes. The yearly objectives were revised during the year to better reflect the new

developments, and the work done by the regional delegation (mid year report/ programme update 2). A budget revision was also undertaken.

However, the delegation has worked hard to remain responsive to the needs of national societies and to fulfill its role in organizational and programme development. Although the Action Research process has now concluded, the process brought a new strategic thinking and clarity to the role of the regional delegation, helping it to focus on coordination and on integrating planning and programming to better support national societies. This will now prepare the way for further work on a Europe-wide basis to develop a relevant strategy for all national societies and will support improved Secretariat functioning between country, regional and Geneva levels.

The decentralization process proved to be a real challenge. Country delegations experienced some difficulties in this change process. For many years, working connections with the Secretariat were built up. Changing these established practices and referring to the regional delegation was not easy. This challenge was from time to time perceived as a constraint and a source of frustration on both sides. As the new role of the Secretariat was not appropriately redefined, the regional delegation seemed to be an additional layer. Decentralization was perceived as being incompletely implemented, new roles and tasks were assigned to the regional delegation, associated responsibility and accountability were transferred while all related management decisions were still handled by the head of delegation and desk officer without systematic involvement of the regional delegation.

Finally, funding will continue to be a strong challenge in 2002 to sustain the core costs of the regional delegation and its programmes, despite the programme support budget (PSB) allocation. Some programmes remain difficult to fund but were nonetheless highly requested (such as humanitarian values, organizational development, planning and reporting). However trends are positive in other technical programme such as population movement, disaster preparedness, health and care. The regional logistic unit succeeded in becoming self-sufficient in 2001, but in light of the decrease of relief operations in the region, the unit is now seeking for new ways and approaches for 2002.

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All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.

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INTERNATIONAL FEDERATION OF RED CROSS AND RED CRESCENT SOCIETIES

Interim report	
Annual report	X
Final report	

Appeal No & title: 01.52/2001 Budapest regional programmes

Period: year 2001

Project(s): 66160, 66507, 66902, 66903, 66906, 66909, 66913, 66914, 66915, 66916, 66917, 66918, 66919, 66926, 210450, 210460, P75500

Currency: CHF

I- CONSOLIDATED INCOME 2001, CASH, KIND, SERVICES

FUNDING	CASH		KIND & SERVICES		TOTAL INCOME
	Contributions	Reallocations	Goods/Services	Personnel	
Appeal budget	10,877,065				
less					
Cash brought forward	928,485				
TOTAL ASSISTANCE SOUGHT	9,948,580				
<u>Contributions from Donors</u>					
Programme support 2001	367,838				367,838
American Red Cross (DNUS)	49,350				49,350
British Red Cross (DNGB)	161,990				161,990
Canadian Govt.via Canadian Red Cross (DGNCA)	232,452				232,452
Canadian Red Cross (DNCA)	962				962
DFID - British Government (DFID)	1,022,440				1,022,440
Donor - Unidentified (D000)	214,795				214,795
Finnish Red Cross (DNFI)	179,532				179,532
German Red Cross (DNDE)	116,484				116,484
Icelandic Red Cross (DNIS)	35,863				35,863
ICRC-IFRC Kosovo (DM0409)	409,752				409,752
Norwegian Govt.via Norcross Grant No (DGNN01)	361,165				361,165
Norwegian Govt.via Norwegian Red Cro (DGNN0)	823,403				823,403
Norwegian Red Cross (DNNO1)	40,130				40,130
Norwegian Red Cross (DNNO)	192,847				192,847
Swedish Govt.via Swedish Red Cross (DGNSE)	345,075				345,075
Swedish Red Cross (DNSE)	40,381				40,381
Denmark				18,563	18,563
Finland				92,155	92,155
Great Britain				171,005	171,005
Iceland				58,973	58,973
Norway				99,878	99,878
Sweden				108,745	108,745
Sweden			36,477		36,477
TOTAL	4,594,460		36,477	549,319	5,180,256

II - Balance of funds

Opening balance	928,485
CASH INCOME Rcv'd	4,594,460
CASH EXPENDITURE	-3,593,342

CASH BALANCE (1)	1,929,603

(1) Regional delegation core costs, proj 210450 & 210460, are covered by programme support

Appeal No & title: 01.52/2001 Budapest regional programmes

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Project(s): 66160, 66507, 66902, 66903, 66906, 66909, 66913, 66914, 66915, 66916, 66917, 66918, 66919, 66926, 210450, 210460, P75500

Currency: CHF

III - Budget analysis / Breakdown of expenditures

Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL Expenditures	Variance
			Goods/services	Personnel		
<u>SUPPLIES</u>						
Shelter & Construction	7,140	9,894			9,894	-2,754
Clothing & Textiles	153,000		36,477		36,477	116,523
Food/Seeds	3,718,200					3,718,200
Water		8,160			8,160	-8,160
Medical & First Aid		2,666			2,666	-2,666
Teaching materials		852			852	-852
Utensils & Tools	29,100					29,100
Other relief supplies	316,090	319,047			319,047	-2,957
Sub-Total	4,223,530	340,619	36,477		377,096	3,846,434
<u>CAPITAL EXPENSES</u>						
Land & Buildings						
Vehicles	50,000					50,000
Computers & Telecom equip.	95,600	30,506			30,506	65,094
Medical equipment						
Other capital expenditures	21,000	-258			-258	21,258
Sub-Total	166,600	30,248			30,248	136,352
<u>TRANSPORT & STORAGE</u>	316,555	185,256			185,256	131,299
Sub-Total	316,555	185,256			185,256	131,299
<u>PERSONNEL</u>						
Personnel (delegates)	1,894,621	967,287		549,319	1,516,606	378,015
Personnel (local staff)	853,530	503,573			503,573	349,957
Training						
Sub-Total	2,748,151	1,470,860		549,319	2,020,179	727,972
<u>GENERAL & ADMINISTRATION</u>						
Assessment/Monitoring/experts	225,174	23,931			23,931	201,243
Travel & related expenses	313,090	219,317			219,317	93,773
Information expenses	339,560	53,928			53,928	285,632
Administrative expenses	469,545	327,501			327,501	142,044
External workshops & Seminars	1,066,225	487,994			487,994	578,231
Sub-Total	2,413,594	1,112,671			1,112,671	1,300,923
<u>PROGRAMME SUPPORT</u>						
Programme management	618,294	202,918			202,918	415,375
Technical services	185,085	60,754			60,754	124,330
Professional services	205,257	67,396			67,396	137,862
Sub-Total	1,008,635	331,068			331,068	677,567
Operational provisions		122,620			122,620	-122,620
Transfers to National Societies						
TOTAL BUDGET	10,877,065	3,593,342	36,477	549,319	4,179,138	6,697,928

Consumption rate: Expenditures versus income 81%
Expenditures versus budget 38%