

Plan 2010-2011



Europe Zone

Executive summary

The Europe region is extremely diverse in political and socio-economic terms, in its geography, demography and culture, as well as its public health trends and vulnerability to natural disasters. Membership services and programme support to National Societies therefore need to be adapted to their individual needs and national context, and the current planning process has led to a large increase in the number of **country-level plans**. Providing more tailored support will also require a review of the International Federation (sub)regional structures, and country-level presence will be integrated more closely into each National Society.

There are also areas of common concern which have been identified as clear priorities by regional and global conferences. There is a compelling need to scale up our work in the areas of health and care, particularly **HIV and AIDS, TB and harm reduction** and in developing long-term approaches for working with a rapidly **increasing ageing population**.

Another key priority area is **migration**, where the focus will be on aligning programmes and technical support with the new migration policy, stronger advocacy and increased resource mobilisation. In addition, the International Federation will strongly promote and support efforts to combat **trafficking in human beings**.

Capacities, mechanisms and tools for **disaster management coordination** will be strengthened, including better contingency planning and legal preparedness (IDRL). Scaling up **risk reduction** will enable communities to become more resilient, while more attention will be given to addressing the humanitarian consequences of **climate change** through awareness, advocacy and concrete action.

The larger challenge of ensuring social cohesion in fast-changing and increasingly polarised societies is arguably an area where National Societies and volunteers can make a real and lasting contribution, with concrete action promoting respect for diversity, and fighting against intolerance. Concrete proposals regarding the topic of **multicultural interaction** will be discussed in depth at the next Europe Conference. The role of youth as agents of behavioural change is particularly relevant in this regard.

Humanitarian diplomacy efforts will support National Societies seeking to enhance their auxiliary role, with special emphasis on the Commonwealth of Independent States (CIS) countries. They will also lead to increased advocacy on key vulnerability and policy themes, supported by clear communications and campaigns. Resource mobilisation will increasingly shift from a traditional donor model towards in-country capacity building and new partnership models.

Moving towards a stronger role in coordination and facilitation the Europe zone team is committed to developing strong **operational and global alliances**, and to further support the global development of new tools and approaches for more effective **collaboration, peer to peer support, networking and knowledge sharing**.

Strategic aim	Expected outputs & deliverables (note: selection only – see text for more detail)
Strategic aim 1: Save lives, protect livelihoods and prepare for and recover from disasters and crises	<ul style="list-style-type: none"> • Contingency plans in place in all regions and at least 16 countries • Europe disaster management strategic plan adopted in line with the International Federation strategy and the Hyogo Framework for Action • Zone disaster management coordination function strengthened • Reinforced capacity to lead disaster management where/when required • Regional disaster response teams operational in four sub-regions • Comprehensive disaster management database covering 20 National Societies • Global alliance for community level disaster risk reduction active • Climate change advocacy, awareness and adaptation scaled up • Stronger National Societies involvement in national platforms • Targeted advocacy and support to promote IDRL
Strategic aim 2: Enable healthy and safer living	<ul style="list-style-type: none"> • Significant scale-up in HIV and AIDS, TB and harm reduction using the global alliance approach and implementing innovative and new partnerships in resource mobilisation • Pandemic preparedness targeting 3NS with in depth support, plus another 6-8 NS on accelerated projects • Effective advocacy and support for social and home care programmes, through support of the preparations for the European conference, as well as networking • Club 25 approach promoted in drive towards 100 per cent voluntary blood donation; joint trainings with WHO in selected countries • Strong support mechanisms for other health and care priorities – including first aid, emergency health, psychosocial support and road safety.
Strategic aim 3: Promote social inclusion and a culture of non-violence	<ul style="list-style-type: none"> • At least two concrete pilot projects aimed at promoting social cohesion or addressing discrimination and exclusion • Scaled up advocacy and support for migration programmes • Anti-trafficking network hosted in zone office and fully operational • At least one concrete and sustained advocacy campaign to gain stronger public understanding of the Fundamental principles and reduce stigma and discrimination • Strategy for promotion of reduced violence and more peaceful reconciliation • Support for Red Cross Red Crescent programs for integration of disadvantaged people into their community • Stronger engagement with private sector and corporate social responsibility
Enabling action 1: Build strong national Societies	<ul style="list-style-type: none"> • Intensified capacity building projects ongoing in at least 6 National Societies to expand sustainable NS capacities • Tailored OD support in leadership development, HR, finance and funding • Support to Red Cross Red Crescent Youth programs • Strong emphasis on human resource development and volunteer management • Consolidated tools and approaches for community work • A common framework for NS peer to peer support and staff/volunteer exchange • Agreed model and active support for NS quality control and certification
Enabling action 2: Pursue humanitarian diplomacy to prevent and reduce vulnerability	<ul style="list-style-type: none"> • Tailored support on RC law and auxiliary role for NS • Assist NSs to increase public and governmental support and resources for addressing vulnerabilities • Europe zone resource mobilisation strategy and PoA agreed • Systematic approach for representation and advocacy with key partners agreed • A concrete plan of action developed in collaboration with WHO EURO • Strengthened cooperation with key external partners incl OCHA and ISDR • Improved communication and advocacy for vulnerable or marginalized populations
Enabling action 3: Function effectively as the International Federation	<ul style="list-style-type: none"> • Expand cooperation and coordination mechanisms to increase the overall response to humanitarian needs • Improving planning and performance management within the zone and active engagement in Federation wide accountability framework and certification process • Increased cooperation within Global alliance for HIV/TB in at least 12 National Societies • Support Global alliance process for risk reduction initiated at least 8 National Societies • Work with NSs on ensuring the Operational alliance successful in Kyrgyzstan; one more pilot underway • Baseline and monitoring framework for regional conference decisions in place • A research and development project on strengthening networks completed

The total programme budget is CHF 3,421,953 (USD 3,316,557 or EUR 2,251,745) for the two-year period 2010-2011.

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

Europe context

The diversity of the Europe zone, covering 53 countries, is immense. Huge differences exist in regard to national economies, health provision, education, life expectancy, living standards and quality of life. The different contexts present a formidable challenge for the provision of membership services and programme support which needs to be tailored carefully to the needs of each country. Importantly, it also raises questions as to how to support networking, cooperation and peer-support between National Societies in the most meaningful way.

Approximately half of the countries are European Union (EU) member states, others have well-established relationships as neighbouring or partner countries, and some are pursuing negotiations for accession in the coming years. The EU as such does not constitute a government, nonetheless, major developments and decisions by the EU have a strong impact on national policies, finances and legislation – in member states as well as in candidate and neighbouring countries. The “EU project” is constantly evolving and has increasing influence on the economic and social situation of citizens and civil society in the wider Europe.

The countries of central and eastern Europe and the former Soviet Union republics are still undergoing a process of **significant economic and political transformation**. While the rate of change may vary, the disintegration of the old economic systems, a collapse in trade with regional partners, difficult adjustment to the competitive demands of a globalised economy and the need to restructure institutions are common factors. Unemployment, and an often dramatic rise in poverty, has contributed to a sharp increase in socio-economic vulnerability, particularly in the absence of an effective social safety net or other coping mechanisms.

In several countries or sub-regions this transformational crisis has been further exacerbated by unresolved **civil or ethnic conflicts**. The recent events in Georgia and Kosovo not only provide immediate humanitarian challenges in many ways, but will also require more reflection from Movement partners on how local Red Cross Red Crescent units should be supported strategically over the coming years.

The rapid spread of influenza A (H1N1) across most of Europe underlined the need for more effective pandemic preparedness, with a clearly defined role for National Societies in the respective national plans. Specific attention should also be given to key issues such as volunteer and staff protection and business continuity planning, so essential services from pre-hospital care to social welfare and home visits to the elderly can continue.

The growing incidence of **HIV and AIDS**, and especially **TB**, are reasons for concern across the entire region. The stigma associated with both TB and HIV and AIDS continues to be a major barrier to more effective prevention, treatment and care.

Between 2001 and 2007, the number of people living with HIV increased by an estimated 150 per cent in eastern Europe and central Asia, with **nearly two thirds of new infections now attributed to injecting drug use**. Harm reduction programmes should therefore be scaled up as a priority. In addition, many people living with HIV develop TB as the first manifestation of AIDS. The **co-infection** of the two diseases represents a deadly combination, since they are far more destructive together than either disease alone.

Every year, an estimated 66,000 people in Europe die of TB. According to the World Health Organisation, the Europe region now has over 82,000 **multi drug-resistant TB** cases, putting it in third place globally, and 14 out of 27 global priority MDR-TB countries are in Europe. Twenty-one countries – including seventeen from within the EU – have registered cases of the extensively drug-resistant and virtually untreatable XDR-TB.

Throughout Europe the **number of older persons will increase dramatically** in the coming years. The ongoing demographic change confronts societies with complex challenges concerning the active role of older people within society, their quality of life and their well-being, the promotion of active ageing and intergenerational solidarity. It also raises questions to how societies can successfully include the tremendous value and experience that many people of advancing age have to offer –

including as volunteers - , and how to promote their active participation at all levels of society, including their involvement in the development of relevant policies and programmes.

Some parts of the region still face urgent needs in ensuring essential health services such as basic access to mother and child health care, clean drinking water and adequate sanitation. Elsewhere, the need to address lifestyle diseases such as obesity and diabetes, and health emergencies such as avian and pandemic influenza will require increasing attention.

Recent floods, heat waves and droughts are seen by many as an indication of the ever-increasing impact of natural disasters in the region due to **climate change**. Other common **disaster risks** in the region include frequent earthquakes, volcanic eruptions and the occurrence of mine explosions and other technological accidents. This underlines the need for both effective disaster response mechanisms as well as more emphasis on risk reduction measures and adaptation.

The highly complex and multi-faceted issue of **migration** is likely to stay the focus of much public attention and debate across the entire region, ranging from the need to ensure proper protection and assistance to asylum seekers, refugees, irregular migrants and returnees, to better manage labour mobility and adapt public service provision to demographic trends. According to IOM there are some 64 million migrants in Europe, more than any region in the world¹. Countries hosting the highest numbers include the Russian Federation, Germany, Ukraine and France.

The impact of the **economic crisis** which hit Europe in late 2008 will be felt throughout the region. The sources of vulnerability identified by National Societies in a preliminary study are closely aligned with the consequences of economic contraction: primarily unemployment and loss of income at household level. Other major sources identified are the loss of remittances from migrant labour and the vulnerabilities of migrants themselves – especially undocumented ones, as well as specific groups such as the elderly, national minorities or young people at risk of being locked out of the labour market for a long period.

Finally, in communities facing globalisation, rapid cultural change, economic uncertainty, and shifting demographic make-up, it will be crucial to actively foster strong **social cohesion** to ensure continued growth, security and prosperity.

Humanitarian and development needs in Europe remain considerable, and are indeed growing in key areas such as HIV and TB, migration and trafficking, care and support for the elderly and social cohesion. Given the pockets of high and at times extreme vulnerability of people living “in the shadows”, there is an urgent need to scale up collective efforts.

Many National Societies, especially - but not exclusively- those in non-EU countries are therefore in need of continued support for their programmes as well as their organisational development. More efforts are required to scale up local resource mobilisation and fundraising, and to help position National Societies better as auxiliaries to their own governments and agencies of choice for the delivery of publicly funded high quality programmes. At the same time there is a clear case for continued external support in many countries. The recent Europe Conference also concluded that a strong solidarity between “east and west” is still justified both in terms of clear unmet needs as well as potential for cooperation in mutual benefit.

Zone priorities and current work with partners

The Europe zone programme priorities as set out for the two year period of 2010-2011 were closely aligned with the Federation’s overall Global Agenda Goals, and with the final declaration *Together for Humanity* of the 30th International Conference of the Red Cross and Red Crescent. In addition they are firmly based on the *Istanbul Commitments* formally adopted by all European National Societies at the recent 7th European Conference held in Turkey. This year, a thorough review of the plan was

¹ IOM 2005 - <http://www.iom.int/jahia/Jahia/facts-and-figures/regional-and-country-figures>

undertaken from June to August, which broadly confirmed the strategic priorities that had been agreed upon earlier.

Planning guidance put much emphasis on a stronger country-focused approach, more inclusive of the work of other Movement partners. The new operating model assumes an International Federation secretariat role that is far less operational than before, focusing on facilitation and coordination. The International Conference saw the adoption of a formal resolution regarding the auxiliary role of National Societies which provides a unique opportunity to strengthen relationships with governments in a reciprocal and mutually beneficial way. It enabled many National Societies in Europe to revisit or further explore the crucial relationship with their government, in order to reach its full potential for cooperation both in-country and beyond.

Secretariat supported programmes in 2010-2011

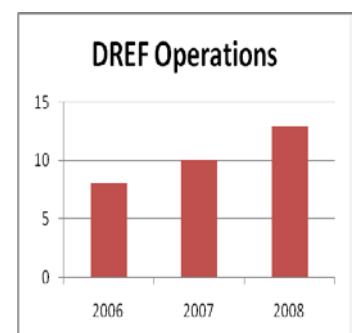
This section of the plan outlines programme priorities in the four Global Agenda goals at zone level. It is the product of learning from the experiences of the past year, and on an extensive planning process involving discussion with National Societies from across Europe on their priorities and needs. The plan should be read in conjunction with the corresponding plans at country level as it aims to complement and support the work done there.

The total programme budget is CHF 3,421,953 for the two-year period 2010-2011

2010-2011		Europe zone	
Programmes	2010 budget (CHF)	2011 budget (CHF)	
Disaster management	206,966	206,966	
Health and care	249,615	249,615	
Organizational development	212,190	212,190	
Principles & Values	416,471	400,912	
Humanitarian Diplomacy	419,647	418,647	
Innovation, quality & learning	214,337	214,337	
Total (inc coordination)	1,719,256	1,702,697	

Disaster Management

Europe's vulnerability to disasters is expected to increase over the coming years with climate change likely to bring more frequent floods, droughts and heat waves. In addition, several countries face ongoing risks of earthquakes and volcanic eruptions. Small and medium-scale technological accidents such as mine explosions continue to occur at an alarming rate, particularly in parts of the former Soviet Union, while large scale accidents and terrorism incidents cannot be ruled out either. The ongoing support needs for those affected by the 1986 **Chernobyl nuclear disaster** are described in more detail in [a separate plan](#).

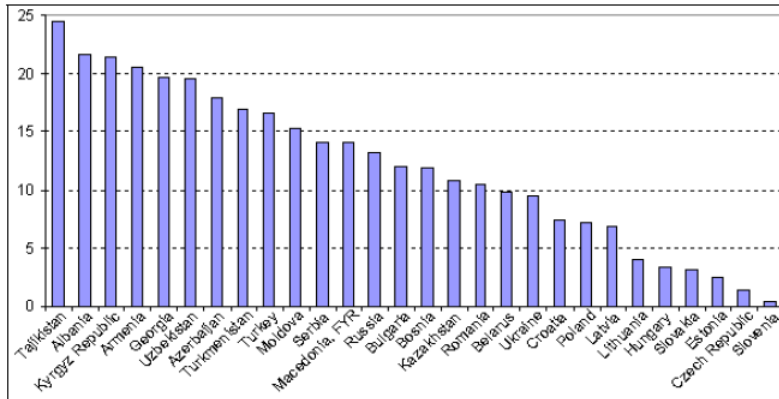


In a 2009 report the World Bank states that, “**contrary to popular perception, the ECA region is significantly threatened by climate change** and is already experiencing the consequences:

increasing variability, warmer temperatures, changing hydrology, and more extremes – droughts, floods, heat waves, as well as windstorms and forest fires”.²

The looming spectre of climate change was brought home again to Europe during 2009 when severe weather - **drought, floods, cold waves and heat waves** - brought devastation and misery to hundreds of thousands. Other disasters during the first part of 2009 included a strong earthquake in Italy and smaller ones elsewhere, as well as a number of severe accidents and explosions. The number of DREF operations has been rising steadily as a result.

FIGURE 1.5A AN INDEX OF VULNERABILITY TO CLIMATE CHANGE



Source: Fay and Patel (2008).

Combining several factors such as disaster risk profiles and response and adaptation capacity, Fay and Patel developed an index of vulnerability to climate change, with Tajikistan, Albania, Kyrgyzstan, Armenia, Georgia and Uzbekistan being deemed the most vulnerable.

The first formal declaration of the “**cluster approach**” with designated lead agencies took place in Tajikistan during the cold wave operation in 2008, and the International Federation

was requested to lead the cluster for shelter and non-food items. While fortunately there were no major disasters in 2009 that required an activation of the cluster approach positive, it is evident that much more needs to be done to enhance readiness for assuming a shelter coordination role.

In recent years, the National Societies have made much progress in strengthening their capacities to respond to emergencies, and significant improvement in access to technical and material resources is evident. Moreover, innovative systems and alliances have been set up for sharing or pooling resources between sister societies so that an effective- and quick- response can be mustered as needs arise.

However, much more remains to be done. One of the key challenges lies in ensuring **more effective coordination** with government, local authorities, civil protection and response agencies, and other humanitarian actors, including the promotion of a better legal and planning framework. Developing stronger links with other non-Red Cross Red Crescent partners, including UN, and contributing to humanitarian dialogue and reform, will be another area the zone will advocate for.

The Europe zone coordinates International Federation support to National Societies in their disaster management capacity building and programming including disaster preparedness and risk reduction programmes, that build **household and community resilience**. The specific work with targeted National Societies is included in the specific country plans, however there is also a role for the zone in engaging in the global level discussions to ensure that the voices from Europe are heard in these discussions, and also that the decisions and policies are communicated effectively.

Where required the Europe zone will direct the support provided to a National Society that requests assistance to manage disaster response. This encompasses ensuring that any immediate support is appropriate and part of an integrated process that includes recovery and long-term development.

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, injuries and impact from disasters.

Programme component: Disaster management planning
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² World Bank, [Adapting to Climate Change in Europe and Central Asia](#), 2009

Component outcome 1: Comprehensive Europe-wide disaster management strategy adopted.
Component outcome 2: Regional and zone-level contingency plans developed, fully aligned with country-level plans.

A key challenge will be to develop a comprehensive disaster management strategy that is relevant for National Societies operating in very diverse contexts, and fully in line with the International Federation’s global disaster management strategy and the Hyogo Framework for Action. Close consultation with the recently established disaster management reference group will inform the best setup for strengthened response mechanisms at zone level. Dialogue on humanitarian reform will continue in the coming years, along with further work to strengthen preparedness for an active role in shelter and cluster coordination when required.

More emphasis will be placed on ensuring that contingency plans are in place at country and regional level. Where relevant this will be harmonised with ICRC and other Movement partners.

Programme component: Organisational preparedness
Component outcome 1: Disaster management database scaled up and fully operational in at least 20 National Societies.
Component outcome 2: Regional disaster response teams (RDRT) established and operational in all sub-regions.

The further development of an online active disaster management database will be a key priority. This will provide real-time country-level information on existing resources such as available stocks, technical equipment and skilled personnel. Building on a successful model initiated in central Europe, it will further enhance regional cooperation and more effective and timely response. Clearly defined standard operating procedures and, where possible, pre-agreements will further strengthen regional response.

Regional disaster response teams (RDRTs) will be promoted in all sub-regions including western Europe, with an emphasis on standardised methodologies, and more Russian language capabilities. Further opportunities for more specialised training in areas such as shelter, cash/voucher programming, water & sanitation, logistics will be explored, where possible in conjunction with on-line training options.

Linked closely to the global IDRL programme, the zone team will promote technical assistance to policy-makers in disaster response law, and in particular on implementation of the IDRL guidelines and other relevant international instruments.

Programme component: Community preparedness/Disaster risk reduction
Component outcome 1: Risk reduction programming has been supported in selected countries.
Component outcome 2: Climate change awareness, advocacy and adaptation activities have been scaled up considerably.

As a key contribution to the Hyogo Framework for Action, National Societies will be encouraged to scale up their work in disaster risk reduction, and to join (or advocate for) national platforms. This involves advocating for local risk reduction projects to be implemented by Red Cross or Red Crescent Societies in partnership with local governments and local NGOs.

The promotion of climate change awareness – not only in regular disaster management training, but bringing it into the mainstream of National Societies’ work - will be a high priority. The zone team will work closely with the Red Cross/Red Crescent Climate Centre and interested National Societies to develop a concrete plan of action, and options for a dedicated climate change and risk reduction officer will be actively explored.

The zone team will promote effective alliances for risk reduction, developing a methodological framework and tools. Key focus will be on education and awareness programmes to build safer communities, promote safer schools and carry out effective small-scale mitigation projects. Selected pilot projects may also address the challenges of risk transfer and micro-insurance.

b) Profile of target beneficiaries

Europe zone disaster management activities will focus on strengthening the skills, knowledge and capacities of National Society staff and volunteers, as well as disaster prone communities in the zone. The ultimate target population of this work will therefore be the vulnerable communities in Europe who will benefit from these operations and programmes.

Health and Care

The huge diversity of the region is reflected in the wide range of general health statistics such as life expectancy, main disease burdens, and access to health and care services. The most urgent needs in some parts of Europe may centre on the provision of clean drinking water or access to basic mother and child health in remote communities, while elsewhere the social isolation of elderly people may be of much greater concern.

The International Federation's approach to health and care therefore needs to be tailored by country or sub-region, and more detailed plans for such support are described in the country plans. There are, however, a number of areas of common concern to most European National Societies including:

- TB, HIV and AIDS, and related co-infection; far more destructive than either disease alone
- Health and migration; ensure better access to prevention, care and treatment for migrants, asylum seekers, refugees and returnees
- Health emergencies, particularly pandemic influenza
- Drive towards 100 per cent voluntary non-remunerated blood donation
- More effective advocacy on behalf of particularly vulnerable groups such as elderly people, rejected asylum seekers and other persons that run an increased risk of social exclusion
- A shift to addressing the root causes for poor health and growing inequity, with more emphasis required on the social determinants of health and care.
- Health promotion, drug prevention, healthy lifestyles, access to healthy nutrition, active ageing.

WHO and UNAIDS estimate that some 2.2 million people are living with **HIV and AIDS** in the 53 countries of Europe; most of these- 1.6 million- in the countries of eastern Europe and central Asia. Nearly 90 per cent of newly reported HIV diagnoses were in two countries, the Russian Federation (66 per cent) and Ukraine (21 per cent). Nearly **two thirds of new cases were attributed to injecting drug use** and more than one third to unprotected heterosexual intercourse.³

	Adults and children living with HIV	Adults and children newly infected with HIV	Adult prevalence (%)	Adult and child deaths due to AIDS
Eastern Europe and Central Asia				
2007	1.6 million [1.2 million-2.1 million]	150 000 [70 000-290 000]	0.9% [0.7%-1.2%]	55 000 [42 000-88 000]
2001	630 000 [490 000-1.1 million]	230 000 [98 000-340 000]	0.4% [0.3%-0.6%]	8000 [5500-14 000]
Western and Central Europe				
2007	760 000 [600 000-1.1 million]	31 000 [19 000-86 000]	0.3% [0.2%-0.4%]	12 000 [<15 000]
2001	470 000	22 000	0.2%	10 000

Figure 1 - Regional HIV & AIDS statistics, 2001-07

Source: UNAIDS/WHO *AIDS Epidemic update, 2007*

Every single day in Europe, an estimated 180 people die of **TB**, while around 1,200 people become newly infected – around three quarters of these are in eastern Europe. It is estimated that there are nearly 70,000 cases of multidrug-resistant TB (MDR-TB) in Europe, of which 95 per cent are in eastern

The estimated HIV prevalence in adults exceeds 1 per cent in three European countries: Estonia, the Russian Federation and Ukraine, which has the highest rate of all at 1.4 per cent. In eastern Europe overall, using non-sterile injecting drug equipment remains the predominant mode of HIV transmission.

More than half a million people are living with HIV in western Europe, and that number continues to grow with signs in several countries of a resurgence of risky sexual behaviour.

³ http://data.unaids.org/pub/Report/2008/jc1529_epibriefs_eeurope_casia_en.pdf

Europe. They represent an average of 15 per cent of all TB cases in the sub region, with peaks in some countries that are the highest rates in the world. Of the cases of MDR-TB, a significant proportion is extensively drug resistant TB (XDR-TB), which is almost untreatable.

Table 2. Incidence, prevalence and mortality of TB and TB/HIV, Europe and Central Asia

	POPULATION 1000s	INCIDENCE ^a				PREVALENCE ALL FORMS		MORTALITY ALL FORMS		HIV PREV. IN INCIDENT TB CASES ^b
		ALL FORMS		SMEAR-POSITIVE		NUMBER 1000s	PER 100 000 POP	NUMBER 1000s	PER 100 000 POP PER YEAR	%
		NUMBER 1000s	PER 100 000 POP PER YEAR	NUMBER 1000s	PER 100 000 POP PER YEAR					
EUR	887 455	433	49	194	22	478	54	62	7.0	3.0

Source: Global tuberculosis control: surveillance, planning, financing: WHO report 2008

Following the large increases in the incidence of TB in Europe and central Asia during the 1990s, last year saw a trend towards stabilisation of TB infection numbers. Yet, the progress in TB control is not sufficient to reach Millennium Development Goal 6 by 2015⁴.

The picture becomes more complex with the existence of HIV and TB co-infection. The percentage of TB patients found to be HIV positive through testing is 1.7 in Europe and central Asia, and although the possibility is widely available, referral systems and community mobilisation remain weak. Only 46 per cent of TB patients were tested for HIV in 2006.

According to the World Health Organisation, the Europe region has over 82,000 multi drug-resistant TB cases, putting it in the third place globally, and 14 out of 27 global priority MDR-TB countries are in Europe.

The complex socio-economic situation and transition of the societies in eastern Europe and central Asia contribute to the TB vulnerability of prisoners, refugees and displaced people, slum dwellers, migrant workers, ethnic minorities, homeless, alcohol dependency and injecting drug users.

The **lack of blood safety** is alarming in the former Soviet Union and central Europe, where reliance on paid blood donors is common – up to 80 per cent of all donors in central Asia.

Decreasing fertility rates and increasing longevity will lead to the continued **ageing of Europe's population**, which will be one of the two main themes at the next European regional conference in Vienna in early 2010. Throughout Europe the number of older persons will increase dramatically in the coming years. The ongoing demographic change confronts societies with complex challenges and raises questions concerning the active role of older people within the social system, their participation in society, their quality of life and their well-being, their autonomy as well as the interdependence and communication between generations; requiring focus on the development of concepts like active ageing and intergenerational solidarity.

Finally, the need to address lifestyle diseases such as obesity and diabetes, and possible health emergencies such as avian and pandemic influenza will require increasing attention.

a) The purpose and components of the programme

Programme purpose
Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.

Programme component: HIV and AIDS and Tuberculosis
Component outcome 1: HIV and AIDS and TB programmes have been scaled up through a Global Alliance approach

⁴ WHO, *Global tuberculosis control: surveillance, planning, financing: WHO report 2008*
http://www.who.int/tb/publications/global_report/2008/download_centre/en/index.html

The global alliance approach will be used as a mechanism of choice to ensure quality and achieve scale-up in the field of HIV and TB. The zone team will support National Societies' efforts as they aim to "do more and do better" in the control of both diseases in the following four key areas:

- Preventing further HIV and TB infection
- Expanding HIV/TB treatment, care, and support
- Reducing HIV and TB stigma and discrimination
- Strengthening National Societies capacities to deliver and sustain scaled-up HIV and TB programmes

Arriving from the resolution of the General Assembly of the International Federation held in 2005, the global alliance approach provides an effective and coherent way for National Societies to engage in partnership and contribute to halting both epidemics. Through the four outcomes of the Global Alliance on HIV, the National Societies of Uzbekistan, Kyrgyzstan, Kazakhstan, Russia, Belarus, Ukraine and Armenia, have made sound plans aimed at PLHIV, but also their prevention work with key populations at risk of contracting HIV, such as injecting drug users, sex workers, and socially excluded youth groups. In the next two years at least six more National Societies (including Moldova, Tajikistan, Azerbaijan and Georgia) are expected to join the Global Alliance.

Through the global effort, National Societies strive to expand access for underserved communities to public health services, support improved care, and encourage action on social behavioural factors that determine good health.

Within the global alliance, the zone team will strengthen the base for evidence-based programming, including expert review, peer support and exchange. It will also work with existing networks such as ERNA to promote knowledge sharing, support/develop high-level advocacy efforts, and resource mobilisation. In line with the Istanbul commitments, special care will be taken to ensure the full participation of target groups in programme design, delivery and evaluation. The zone team will facilitate new and innovative partnerships between National Societies themselves as well as external stakeholders in the areas of TB and MDR TB programming, supporting in that way building of community resilience across the region.

Programme component: Community based health and social care programmes
Component outcome 1: Social and home care programmes are supported through advocacy and resource mobilisation, and are increasingly addressing social determinants of health.
Component outcome 2: The specific needs and capacities of the ageing population are more fully taken into account in the design of health and care programme approaches.

The recently established European health and care managers' forum will provide the main platform for discussion and cooperation related to the social and home care programmes. Traditionally the health and care programmes in the region have often largely been "disease-based", and there is a need to analyse more carefully the so-called social determinants of health - the underlying root causes, risk factors and inequalities that have a strong impact on people's health and wellbeing. This may then lead to new programmes aimed at giving people the tools to make the right choices for a healthier life, promoting better access to existing services and advocating for change where necessary.

The 2010 European Conference will address issues relating to ageing populations as one of the main topics, and National Societies will be encouraged to contribute to the preparations. Particular attention will be paid to developing strong advocacy and communication for current and future health and social care programmes. The zone plan will be adjusted according to the outcomes of the conference in 2010, and will facilitate implementation of the recommendation at the European level.

Programme component: Pandemic preparedness / Emergency health
Component outcome 1 Pandemic preparedness has been strengthened in Azerbaijan, Belarus, Ukraine and other selected priority countries.
Component outcome 2 Access to curative and preventive health services in emergency situations has been improved

Building on the experience gained during the last two years, selected National Societies will be supported in scaling up their human pandemic preparedness activities. The priorities include the *continuing actions to prevent* outbreaks through community-based health and education action contributing to the prevention of transmission of the virus to humans; *increasing pandemic preparedness of Red Cross Red Crescent* both to define the contingency plans for service continuity during a pandemic, and to plan for response actions in a pandemic outbreak.

All EU and EFTA countries have prepared national pandemic plans, and five from outside EU: *Croatia, Turkey, Macedonia, Montenegro and Serbia*. These plans outline the role of different actors in pandemic preparedness planning and define key actions at pre-determined phases and levels in the main areas of management and co-ordination, surveillance, prevention, mitigation and response, communication, civil protection and research.

The National Societies of Azerbaijan, Belarus and Ukraine will receive intensified support to improve their pandemic preparedness, as part of a wider global multi-partner programme (for more details please refer to individual country programmes). Tools and lessons learned will be made available to other countries as well, and where possible incorporated in ongoing contingency planning and training of health and disaster management staff and volunteers.

Over the coming period steps will be taken to ensure that health in emergencies and psychosocial support are fully incorporated into the disaster management strategy. In line with the International Federation's health and care strategy, health support in crises will be incorporated as an integral part of effective disaster management and ensure an interface between public health, water and sanitation, epidemic control and public health emergencies. National Societies will be supported in their work with community outreach teams, and will engage in disease prevention and epidemic control through health education and promotion carried out by trained volunteers.

Programme component: Technical support and networking
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Component outcome 1: Technical assistance, peer support and networking for key health and care priorities – including first aid, road safety, psychological support and voluntary blood donation – have been enhanced.

Ensuring a safer blood supply will have a clear impact in at least four of the health related MDGs, and the International Federation will work closely with WHO EURO to support programmes which promote voluntary non-remunerated blood donation. National Societies have indicated strong interest in developing “Club 25” as an attractive model for mobilising youth in voluntary blood donation. National Societies have also expressed a wish to further develop their partnership with national blood transfusion centres in this regard. In line with the already signed agreement and developed training modules, two trainings will be jointly organized with WHO EURO for Moldova, Russia, Uzbekistan, and Kyrgyzstan, and for countries in central Europe and southern Caucasus.

First aid is a proven cost effective, safe and simple way to save lives during disasters and also in day-to-day emergencies. First aid knowledge and skills should be available to people from all walks of life. There is a need to reach out to the most vulnerable communities. Road safety is part of some first aid curricula dealing with injuries in road crashes and their prevention. The International Federation takes a holistic approach towards meeting both the physical and psycho-social needs of the injured and their families. Increased awareness regarding psychological reactions at a time of disaster or social disruption, to facilitate psychological and psychosocial support, to promote the restoration of community networks and coping mechanisms, and to enhance emotional assistance to staff and volunteers.

b) Profile of target beneficiaries

The zone health team will target National Society staff and volunteers for skills training and capacity building. It will also work with the National Societies, national governments and other humanitarian organizations to ensure a good understanding of the role of the Red Cross Red Crescent in health. The final beneficiaries are the individuals and communities in the zone who benefit from National Society health programmes.

The zone team will act as a facilitator in strengthening National Societies' capacities, and will work closely with International Federation reference centres and European networks. The Europe zone will actively support the ERNA board as a technical support and will contribute to the annual meetings of this platform for experience exchange in Europe and central Asia. Through its representations, it will support the realisation of different initiatives related to TB and MDR TB.

In support of the National Societies first aid and psychosocial programmes, road safety, has been prioritised in the countries of Belarus, Moldova, Russia and Ukraine, and a regional workshop will be organized to make available global knowledge.

Organisational Development/Capacity Building

The National Society context reflects the diversity of the Europe region itself. While in eastern Europe and central Asia, the economic, political and social transformation created shifting needs and new patterns of vulnerability in changing societies and altered social environments, it also requires National Societies to re-define themselves, renew their legal base, define new management and governance systems to fit the new liberal (market) system, develop new ways of finding resources and funds, and in general, cope with many new challenges. At the same time, many of these National Societies managed to retain their operational capacity to implement programmes, often with important external support.

Nevertheless it has become clear that the fundamental changes required do not happen overnight, and may indeed take much more time than initially hoped or expected. In some cases this has led to lost opportunities and donors and potential partners re-directing their support gradually elsewhere.

Furthermore due to the economic crisis international support for National Societies in Europe Zone has declined. In this context some National Societies need to develop their capacity to generate resources from domestic sources. An increasing number of National Societies are becoming more aware and conscious of the need to conduct external audits and recognize it as an accountability tool that can be utilized in communication with partners and stakeholders.

Building up a strong, relevant and unified Red Cross Red Crescent presence can be a particular challenge in post-conflict situations such as in Bosnia Herzegovina. It can be even more complex in situations where the political situation is evolving (e.g. Kosovo, Cyprus) or where "frozen" conflicts are still unresolved.

Meanwhile, many National Societies in Western Europe have gone through significant changes as they reorient their programmes and services to address new vulnerabilities, while also modernising their organisations amidst increasing domestic and international competition. They are also adapting their membership and volunteer base and systems to better meet such challenges as growing diversity and an increasingly ageing population.

a) The purpose and components of the programme

Programme purpose
Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
Programme component: Sustainable systems, procedures and staff
Component outcome 1: National Society human resource development and volunteer management have been strengthened.
Component outcome 2: An effective framework for peer support and capacity building has been established.

Investing in people will be a key priority, and much emphasis will be given to the development of human resource strategies as well more effective volunteer management systems. High turnover of staff and changing trends of volunteering will require new approaches to training and development – including the use of new technologies such as distance-education for more cost-effective learning.

Selected National Societies will be targeted for intensified capacity building, which will provide the necessary technical and financial resources for accelerated organisational development over a 2-3 year period. Other National Societies will benefit from more short-term, tailored OD interventions for addressing specific organisational needs in areas such as volunteer management, finance development, strategic planning, statutes revision or general governance and management. Support will also be provided to for specific activities related to the International Year of Volunteers 2011.

While the zone team may provide direct technical support in some cases, increasingly it will aim to mobilise this from the wider membership. It is therefore important to develop an effective mechanism for National Societies peer support and exchange for capacity building and organisational development, including criteria for selection and M&E.

National Societies will be encouraged to explore options for including elderly people in the design and implementation of programmes and to develop ways of building on their valuable skills and experience as active members of society and potential volunteers.

Programme component: Financial sustainability
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Component outcome 1: National Societies have been supported effectively in strengthening their resource mobilisation capacity
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Financial sustainability will depend on many factors, including sound programmes, a credible image, financial transparency, diversification of fundraising and effective resource mobilisation. Considerable progress has been made by several National Societies in improving their accounting systems, introducing regular external audits, and developing their own fundraising efforts as external funding becomes less predictable. Efforts will continue in this regard, with a strong emphasis on ensuring transparency and strengthened financial management in all aspects.

During the coming years the zone team will develop a more strategic approach with the private sector, exploring in particular how technical expertise in areas such as finance and management can be mobilised through the promotion of corporate social responsibility.

Programme component: Programme development and management
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Component outcome 1: Support for European RC Youth programmes has been scaled up.
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Component outcome 2: Approaches & tools for community programming have been consolidated.
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Following the adoption in Solferino of the “RC Youth on the Move” declaration, the zone team will strengthen cooperation with the existing youth networks. It will host at least one meeting of the European youth coordination committee every year, and it will also strengthen links with other youth organisations and institutions, including the European Youth Centre of the Council of Europe in Budapest. Particular support will be given to the role of Youth as Agents for Behavioural Change. Another important aim is to promote the full participation of youth in regular National Society programming and decision-making.

Over recent years the Participatory Community Development (PCD) programmatic approach and related tools have developed into a recognised and effective way of promoting community participation and empowerment of socially excluded groups. The PCD “portfolio” has been expanded to other geographical and programmatic areas, and will be further consolidated. Synergy with other tools, such as VCA, and especially the Better Programming Initiative, will be explored in post-conflict settings.

b) Profile of target beneficiaries

The target beneficiaries for this programme component are explicitly defined in global agenda goal 3. The first group is constituted by the National Societies themselves, their volunteers, members, youth, staff and leadership at national and local (branch) levels. In addition, local communities benefit from programmes in general, but importantly through increased attention to capacity building and local empowerment. Finally, civil society is strengthened through deeper engagement and dialogue with local grass-roots organisations.

Principles and Values

In communities facing globalisation, rapid cultural change, economic uncertainty, and shifting demographic make-up, it is crucial to actively foster strong social cohesion to ensure continued growth, security and prosperity. With their firm base of fundamental principles and values, National Societies are in a unique position to make a positive contribution in this area, which arguably will be one of the key challenges for the coming decade(s).

The highly complex and multi-faceted issue of migration is likely to stay the focus of much public attention and debate across the entire region, ranging from the need to better manage labour mobility and adapt public service provision to demographic trends to the challenges posed by irregular migration and human trafficking. The associated humanitarian consequences of migration in the region are vast and diverse, and many National Societies are already involved in programmes and services specifically aiming to address them. Although the need to respond to the humanitarian needs created by migration has been recognised at the International Conferences of the Red Cross Red Crescent much more high-level advocacy work is required with governments as well as among the general public to ensure support and space for humanitarian action in favour of vulnerable migrants. Within this plan support will be provided to national societies to start, scale up or improve their work in this area in line with the provisions of the global Federation Policy on Migration and taking into account the decisions of the European Regional Conferences.

a) The purpose and components of the programme

Programme purpose
Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion.
Programme component: Migration
Component outcome 1: Migration programming in the region has been scaled up and aligned with the Federation Policy on Migration with appropriate technical support.
Component outcome 2: Strategies for working along the migratory trails between national societies in the region are identified and developed with the support of the Federation.
Component outcome 3: Cross-regional initiatives for addressing the humanitarian needs of migrants, involving National Societies from both Europe and other zones are identified and supported.

Support for migration programming is a strategic priority for the Europe zone region. Context and needs vary enormously within Europe, Central Asia and Southern Caucuses and specific support for capacity building and programming need to be tailored for this reason. The zone team has already started and will continue to analyse the humanitarian dimensions of migration, national societies' activities, needs and capacities with a view to identifying areas where Red Cross work could be further strengthened, as well as better targeting its support. Based on the analysis carried out, a number of national societies will be selected for a more focused and continuous support for capacity building, strategic planning and migration program development. The Zone office will provide direct technical assistance, guidance, as well as will mobilise and facilitate support from other national societies in the region with relevant expertise.

A process of development of a global Federation-wide framework for addressing the humanitarian consequences of migration has already begun with the adoption of the global Policy on Migration by the Governing Board of the International Federation. However, much remain to be done to align the Red Cross humanitarian action in the region with the Policy principles. In this respect, a key task for the Zone office will be to encourage, support and facilitate policy implementation through dissemination of relevant documentation to national societies and awareness raising, advice on operational issues, technical support for national societies' migration activities, technical input for planning and implementation of trans-national initiatives, support for resource mobilisation and development of new partnerships.

The Europe Zone will specifically encourage and support peer-to-peer capacity building and networking, as a way to facilitate building of knowledge and expertise in the area of migration, as well as to strengthen the collaboration between the national societies in the region. Support for the Platform for European Red Cross Cooperation on Refugees, Asylum Seekers and Migrants (PERCO) and the Central Asian Red Crescent Labour Migration Network will be provided on an ongoing basis by the Zone office and the IFRC Regional Representation in Central Asia respectively. Wider membership in the networks will be strongly encouraged and facilitated. The Zone office will develop and maintain links with networks in other relevant areas such as health and care, volunteering, youth cooperation etc. to promote greater integration of the migration perspective in the Red Cross humanitarian programs and activities, as well as to facilitate exchange of expertise between different technical fields.

Improving cooperation and coordination between the national societies in the region in the area of migration will be one of the key priorities for the Europe Zone under this program component. The Europe Zone will assist national societies in countries situated along migratory routes to assess the humanitarian issues associated with migration, develop and implement joint strategies to address them in a coherent and coordinated way. Initiatives and projects among national societies from the Europe region and other regions will be facilitated and supported in collaboration with the other Zone offices and the Global Migration team.

It is also important to note that different categories of migrants often move together in so called “mixed flows”. Moreover, some migrants may be compelled to seek the assistance of people smugglers as the only means to reach their destination; others will find themselves victims of trafficking in human beings. In this regard, the Zone office will carry out systematic efforts, as well as will support the advocacy work of the national societies to ensure respect for the fundamental rights of migrants.

Lack of stable, long-term funding for migration related programs in the region, particularly outside the EU, will continue to be one of the main constraints for scaling up the Red Cross humanitarian activities in favour of migrants. To address this challenge the Europe Zone office will systematically carry out resource mobilisation in support of migration programs and will support national societies to get access to relevant sources of funding available at national level.

Programme component: Anti-trafficking
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Component outcome: Anti-trafficking work is scaled up and supported through an active dedicated network.

Human trafficking is a modern form of slavery. It involves women coerced into prostitution, migrants forced to work against their will by employers, and children being sold to begging, petty crime, illegal selling of organs and child labour. The problem is a global problem also severely affecting Europe.

The transfer of the anti-trafficking network facilitator position from the Danish Red Cross to the Europe zone office has been completed and the revitalising of the network and repositioning of the International Federation within anti-trafficking is progressing well. Strong links with National Societies active in the prevention of trafficking have been established and a meeting of the network was held in 2009.

National Societies already engaged in providing assistance to victims of trafficking are expressing their commitment to continue their work. A key challenge remains the adequate resourcing of programmes, particularly in central and eastern Europe. On the positive side the Croatia and Serbia Red Cross Societies have received grants from Norway to continue their activities, while the Belarus, Polish and Danish Red Cross Societies have just received funding from the Council of Nordic Ministries.

Several National Societies - including those in the Netherlands, Macedonia and Turkmenistan - are starting up new activities this year, while others are exploring the possibilities in this regard. Strong interest has been expressed in most of the Nordic countries and in central Asia, while the British Red Cross is now incorporating anti-trafficking work in its strategic priorities.

Partnerships

The International Federation has strengthened its networking with international organisations dealing with trafficking, including UNODC, ICMPD, IOM, the EU's Fundamental Rights Agency, Caritas, and the OSCE. The facilitator is now a member of the OSCEs alliance expert team on trafficking, opening up new opportunities for collaboration and joint funding.

In addition, the revitalised network on anti-trafficking will be a forum for inspiration, knowledge sharing and cooperation for National Societies active in preventing trafficking or giving assistance to victims of trafficking. A strong focus will be on expanding the number of National Societies active within trafficking and using the network to establish transnational cooperation. The network will provide a focal point for knowledge sharing as well as a link to other international organisation working with THB, and assist national societies in setting up or further developing quality programmes.

Equally important will be an increased advocacy for victims of trafficking. This will be done in close cooperation with the national societies using days such as the official EU day on THB (18th of October). Relevant case studies for example illustrating the impact of the financial crisis and information collected from National Societies on trafficking trends will be used as a starting point for such advocacy.

Programme component: Principles and values

Component outcome 1: Fundamental principles and humanitarian values have been explicitly promoted and mainstreamed in other programmes.
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The zone team will develop a long-term strategy and action plan for the promotion of principles and values in the region, and the options for a dedicated full-time staff position will be explored. Making principles and values operational and practical assumes a cross-cutting approach across all areas of Red Cross Red Crescent action, and the zone team will actively pursue this by systematically reviewing all supported programmes from this perspective. Particular emphasis will be given to addressing social exclusion, to respect for diversity (both within the organisation itself, and through programme initiatives) and to gender. Programme managers will be encouraged to use simple checklists and monitoring tools, and to prioritise action in favour of specific marginalised groups. Options will be explored for concrete Red Cross youth-led projects promoting principles and values in contemporary ways.

The next European regional conference in April 2010 will address topics closely related to inclusion, diversity and multicultural interaction. Following this the zone team will develop a concrete plan of action based on the key outcomes. It will also explore options for a dedicated focal point for its work on principles and values.

Enabling actions to deliver Strategic Aims (Role of the secretariat)

The coming years will be an important and busy period for the International Federation in Europe. The consultations around the new *Strategy 2020* for the International Federation will draw to a conclusion with the text being adopted during the statutory meetings in Nairobi, and attention will move to how it will guide the work of the National Societies and their secretariat. Already as the zone team has engaged in reviewing its country plans and this zone plan, rolling them on into 2010 and 2011, much of the underlying thinking that permeates the drafts of the strategy has had an influence.

Likewise, preparations are gearing up towards the next Europe Conference, to be held in Vienna in April 2010. Two thematic working groups, comprising of National Society experts and each supported by a zone technical coordinator, have started their preparatory work, and further meetings will be held as the conference gets closer. The zone team is also working closely with a temporary staff-on-loan from the British Red Cross to document how the Istanbul Commitments have actually been used in the subsequent three years. The resulting report will be presented by the conference planning committee as part of the openings to the conference.

During 2010 all plans and programmes will be fully aligned with the three strategic aims of *Strategy 2020* and with the outcomes of the European Conference 2010. Underpinning all programmatic work in the coming period, the Europe Zone team will also focus on three enabling actions described below.

Enabling action 1: Build strong National Red Cross Red Crescent Societies
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Expected result: High quality technical support is provided through the facilitation of peer support and exchange of experience between National Societies

Expected result: Innovation, quality and learning are promoted and supported effectively

This Europe zone plan only includes what is more efficiently done at zone level, complementing the work contained in those country plans. More detailed work which the Federation will conduct in specific countries can be found in the relevant country plans. Moreover, what is set out here as part of this enabling action complements the more detailed work to be found under organizational development.

In the context of declining traditional funding a new model of cooperation with emphasis on knowledge sharing and technical cooperation is becoming increasingly relevant. Capacity building and organisational development are highlighted as key topics for cooperation, and the zone team will actively promote and develop good practice models for more effective peer-to-peer support.

The zone office has, in close cooperation with global PMER, been promoting a culture of performance and continuous learning. The Europe zone office has proven quality and cost effective delivery and on behalf of both global PMER and global IT developed and piloted new initiatives and tools. The increasingly accountability-driven, competitive environment in which the Red Cross and Red Crescent operates, means that many National Societies themselves are requesting support in this area. Identifying where such expertise may be located, and brokering its successful transfer and development, is a key role for the zone team. Europe zone combined team within PMER and IT would be well positioned to work closely together with the global team/s to further develop new learning methodologies based on a combination of proven practice, adult and continuous learning concepts, and a significant increase in the use of new technologies. The zone team will be able to develop further pilots in the field of e-learning, distance education and meshed learning, as a part of the global resourced and agreed plan for our organisation. This will also contribute to a considerable reduction in the costs of residential courses, both in financial terms and in relation to the collective carbon footprint.

Europe is fortunate in having an enormous wealth of experience within its National Societies but also in cooperation with global humanitarian training and learning centres based in Budapest in both designing and managing programmes, as well as in measuring their results and impact. This individual expertise will be put to the collective benefit, and the ongoing gathering, processing and using of knowledge is an integral part of this plan, running across all programme areas. Several new ideas and initiatives have been suggested that would help the organisation develop its systems and culture to improve overall quality of programmes. More effective training and coaching of staff and volunteers is consistently highlighted as a key challenge, in spite of significant investment in traditional training and workshops.

Enabling action 2: Pursue humanitarian diplomacy to prevent and reduce vulnerability.
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Expected result: Humanitarian diplomacy is actively promoted and supported at all levels

Expected result: Resource mobilisation capacity has been developed, leading to an overall increase of funding and support
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Expected result: A systematic communications effort has underpinned better quality programme delivery, and has contributed to more effective advocacy and resource mobilisation
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The Federation's policy on Humanitarian Diplomacy defines this as *'persuading decision makers and opinion leaders to act, at all times, in the interests of vulnerable people, and with full respect for fundamental humanitarian principles.* Among other things, this may help achieve:

- Greater access to vulnerable people, and earlier attention to situations and causes of vulnerability
- Deeper public and governmental support and more resources for addressing vulnerabilities
- Stronger recognition of community perspectives in international cooperation arrangements

These general directions will be actively pursued through our global work to deepen government's understanding and respect, and their expansion of support for the auxiliary role of the National

Societies. National Societies in Europe emphasise the need for humanitarian diplomacy, particularly in this field as defined and privileged partners to their Governments in Humanitarian affairs. The zone team will analyse social, economic and political developments that impact the needs and rights of vulnerable people and shall facilitate tailored support on request, and will support more effective advocacy on behalf of vulnerable groups – both at the national level, or with sub-regional or pan-European groupings and fora. There is significant scope for further developing partnerships with other actors in the humanitarian field, academic institutions and organisations dealing with specialised issues such as the environment or migration.

The idea of “persuasion” is also central to the resource mobilisation. The increasing importance of engaging in policy debates and dialogues with key donor institutions is particularly relevant in the context of funding trends within Europe, as well as the global dialogue on aid effectiveness. The International Federation will support National Societies in strengthening knowledge and substantial capacity to mobilise financial and other resources to support humanitarian activities at country and regional levels. Tailored support will be provided to strengthen the resource mobilisation capacity of individual national societies, positioning them as experienced, trust-worthy and accountable partners for humanitarian aid and development. Targets include increased multilateral support (financially and in kind) from existing and new partners, direct grant agreements or partnerships with EU institutions/ EU delegations, USAID, Global Fund, ADB and other development partners, and a scale-up in funding received from private corporate sector in Europe Zone.

A well-informed and well-connected Red Cross Red Crescent network is central to a dynamic International Federation, and Europe zone communications work will be based on the global communications and advocacy strategy. In order to improve communications and advocacy for vulnerable and marginalized populations, the zone team will work closely with National Society communicators, and produce quality and timely communications in situations of disasters.

The “Our world. Your Move” campaign will be consolidated further, strengthening the image of National Societies and their Federation, as well as generating direct support and commitment from young people in particular. Technical training and workshops on media and communications will continue during 2010, and communication with those we serve will be further enhanced.

Enabling action 3: Function effectively as the International Federation
Expected result: Effective cooperation and partnerships.
Expected result: An accountability framework is developed and introduced for all Federation-supported programmes.
Expected result: A well-functioning secretariat.

The Europe zone team works with movement partners to strengthen our internal co-operation mechanisms to support National Societies to meet the humanitarian needs. National Societies lead their own programmes and capacity building based upon the strategic development plan, and partners are expected to align their work along agreed priorities. With the Strategy 2020 Europe Zone shall align the service provision closely towards the commitments undertaken by national Societies and the Federation Secretariat and to realise Strategy 2020. With the development of the Code of Good Partnership a basic cooperation mechanism is established which will be actively promoted with both bilateral and multilateral partners. The new Strategy 2020 and the “Moving Forward Together” process will be used to translate this into very concrete terms with measurable results. The Europe Zone office will further build upon the established dialogue platform with all National Societies to improve communication and to adapt the overall strategic framework effectively to the European context.

The zone team will work closely with the ICRC on issues of movement cooperation, National Societies capacity building and programme development. The zone team is also committed to the *Code of Good Partnership*, the *Paris declaration* and the *Accra Agenda for Action* and will work with external partners to promote effective cooperation and coordination. Systematic work to promote a gradual shift *from donorship to partnership* was initiated in 2009 and will be stepped up in the coming years.

The zone team also aims to work closely with the wide range of technical networks that bring together National Societies practitioners and experts in specific subject areas. A review of networks in Europe and Central Asia will lead to an analysis of what is working well, what adds real value, and how best to

ensure equitable access and participation in a meaningful way. Positive attributes of more productive networks can be used to strengthen others that are not functioning optimally. The outcome of this work will be to facilitate the contribution of strong networks to the International Federation policy-making. In addition, at least two pilot projects for on-line collaboration and knowledge-sharing will be initiated, as part of a commitment to knowledge gaining and sharing.

Within the Federation's context accountability relates to multiple stakeholders - members (the National Societies) and their clients (vulnerable people), governments, donors and partners as well as the general public. It involves key elements such as

- full transparency in the use of funds to all stakeholders including donors
- full participation of "target groups" in the design and delivery of programmes
- the need for high quality, evidence-based programmes and results-based management, along with robust systems for monitoring, evaluation and learning
- efficient use of limited resources, optimising the use of appropriate technology & methodologies

Simple tools including satisfaction surveys will be used more regularly to find out whether people assisted were satisfied with the help received or whether they have recommendations for improving the quality and appropriateness in the future. Although this survey tool is currently used in a systematic way only after disaster response operations, the long-term aim is to boost a culture whereby consulting the people assisted on the goods and services they received becomes an integral part of all programmes and operations. In 2010, building on the positive feedback and lessons learnt, this tool will be used in every emergency operation that the International Federation launches in support of a National Society.

A Federation-wide reporting system including a global certification system is currently being developed at the global level, and the Europe zone will contribute to its development and subsequent roll-out, in close dialogue with the National Societies of the region. Increasingly monitoring and reporting will be carried out along agreed global performance indicators.

Finally, the Federation will strive to carry out its functions with efficiency, quality and professionalism through a decentralised structure with resources and authorities located as close as possible to its members. Strategic planning at individual National Society level will provide the rationale for more tailored technical assistance, and where feasible Federation staff will be more closely integrated into National Society structures. The zone and regional structures will also be reviewed and adjusted where necessary to ensure full alignment with agreed strategies and priorities.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
Contact information	
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