

# PROGRAMME UPDATE



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

## FEDERAL REPUBLIC OF YUGOSLAVIA

2 December, 2002

**This Programme Update is intended for reporting on Annual Appeals.**

*Appeal No. 01.46/2002*

*Appeal Target CHF 8,516,840 - Revised budget CHF 7,005,000*

*Programme Update No. 3 Period covered: July to October 2002.*

### “At a Glance

*Appeal coverage: 85.4%*

*Related Appeals: n/a*

*Outstanding needs: CHF 1,022,000*

*Update: This programme update focuses on the programmes implemented in Serbia and Montenegro. An additional report will be soon submitted on the Kosovo programmes. The reported period was rich with several important developments: the country presidential election, the election of the new Secretary-General of Yugoslav Red Cross. The flooding that engulfed much of Central Europe during August threatened extensive damage in Yugoslavia and ensured that the NS were placed on high state of alert.*

## Operational Developments

Though the second round of the Serbian presidential election failed to return an outright victor, the initial round of voting was contested at the end of September. Pitting political foes Serbian Prime Minister, Zoran Djindjic (championing an independent candidate), against federal president, Vojislav Kostunica, the election centred not so much on the need for reform but the pace and shape of such reforms. The reformist camp headed by Djindjic advocate wholesale market reforms as a means of stimulating inward investment though this is likely to lead to large numbers of public sector redundancies. Kostunica on the other hand is suggesting a more measured treatment of the markets and is looking to boost the Serbian economy through reform of its key agricultural and industrial sectors.

The two electoral front-runners emerged from the first round of voting as expected, but the strong showing of the Serbian radical Party candidate, favoured by Milosevic, suggested significant residual support for nationalist policies. Eliminated in the first round Vojislav Seselj, however, called on supporters to boycott the second round of voting which may have contributed to the failure of either candidates to poll the requisite 50% to prevent a rerunning of the election.

The process of agreeing a new Constitutional Charter with Montenegro continues and admission to the Council of Europe has been delayed. This should be corrected once the individual parliaments of Serbia, Montenegro and Yugoslavia ratify the new Charter.

From a Red Cross perspective, acting Secretary-General Dr Milovan Jankovic was elected at the end of the quarter. Dr Milovan had served in an acting capacity since the sudden death of Vuko Darmanovic in June. With a history of voluntary service, prior to his election Dr Milovan served as Vice President of the Yugoslav Red Cross and before had served two terms as president of the Red cross of Montenegro. According to statutory procedures, the position of Yugoslav Red Cross Secretary-General is rotated between the Red Cross of Serbia

and the Red Cross of Montenegro and as such Dr Jankovic will see out Vuko Darmanovic's remaining term of nearly 4 years.

## Disaster Response

Central Europe Floods: as flood waters rose in neighbouring Hungary the Yugoslav Red Cross convened a meeting bringing together branches located along the Danube and representatives from the Ministry of Defence. Discussions focused on preparedness plans and mutual roles were extensive flooding to occur. The comprehensive programme of training branch volunteers proved its worth as the Yugoslav Red Cross and its republican level entities stood ready to respond.

The quarter witnessed a number of humanitarian organisations restating their intention to gradually reduce the provision of relief assistance over the next 18 months though it is recognised that a large proportion of the population are living on or below the poverty line. The community integration of IDP's and refugees continues to be slow; delayed due to the lack of a clear national policy on integration, resettlement or return.

Despite the reduction in humanitarian assistance the National Society continues to remain the favoured implementing partner for UNHCR and WFP. The transition of mandate for assistance delivery from the federal level (Yugoslav Red Cross) to the republican entities Red Cross of Serbia (Red Cross Serbia) and Red Cross of Montenegro (Red Cross Montenegro) led to the creation of a newly constituted relief, logistics and vehicle workshop departments within the Red Cross Serbia.

The recent UNHCR suggestion that the Red Cross Serbia assume sole managerial responsibility for next years contract (to deliver food assistance to refugees living in collective centres) was further evidence that the credibility of the National Society has been re-established.

During the past three months the Red Cross Serbia have distributed monthly humanitarian assistance to an average 136,000 of the most vulnerable refugees and 50,000 IDP's from Kosovo. Over the same period the Red Cross Montenegro have distributed assistance to some 4,000 refugees and 9,000 IDP's bimonthly.

### **Objective 1. To continue to meet the basic food needs of 151,000 vulnerable refugees (6,000 in Montenegro and 145,000 in Serbia).**

- The reintegration of refugees as citizens of Serbia and Montenegro has continued apace and as such has led to a modest reduction in the numbers of beneficiaries receiving assistance. Needs, of course, remain largely the same simply that beneficiaries have been re-categorised.
- The storage and distribution system of the Red Cross Serbia has developed further over the past quarter supported by the Federation and ICRC. The planned closure of three WFP managed extended delivery points (EDP) threatened assistance to some 13,900 refugees as well as leading to an inflation of the operating flat-rate. Following negotiations with the Federation and Red Cross Serbia, WFP agreed to retain the three EDP's thereby ensuring sufficient beneficiary coverage.
- The NS distribution system favoured by WFP and UNHCR continues to distribute humanitarian assistance to targeted beneficiaries through 160 Red Cross branches in Serbia (not including Kosovo) and 21 branches in Montenegro.
- In addition to distribution to beneficiaries in private accommodation from July 2002 WFP started to cover refugee beneficiaries accommodated in CCs through Red Cross distribution network, (previously covered through CARE). Direct Distribution from EDP Belgrade to CCs is carried out on a bimonthly basis with involvement of RCS fleet. During the reporting period around 15,009 refugees in CCs received the assistance.
- WFP provides a monthly food basket of 15 kgs on a monthly cycle in Serbia and bimonthly in Montenegro. Though making every effort to provide a full basket WFP face ongoing problems in distributing complete baskets. A full food basket per month consists of the following food commodities: 12 x kg wheat flour, 1 x kg beans, 1 x kg sugar, 1 x Lt vegetable oil

- As part of an ongoing process to improve beneficiary identification income data has been incorporated into eligibility criteria for refugees in private accommodation. The criteria for refugee assistance is as follows:

### Serbia

- Orphans, unaccompanied or foster children living with single parent or with caretaker over the age of 60 years
- Children of destitute parents
- Physically and or mentally handicapped and chronically disabled persons
- Elderly (over 60 years of age) living alone or as a couple
- Pregnant and lactating woman

### Montenegro

- Single parent with children up to 14 years old
- Single parents with children under the age of 6 years old
- Elderly over 60 years old
- Disabled and chronically ill
- Pensioners over 65 without any source of income

Over the quarter the Federation funded the upgrade of the NS Logistics Control Reporting System (LCRS) to enable improved beneficiary identification and reduce duplication. To date approx. 80% of branches have updated the LCRS. The remaining branches have been hindered in so doing for a number of reasons not least the lack of IT equipment, poor communications and the scarcity of human resources.

Distributions of aid to the registered category of returnees from Kosovo (ethnic Albanians from the municipalities of Bujanovac, Medvedje and Presevo in southern Serbia) finished with a final distribution of food for three months, i.e. 36 x kg wheat flour, 3 x kg beans, 3 x kg sugar and 3 x Lt vegetable oil.

As per previous agreements UNHCR reimburse the Federation who in turn reimburse the Red Cross Serbia and Red Cross Montenegro. However in recent negotiations UNHCR have indicated a greater willingness to support the Red Cross Serbia and Red Cross Montenegro directly. As such it is hoped that the Red Cross Serbia and the Red Cross Montenegro will assume direct contractual responsibility for the operation in the second half of 2003.

A donation of more than 101 MT of washing powder by the Finnish Red Cross enabled the Red Cross Serbia to assist over 43,000 beneficiaries already receiving assistance through the soup kitchens programme. In addition, powder was distributed to three Red Cross Serbia camps located in Bausic, Bogovadja and Kursumlija and catering for more than 1000 highly vulnerable children. During August the region of Topola was badly affected by water contamination resulting in more than 300 people being treated in hospital. Following a request to the Finnish Red Cross it was agreed to assist these casualties with hygiene materials.

During the reporting period the ICRC, in partnership with the NS, distributed some 2,644 MT of food assistance to approximately 50,000 IDP's in Serbia and 9,000 in Montenegro.

<b>Disaster Response - Relief Items Distributed</b>							
<b>1<sup>st</sup> July 2002 to 30<sup>th</sup> September 2002</b>							
<b>Items &amp; Monthly Ration</b>	<b>Belgrade</b>	<b>Kragujevac</b>	<b>Kraljevo</b>	<b>Nis</b>	<b>Novi Sad</b>	<b>Podgorica</b>	<b>Total Distribution In FRY</b>
<b>Oil</b> 1L/mth	108,313	14,616	10,829	5,682	122,421	7,272	269,133
<b>Salt</b> 0.15kg/Mth	0	5	97	194	0	0	296
<b>Sugar</b> 1kg/mth	35,124	4,076	2,353	3,229	24,399	2,196	71,377
<b>Beans</b>	116,832	15,888	11,777	5,703	133,018	7,972	291,190

1 kg/mth							
<b>Wheat flour</b> 12 kg/mth	1,387,808	190,628	141,334	67,268	1,609,650	94,486	3,491,174
<b>Hygiene Parcels</b>	25	109	54	610	249	0	1,047
<b>Baby Parcels and Baths</b>	0	0	0	10	4	0	14
<b>Underwear Sets</b>	0	117	0	219	7	0	343
<b>Used clothes bales</b>	0	0	0	6	0	0	6
<b>UNHCR non food items kgs</b>	1,903	5,298	8,998	12,481	8,536	0	37,216
	7,564	1,270	1,087	5,746	22,910	1,666	40,243

**Objective 2. To analyse the need for humanitarian assistance in the context of the anticipated reduction of relief assistance by other agencies by mid-2002, taking into account sustainability and the capacity of the government to take responsibility for social care and welfare (see also Health and Care section).**

The health and care department continues to perform the integrated assessment work of the delegation as detailed later in this report.

A degree of resentment among refugee communities remains following the Federation's decision to cease distributing hygiene parcels earlier this year. The fact that ICRC decided to continue with their distributions heightened feelings of resentment between refugees and IDP's who often collect from the same distribution points.

The WFP/UNHCR Joint Food Needs Assessment Mission (JFNAM) originally scheduled for autumn 2002 has been reclassified as a Joint Assessment Mission (JAM)

UNHCR is planning to conduct together with ICRC food needs assessment for IDP's in January 2003

Assessment for refugees together with WFP will be carried out in February 2003. ECHO and the Federation will be engaged in with status of observer.

**Objective 3. Continue the process begun in the second half of 2001 to improve the key management and control functions of the distribution networks with the purpose of further strengthening and supporting the Republican Red Crosses of Montenegro and Serbia in their disaster response capacity.**

The Federation has continued to provide support in the following areas:

- The Invoice Tracking System software package pioneered by the Federation relief department has been extended to the NS. The introduction of the software has heightened branch efficiency and enabled transparency.
- Support in upgrading the Red Cross Serbia fleet. As indicated in the last quarterly update, a full review of the Red Cross Serbia's fleet was undertaken, finding that some vehicles were not road worthy and should not be used until emergency repairs had been carried out.
- The long standing issue of diverted wheat flour owed to WFP appears to be nearing its end. Negotiations are now centring on the identification of funding to package and transport the flour from state warehouses to WFP delivery points.
- With ECHO confirming continued support for the German Red Cross/Red Cross Serbia soup kitchen initiative in 4 regions of Serbia during the quarter, the delegation undertook preparations to extend the programme in Vojvodina. As such, a Federation delegate arrived towards the end of the quarter tasked with

managing the project and Austrian, British and Swedish Red Cross funds were secured. Additional funds will be sought, to extend the programme for a full six months in the 2003 Appeal.

## **Disaster Preparedness**

### **Objective 1. Continue to strengthen and improve the Yugoslav Red Cross, Red Cross Serbia, Red Cross Montenegro disaster management capacity both at the federal and republican headquarters and at the municipal (branch) level.**

A one day DP workshop for republican branch personnel was facilitated by the Acting Yugoslav Red Cross Secretary-General and DP coordinator with discussion focusing on the following issues:

- In reviewing the role and focus of other civil society organizations, NS capacity and expectations on the part of the authorities, the NS' agree its key strategic functions and focus on preparedness and response activities.
- The formulation of a Yugoslav Red Cross DP plan of action for the remainder of 2002.
- The strengthening of NS DP capacity at federal, republican and branch levels.

As part of an ongoing process to ensure compatibility between Yugoslav Red Cross disaster response mechanisms and those of partner NS', two YRC volunteers participated in the Austrian Red Cross ERU water and sanitation training and a further two attended the Norwegian Red Cross field hospital ERU training.

- A series of meetings were held between the NS and the Ministry of Defence to review partnership and advance the process of formalizing a MoU between the NS and the state.

### **Objectives 2. To progressively build-up essential DP stocks at the Yugoslav Red Cross central, republican and branch levels throughout the country.**

A range of equipment was donated by partner NS' to the NS over the reporting period including ERU water and sanitation equipment and Spanish Red Cross supplied disaster stock including tents, beds, blankets, water reservoirs, clothing and shoes.

Negotiations continued with the NS regarding the equipping of local, municipal, republican and federal level disaster response teams. Having agreed a range of items for purchase the delegation initiated the procurement process. All outstanding items will be purchased before the end of the year.

A series of discussions were held between the NS and regional/country delegation to determine the scope and shape of the DP programme for 2003 including an estimation of further stock requirements.

### **Objective 3. To further develop and expand a standardised communication network and identify appropriate response activation mechanisms within the disaster response chain of command.**

Due to time constraints and the prioritisation of other areas no progress has been made in this area.

### **Objective 4. To improve coordination with government disaster response bodies and develop means to ensure the long term sustainability of the Yugoslav Red Cross disaster preparedness network.**

As aforementioned, the Federation have participated in meetings between the Yugoslav Red Cross DP coordinator and representatives from the Ministry of Defence with a view to formalising a MoU between the two. In addition, the delegation facilitated meetings between NS representatives and those of other actors involved in DP in a bid to improve coordination and knowledge sharing.

The Yugoslav Red Cross DP coordinator met with an advisor to the Montenegrin President to discuss forging closer relations between the authorities and the Red Cross of Montenegro.

The Yugoslav Red Cross was commended for its special contribution to disaster preparedness activities by the federal Ministry of Defence in July.

### **Objective 5. To revitalise the existing Yugoslav Red Cross first aid training network, thereby ensuring that high standards of training and equipment are maintained and to increase the number of qualified first aiders available to react to accidents.**

A number of first aid courses were held over the reporting period:

- The Red Cross Montenegro conducted a first aid training course for 23 lifeguards of whom 21 (upon successful completion of the course) were deployed along the Montenegrin coast.

The Red Cross Serbia managed similar courses in Lazarevac and Krusevac training some 32 employees of municipal sport centres.

Contacts were established between the Red Cross Montenegro and the Italian Red Cross with exchanges of information relating to the structure and methodology of lifeguard training.

### **Objective 6. To recruit and train volunteer teams as the key element in the delivery of DP and FA activities.**

Delays reported during the second quarter extended into the third with the programme consolidating on past training rather than introducing new courses. The departure of the consultant responsible for DP within the delegation and the September arrival of the new Programme Coordinator contributed to the delay and a consequent slowing of activities. Nonetheless a full programme of training is planned for the final quarter and a two day refresher workshop for training of trainers was held.

## **Health and Care**

### **Objective 1. Assist the National Society in defining the target population for health and care activities.**

The social welfare programme continues to work with branches in upgrading the capacity of volunteers and salaried staff to assess and target beneficiaries. Regular training sessions, focusing on the process of beneficiary identification were held over the period.

The procurement of new computer software for maintaining records, analysing data and preparing branch level reports has been put to tender. This easy to use software, tailored to the needs of branches, will assist branches in both determining beneficiary caseloads and sharpening beneficiary lists. Additionally, a web based data storage system will be designed for use interactively in analysing and reporting on the programme. The delegation has continued to support the branches in shaping relations with partner organisations. As reported previously there has been a tendency for some branches to act one dimensionally in delivering health and care services to beneficiaries, viewing other organisations as competition rather than partners. Efforts to share and exchange information including criteria for determining beneficiaries has continued apace over the reporting period.

### **Objective 2. Assist the Yugoslav Red Cross in defining their role in health and care and assist the Yugoslav Red Cross in maximising the use of resources.**

With a hiatus caused by the departure of one health and care delegate and the arrival of a successor and the absence of a permanent NS counterpart, progress in meeting this objective over the quarter slowed. However, with a new delegate in post and a NS counterpart recruited towards the end of the quarter, it is hoped that the process will be reinvigorated. The incumbent health and care delegate has concentrated initial efforts on reviewing existing NS services against needs and will look towards further harmonising services and programme in order to further stretch resources.



**Handicapped children  
Red Cross Cetinje-Montenegro**

The social welfare programme needs assessment (undertaken during the second quarter) has enabled an optimisation of resources. The focus of the programme has narrowed to concentrate on just three categories of beneficiary – refugees accommodated in collective centres, Roma and handicapped children. Moreover, new criteria have been introduced to tighten the selection of branches engaged in the programme so that less efficient branches have been replaced by those fully committed to the aims of the programme.

### **Objective 3. Assist Yugoslav Red Cross/ Red Cross Serbia/ Red Cross Montenegro in finding solutions for the long term sustainability of health and care activities at branch level.**

Though the programme employs a number of salaried staff, the bulk of services delivered through the health and care programme are volunteer led. To ensure the sustainability of this valuable resource a survey was commissioned that consulted branches on the needs of volunteers, their training requirements and the levels of resourcing and materials available to them. The findings of this survey have been incorporated into the national level training programme and will be used to reinforce and develop existing skills whilst exposing volunteers to new thinking and training. Analogous to this, a PR strategy is being devised with the assistance of Spanish Red Cross, that aims to raise public awareness on the importance and benefits of the Red Cross home care programme, which, it is hoped will in turn, attract new volunteers and private sponsorship

The Spanish Red Cross provided basic equipment for branches implementing the programme in Serbia with the Federation planning to purchase similar equipment for branches in Montenegro during the fourth quarter. The provision of such equipment enhances the work of volunteers and contributes to programme longevity and sustainability.

Discussions with Red Cross Serbia, Red Cross Montenegro and Yugoslav Red Cross regarding commercial first aid training continued over the quarter. In addition dialogue centring on the revitalisation of the non remunerated blood donation service took place.

**Objective 4. Supporting the Republican Red Cross and local branches to implement and manage the health and care activities.**

The Federation sponsor the monthly activities of the branches involved in the homecare programme funnelling funds to individual branches through the RCS HQ. The funds cover salary support, volunteer expenses, transportation costs, equipment and office supplies.

A steady increase of number of beneficiaries and volunteers has been reported over the period, a sign of branch commitment to the programme and enhanced public awareness. The number of beneficiaries supported through the homecare programme are as follows:

<b>Montenegro</b>	<i>April</i>	<i>May</i>	<i>June</i>	<i>Jul</i>	<i>August</i>
No. Beneficiaries	483	634	557	n/a	583
No. of volunteers	92	107	99	n/a	103
No. of volunteer visits	1'269	1'462	1'084	n/a	992
No. of professionals	7	9	7	n/a	7
No. of professional visits:	643	1'011	736	n/a	769

<b>Serbia</b>	<i>January</i>	<i>February</i>	<i>March</i>	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>August</i>
Beneficiaries	4'794	4'924	5'419	6'385	6'485	6'807	6'822	7'424
Volunteers	891	1'185	1'286	1'382	1'259	1'288	1'279	1'345
Volunteer visits	15'035	17'082	19'720	21'489	21'470	22'556	21'410	21'256
Professionals	112	153	113	145	135	137	128	139
Visit of Professionals	3'159	5'864	4'518	4'877	4'942	5'241	4'515	5'191

**Overall statistics for August:**

- Beneficiaries: 7825
- Volunteers: 1448
- Professionals: 146
- Pro. Visits: 5960
- Vol. Visits: 22248



Roma children in pre school Kragujevac Red Cross

The social welfare programme is currently active in 42 branches. In August, three training seminars attended by 120 Red Cross volunteers were held in Vrnjacka banja and Sutomore respectively. Consistent with the revised objectives of the social welfare programme, the purpose of the sessions was to sharpen volunteer actions in support of the three stated beneficiary categories - handicapped children, pre school Roma children and refugees in collective centres - looking at issues of stigma, rights, parental support and interaction. Proposed projects have been presented to the branches and feedback/budgets are awaited. Once criteria such as the number of beneficiaries and volunteers are checked a selection committee comprising of representatives from the Yugoslav Red Cross, Red Cross Serbia, Red Cross Montenegro and the Federation will decide on which projects to support through the programme. The selection committee will be looking for evidence of branch commitment to the programme; its ability to raise funds, to strengthen relations with partner organisations and the state, to utilise active volunteers etc.

The lack of stability within the NS and specifically, the lack of qualified counterparts in the Yugoslav Red Cross and Red Cross Serbia/ Red Cross Montenegro may continue to hamper progress. The delegation is working with the NS to address these issues and it is hoped that progress will be made during the final quarter.

### **HIV/AIDS Activities**

During the reporting period responsibility within the delegation for the HIV/Aids programme switched from the youth to the health and care department.

Introduction and refresher training was held in Montenegro in September for 55 volunteers. The rationale for the workshop was to raise awareness amongst potential youth peer educators of the ever growing threat of HIV/Aids and to provide an informal atmosphere for the exchange of information and experience. The Federation youth delegate and Red Cross Montenegro counterpart co-facilitated the workshop. The outcome of this workshop was 8 small peer educational activities in Red Cross Montenegro branches which will be followed up by the Federation.

A Red Cross Montenegro HIV/Aids officer was recruited during the quarter responsible for coordinating HIV/AIDS initiatives and ensuring that the Red Cross Montenegro is cognisant with current thinking vis-à-vis HIV/Aids programming. Discussions centring on mutual support and shared learning were held with American Red Cross representatives. It is hoped that this will lead to strengthened programme cooperation

### **Humanitarian Values**

With programme funding secured, the delegation hosted a visit of the regional Head of Communications and information delegate in September. The primary purpose of the visit was to familiarise the regional communications team with the Yugoslav Red Cross and branches in both Serbia and Montenegro and initiate dialogue regarding the formulation of a NS communications strategy.

The development of a communications strategy is listed as a NS priority<sup>1</sup> and closely linked to ongoing activities supported through the OD programme. In producing a coherent, integrated strategy the NS aims to address commonly held public and organisational perceptions of the Red Cross, boosting image and leading to an increase in resourcing. The Federation will support the NS in formulating a new vision for internal and external communications and assist in the development of plans of action with clear indicators, timelines and benchmarks. Further, the NS is committed to becoming a more serious and vocal advocate for the vulnerable. As such, the strategy will review relations with the authorities and a range of civil society actors making recommendations on how best to illuminate the role and services of the NS.

Provisional discussions have centred on the creation of a work plan to converge with OD activities currently being introduced in the Red Cross Serbia. The regional information delegate has reminded the Red Cross Serbia

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<sup>1</sup> YRC development Strategy 2002 - 2005

of the need for a competent, experienced counterpart, a position that should be filled during the next quarter. The regional information delegate has scheduled more than a quarter of her time to move forward this initiative.

## **Organizational Development**

As part of a process to action recommendations detailed in the August 2001 evaluation of the OD programme, a baseline workshop was held during the quarter to examine how the National Society's performance over the past four years had changed, as well as identifying causes for these changes. The intention was to establish the approximate starting point for the OD programme in 2002, and to be able to assess its impact at the end of the programme in 2004. Key findings were that National Society personnel believed:

- Approval ratings of National Society's work among key stakeholders had fallen by about 25% in the last four years
- Internal priority issues are: funding and financial resources, organisational culture, external communications, and financial and operational planning
- Causes of these issues are complex, but among them organisational structure, governance, culture, and particularly, human resource featured strongly.

The workshop identified indicators that, if fulfilled, would show that the National Society had made progress in addressing its priority organisational issues. The appeal and programme plan for 2003 and 2004, developed in this period, identified eight priority projects that are intended to deal with some of the root causes of organizational problems.

**Objective 1. To support the legal, organizational and resource development of the Yugoslav Red Cross and its constituencies including the possible restructuring and expansion of its managerial and human resource capacities as an integral part of all core programmes.**

With Danish Red Cross funding, two further training modules were provided by the Belgrade University Faculty of Economics to 20 key National Society staff from headquarters, branches and regional offices.

The Red Cross of Serbia accepted a Federation offer for assistance with restructuring the headquarters in Belgrade. The project guidelines, set by the Secretary of the Red Cross Serbia, are: a reduced overall paybill, improved headquarters services to branches, and a more manageable staffing structure, including reduced workload for the Secretary. At present, 21 people believe they report directly to the Secretary. Significant work has already been completed. All Red Cross Serbia staff were interviewed by the project team to identify their main functions, skills and aspirations, and to analyse relationships between staff. The second stage, also completed, was to develop a model of a new structure, including detailed job descriptions. The general proposal has been approved by the Red Cross Serbia board. The next step, for the fourth quarter 2002, is to begin the transition to the new structure.

**Objective 2. To encourage and assist Yugoslav Red Cross and its republican constituents in strategic planning to ensure that programmes and activities are based on the National Society's strategy.**

The death of the Yugoslav Red Cross Secretary General during this period, and his replacement by an acting Secretary General has meant that no work on this objective has been possible.

**Objective 3. To further strengthen the Yugoslav Red Cross's branch capacity, ensuring a coherent and integrated approach in the development and implementation of programmes and activities addressing local community vulnerabilities by mobilizing volunteers in line with the National Society's strategy.**

Little work on this objective was carried out during this quarter. An organisation that provides training in volunteer management was identified (Centre for the Development of the Non-profit Sector), and initial planning was undertaken to improve volunteer management skills in Red Cross soup-kitchens. This work will begin in the fourth quarter.

**Objective 4. To develop Yugoslav Red Cross funding sources which will gradually decrease its dependency on international funding for the implementation of programmes and the maintenance of its structure.**

The review of the income generating activities project took place in September 2002. It was carried out by a multi-disciplinary team from British Red Cross, Swedish Red Cross and the Faculty of Economics in Belgrade. Its key draft findings are:

- There is no evidence that any income generating projects made any real profit
- Future branch income generation should be diversified, and include ‘mission-related’ income generating projects, fundraising and a new approach to membership
- Other areas for potential future income generation lie in the corporate sector, and partnership with other organisations. Legislative change is also required.

The review team’s report will be finalised and published shortly. As follow-up action, the delegation will work with the National Society to develop a plan of action to improve income generation. Success in income generation is highly dependent on the restructuring of the Red Cross Serbia.

### **Finance Development**

The Finance Development Project is in its second year of a four year timetable. Aiming to encourage transparency, aid decision making and heighten efficiency the main events and achievements over the past quarter are as follows:

- Six-month management accounts were produced using the new coding system. This has provided, for the first time, information about income and expenditure by department and programme.
- A survey of implementation progress received responses from two-thirds of the 160 branches. This survey has shown: 59% of municipalities are using new accounting procedures, 37% use the new financial business procedures and 19% use the new chart of accounts.
- Red Cross Serbia continues to negotiate with the Ministry of Finance in relation to requirements to comply with new legislation on accounting and reporting requirements for government-funded institutions.
- The Faculty of Economics in Belgrade was selected as the provider of training in finance and non-financial staff to support implementation

***Activities planned for the last quarter of 2002:***

- *financial management training for 400 finance and non-financial staff delivered by Belgrade University Faculty of Economics*
- *In-house monitoring and support to the implementation of the new financial procedures*
- *Work on the final adoption of the new financial procedures in the field*
- *Train NS staff in using the new financial forms for budgeting*
- *Obtain final official reading of the new local legislation related to the Red Cross Serbia accounting*

### **Youth Development programme**

The Youth Development programme has been operational in Yugoslavia since February 2001, and is funded by a number of national societies. Over the last year considerable effort has been made to clarify the status and role of young people in the Yugoslav Red Cross and its entities; young people comprise up to 60% of all volunteers and members. The work of this programme is now based on the implementation of the ‘Youth development Strategy 2005’. It was adopted by the governing boards of the National Society, which suggests that the Federation’s

Youth Development programme has had a positive impact on the National Society's respect and appreciation young people and youth-related activities and services.

**Objective 1. To ensure full ownership of the 'Yugoslav Red Cross youth development strategy 2005' at all levels of the National Society and increase understanding of the aims of the Yugoslav Red Cross youth programme among stakeholders and the general public.**

- The printing of the Youth Development Strategy booklet is taking more time than planned due to internal organisational difficulties. This delay is having a negative impact on the dissemination the strategy.
- The delegation is working with counterparts from Red Cross Serbia to carry out research on "Who are our volunteers"? The research aims to find out: how the Red Cross can attract volunteers in a competitive NGO environment, who are Red Cross volunteers, why they volunteer, and how best to manage volunteers in Serbia. A questionnaire was designed and tested on a small group and launched at the beginning of October, will question 300 young volunteers covering the geographical territory of Serbia including parts of Kosovo. This research will contribute to the National Society's work on developing a volunteer database.
- The Red Cross Serbia youth officer, with the support of the delegation, is developing an implementation plan for the "Youth development Strategy 2005". One of the main challenges is to encourage a change in mindset - away from dependency on government and legislation, and towards a more entrepreneurial and flexible approach to funding projects and activities. This is vital considering the decreasing level of support from international donors.
- On the down side is the lack of clarity surrounding the separation of roles and responsibilities between the federal and republic levels. As experienced in other programmes, this has directly contributed to an increase in tensions between Yugoslav Red Cross and Red Cross Serbia youth officers. No youth commission meetings have taken place on any of the levels. These commissions were intended as a way for volunteers to own and steer the development of youth services. Without regular meetings, volunteer ownership and involvement is weaker.

**Objective 2. To further raise the profile of the youth programme and attract and retain youth members in the local community.**

- The Yugoslav Red Cross, in accordance with its strategy, organised an International Youth camp covering two topics, HIV/Aids and humanitarian values. Participants attended from Bosnia and Herzegovina, Bulgaria, Denmark, Macedonia, Poland, Romania, Slovenia, Switzerland and Yugoslavia. In all, 60 young people attended including 15 facilitators.
- During the summer the Federation financially supported several events run by local branches. This included five Red Cross summer schools, one training course for youth members on how to organise the Red Cross quiz "what do I know about the Red Cross", and three summer training camps connected to HIV/Aids and drug addiction. All branches involved provided detailed narrative and financial reports.
- A second staff on loan, from a local branch, took on a position with the youth programme from 1st July and will finish on 30th November. This initiative has confirmed the effectiveness of the staff on loan concept. It will be strongly considered as an arrangement for the continuation of Federation delegation support to the NS after the youth delegate's departure.
- The Red Cross Montenegro, with Federation support, has created the position of Youth and HIV/Aids officer. The delegation assisted the Red Cross Montenegro in drafting a job description and contract.
- Work on the manual for youth leaders and information pack for children has continued.
- Over the quarter operational responsibility has continued to shift from federal to republican levels, mirroring the broader political changes taking place in Yugoslavia. However, because this process is neither clear nor agreed by all parties, this transfer of responsibility is proving difficult. In addition, the transfer of responsibility is not matched with a transfer in human and financial resources. This has resulted in an increased workload for the republican level and a corresponding decrease at a federal level.

## Regional Cooperation

The NS has continued to play a full role in regional affairs from the Red Cross Montenegro DP coordinator being deployed as part of the regional disaster response team during the Central Europe floods, to pan regional knowledge sharing through the Participatory Community Development programme. Working in collaboration with the regional delegation, the country delegation is looking to support opportunities that enable the Yugoslav Red Cross and its republican level entities to play a more active role in shaping regional policy and strategy. Practically, this means offering support for attending conference and workshops, to boost the profile and credibility of the NS. Encouragingly, progress is being made in areas such as disaster management where the Yugoslav authorities have indicated a willingness to finance the regional activities of the Yugoslav Red Cross in times of emergency. Certain in the knowledge that expenses will be covered, the NS can volunteer their support/services as and when appropriate.

The regional population movement programme continued apace over the quarter with workshops attended by branches held in Yugoslavia and neighbouring countries. Preparations for the cross border information programme continued with branches identified in both Croatia and Yugoslavia. Hard and software was purchased for the 10 branches and tested in a link up between Knin and Belgrade. The regional PM delegate has undertaken a number of visits to Yugoslavia over the reporting period primarily to better understand the position of the Yugoslavia authorities vis-a-vis asylum and their treatment of asylum seekers. Linked to this, the regional PM asylum expert, in the company of the Yugoslav Red Cross PM coordinator, visited an asylum centre close to Belgrade to assess the situation.

## Coordination and Management

**Objective 1. To operate an efficient delegation that works in accordance with the regulations, procedures and standards of the Federation Secretariat to help fulfil the goals of Federation supported programmes and the National Society's strategy.**

The activities of the Federation have continued to reflect the objective of supplying high quality support to the NS, and in turn vulnerable people throughout the country.

**Objective 2. To co-ordinate with all the components of the International Red Cross and Red Crescent Movement, other agencies and governments to ensure adequately-funded, effective and consistent support to the National Society.**

Mirroring an earlier agreement signed between the Federation and Danish Red Cross, the delegation signed a Technical Services Agreement (TSA) with the Luxembourg Red Cross and the Belgian (Flemish) Red Cross during the quarter. The TSA details levels of support and engagement between the two organisations, specifically relating to the provision of legal, administrative and technical services. Utilising the Federation's Status Agreement, the delegation provide NS' with a raft of services including the contracting of local staff, the registration of vehicles, the opening of bank accounts and the legal registration of delegates. Partner NS' pay a fee for such services.

Linked to the above the delegation hosted a visit by the Secretariat's Legal Affairs Advisor. With global Master Services Agreements - signed between the Secretariat and NS headquarters - scheduled to replace country based TSA's, the visit provided the Secretariat with an opportunity to deepen their understanding of services provided to partner NS', in addition to the requirements of the authorities, the Yugoslav Red Cross and partner NS'. During the quarter the Spanish Red Cross, in partnership with the Red Cross Serbia, initiated a psycho social support programme aimed at improving the social integration of handicapped children and their families. The first phase of the programme will be managed by Red Cross Serbia branches within the Belgrade area. In coordination with the Federation, the Spanish Red Cross have also continued to support the Red Cross Serbia

homecare programme in Belgrade, Kragujevac, Sabac and Vojvodina and donated 11 MT of disaster preparedness stock valued at more than EUR 180,000.

As part of its ongoing CABAC programme the Danish Red Cross extended the initiative to a further 27 schools spread across Kraljevo and Smederevo. Activities over the reporting period included the identification of school pupil beneficiaries and teachers as well as training for teachers. The programme aims to raise consciousness regarding humanitarian values, tolerance and non violence. Linked to the Danish Red Cross programme the Belgian Red Cross Flanders continued to implement CABAC in southern Serbia. Through fostering improved dialogue between marginalised Roma communities and the public/social institutions, the Belgian Red Cross (Francophone) initiative has continued over the quarter. In cooperation with the primary health centre in Cukarica the Belgian Red Cross supported a small scale vaccinations campaign and signed an agreement with the authorities aimed at regulating the use of donated medical equipment. The schools programme restarted after the summer break. 27 children from slum communities enrolled into regular schools compared with 6 children last year.

### Partner National Societies Operating Bilaterally in Yugoslavia

		<b>PNS</b>	<b>Activities</b>
<b>Disaster Preparedness</b>	<b>Disaster Preparedness</b>	Icelandic RC	Warehouse construction, renovation of branch premises
<b>Disaster Response</b>	<b>Disaster Response</b>	German RC	Soup kitchen programme for 55000, coal for winter heating rehabilitation of childrens and elderly homes, anti-violence youth campaign
		Luxembourg RC	Micro-finance projects for returnees, funds school snack element of CABAC programme
		Icelandic RC	Soup kitchen equipment, support to refugees
		Danish RC	Repatriation support
<b>Health and Care</b>	<b>Health and Care</b>	Belgian RC-Flanders	Children affected by armed conflict programme for 800 children (CABAC)
		Belgian RC-Francophone	Work in five Roma communities: mother and baby care, kindergartens etc.
		Danish RC	Children affected by armed conflict programme for 3000 children, water and sanitation, reconstruction of health facilities (CABAC)
		Spanish RC	Rebuilding of centre for children with respiratory diseases, long term support for home care, psycho social support for the families of handicapped children.
		Norwegian RC	Rehabilitation of hospital emergency room,
<b>Humanitarian Values</b>	<b>Humanitarian Values</b>	Norwegian RC	Anti-small arms campaign, promotion of humanitarian values
<b>Organisational Development</b>	<b>Organisational Development</b>	American RC/Canadian RC	Funds Canadian food security programme/ community development programme

### Outstanding needs

The Appeal for 2002 has been revised down to CHF 7,005,000 and the programmes will be fully covered except the Soup Kitchen Programme which at present is covered only 65% of the total required funds in order to have full coverage for the six month programme.

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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.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

John Horekens  
Director  
Division of External Relations

Lynnette Lowndes  
Head  
Europe Department

FR of Yugoslavia						ANNEX 1
APPEAL No. 01.46/2002		PLEDGES RECEIVED				02.12.2002
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						<b>TOTAL COVERAGE</b>
REQUESTED IN APPEAL CHF ----->				<b>7'005'418</b>		<b>85.4%</b>
CASH CARRIED FORWARD				0		
AMERICAN - RC		7'000	USD	11'648	28.05.2002	HYGIENE PARCELS
AUSTRIAN - RC		21'760	EUR	31'944	24.09.2002	IN-COUNTRY COSTS DELEGATE
BRITISH - RC				30'400	10.01.2002	PSYCHO-SOCIAL PROGRAMME
BRITISH - RC				40'000	11.01.2002	FINANCE DELEGATE 4 MONTHS
BRITISH - RC				60'000	10.01.2002	DMCC
BRITISH - RC		500'000	GBP	1'150'000	31.07.2002	HOME CARE, YOUTH DEV., INFO/HIV, RELIEF DEV. FOOD SAFETY, DELEGATE KOSOVO
BRITISH - RC		200'000	GBP	459'220	31.07.2002	SERBIA & MONTENEGRO, ORGANISATIONAL DEV.
DANISH - RC				14'910	21.02.2002	ID DELEGATE COSTS
DANISH - GOVT/RC		523'034	DKK	103'822	26.06.2002	ORGANISATIONAL DEV., CAPACITY BUILDING
DANISH - RC		200'000	DKK	39'540	15.10.2002	ORGANISATIONAL DEVELOPMENT
DANISH - RC		100'000	DKK	19'730	07.10.2002	HUMANITARIAN VALUES & ORGANISATIONAL AND RESOURCE DEV.
FINNISH - RC		67'275	EUR	99'493	22.01.2002	ORGANIZATIONAL & RESOURCE DEVELOPMENT
FINNISH - RC		3'458	EUR	5'071	03.05.2002	REG. DELEGATION
FINNISH - GOVT/RC		58'866	EUR	87'251	26.02.2002	HOME CARE
FINNISH - GOVT/RC		9'220	EUR	13'576	08.07.2002	DISTRIBUTION, TRANSP./INS.
FINNISH - RC		33'000	EUR	48'444	18.09.2002	ORGANISATIONAL DEV. & FIRST AID PROG. IN KOSOVO
GERMAN - RC				38'110	04.01.2002	YOUTH DELEGATE
GERMAN - RC				86'471	24.05.2002	KOSOVO, YOUTH PROGRAMME
ICELANDIC - RC				60'000	28.02.2002	DISTRIBUTION MGT & CONTROL CENTER
ICRC				175'009	22.02.2002	
NETHERLANDS - RC				27'600	14.02.2002	RELIEF COORDINATOR
NETHERLANDS - RC				70'326	14.03.2002	MANAGEMENT & CONTROL CENTRE
NETHERLANDS - RC		134'831	EUR	197'703	17.05.2002	PSYCHO-SOCIAL PROGRAMME IN KOSOVO
NORWEGIAN - GOVT/RC		519'665	NOK	100'010	03.05.2002	PSYCHOSOCIAL PROGRAMME
NORWEGIAN - GOVT/RC		559'084	NOK	107'596	03.05.2002	ORGANISATIONAL DEVELOPMENT
NORWEGIAN - GOVT/RC		1'298'085	NOK	260'006	03.05.2002	DISASTER PREPAREDNESS
NORWEGIAN - GOVT/RC		520'000	NOK	104'156	03.05.2002	HIV/AIDS, YOUTH
NORWEGIAN - GOVT/RC		550'000	NOK	110'165	03.05.2002	HOME CARE
NORWEGIAN - GOVT/RC		780'000	NOK	156'234	03.05.2002	SOCIAL WELFARE
NORWEGIAN - GOVT/RC		1'300'000	NOK	260'390	03.05.2002	HOME CARE

NORWEGIAN - GOVT/RC		1'938'161	NOK	388'214	03.05.2002	ORGANISATIONAL DEVELOPMENT
SWEDISH - RC		1'000'000	SEK	158'100	15.04.2002	DISASTER RESPONSE, HEALTH & CARE, INSTITUTIONAL & RESOURCE DEVELOPMENT, COORDINATION & MANAGEMENT
SWEDISH - GOVT		2'800'000	SEK	450'800	20.05.2002	DISASTER RESPONSE, HEALTH & CARE, INSTITUTIONAL & RESOURCE DEVELOPMENT, COORDINATION & MANAGEMENT
WFP				325'000	30.01.2002	EDP MANAGEMENT SERVICES
<b>SUB/TOTAL RECEIVED IN CASH</b>				5'290'939	CHF	75.5%
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
<b>DONOR</b>	<b>CATEGORY</b>	<b>QUANTITY</b>	<b>UNIT</b>	<b>VALUE CHF</b>	<b>DATE</b>	<b>COMMENT</b>
AUSTRIA	DELEGATE(S)			59'959		
CANADA	DELEGATE(S)			22'176		
DENMARK	DELEGATE(S)			29'733		
FINLAND	DELEGATE(S)			97'741		
GERMANY	DELEGATE(S)			59'959		
ICELAND	DELEGATE(S)			23'655		
NETHERLANDS	DELEGATE(S)			59'794		
GREAT BRITAIN	DELEGATE(S)			160'492		
USA	DELEGATE(S)			84'106		
FINNISH - GOVT/RC		62'050	EUR	91'368	08.07.2002	98'300 KG WASHING POWDER, TRANS INS.
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				688'983	CHF	9.8%
<b>ADDITIONAL TO APPEAL BUDGET</b>						
<b>DONOR</b>	<b>CATEGORY</b>	<b>QUANTITY</b>	<b>UNIT</b>	<b>VALUE CHF</b>	<b>DATE</b>	<b>COMMENT</b>
<b>SUB/TOTAL RECEIVED</b>				0	CHF	