

# 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

## SERBIA & MONTENEGRO/ KOSOVO

11 February 2004

**Appeal No. 01.75/2003**

**Appeal Target: CHF 7,008,280 (USD 5,648,000 ) (EUR 4,461,000)**

**Programme Update No.3**

**Period covered: September – December, 2003**

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 180 countries.*

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### **In Brief**

**Appeal coverage:** For up to date coverage, click on link below:

[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual03/1-2-3%20-%20ap017503.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual03/1-2-3%20-%20ap017503.pdf)

**Related Emergency or Annual Appeals: Serbia& Montenegro/ Kosovo 2004 Appeal no. 01.74/2004.** For further details please see the website: [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual04/017404.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/017404.pdf)

**Programme Summary:** The last four months of 2003 have seen the final shape of exit strategies for most programmes beginning to take form. Most programmes will end by mid 2004 and thus the need to devise proper ways of bringing them to an end, reaching most of the objectives, assessing the impact and handing them over to National Society is a priority. The delegation itself is reducing its staff, as well as the support to some programmes, shifting from material to advice and knowledge-sharing support.

The National Society has yet to define its status, which is in turn dependent on the status of the country as a whole. Still, the programmes were being implemented at a steady pace, with admittedly more lag and unavoidable delays, but much of what was planned has been achieved, especially in the already established programmes. Thankfully, some welcome progress has been made in areas that had been stagnant until recently. With relief programme support coming to an end in December, the new era of Serbia and Montenegro Red Cross Society has symbolically started, the shift from relief-based activities to service-based, community level activities is not a matter of the future any more but present. The aim of the Federation has remained supporting the National Society to develop and sustain means of providing appropriate, sustainable and cost effective services to those in need.

### **Operational Developments**

The autumn has been rich with political turbulence between leading political factions who once comprised the United Democratic Opposition of Serbia, a coalition that managed to overthrow Milosevic in 2000. The lack of any tangible progress in areas of economy and social welfare, the Serbian parliament rendering impotent through boycott, the absence of a president and failure of presidential elections, the scandals involving power abuse and connections to the organised crime - all this meant that actual operational work of the government administration has been extremely slow. Thus, not only the Red Cross role has yet to be recognised and properly valued, but also

on a larger scale, the whole of the country has been put on hold and what major decisions were to be made ended up postponed to 2004. The Serbian parliamentary elections at the end of the year were supposed to clear the air and give the country a much needed impulse, yet the rise of Serbian Radical Party coming in as the strongest individual party in parliament, only managed to complicate the matters even more. The fact that this party has a bad reputation in the region and abroad for being nationalistic means that not only the overall international image of Serbia is jeopardised, but also that the prospects of having a stable government and administration over the next four years are diminished. In Montenegro, a gaping split between factions, sex trafficking and organised crime-related scandals on the highest level, as well as a growing probability of ethnic clashes, means that the country as a whole is still very far from reaching political stability and economic/ social progress.

The most important issue for the National Society is the end of a decade long UNHCR supported relief programme, actually the only source of income that kept some of the Red Cross branches going. The realistic needs for this kind of programme still exist with 250,000 refugees and 400,000 Internally Displaced Persons (IDP) registered as resident in the country. Moreover, the public has been alerted to, what looks like, a trend of returning asylum seekers from western European countries in large numbers. Many of the branches express their fears that without the funds received through the relief-programme they will not be able to survive, let alone run other programmes. The need to seek support at local level is now more essential than ever. It is encouraging that a number of branches have managed to secure this kind of support on the strength of their programmes and the recognition of the significant contribution to the local community. Given enough time and support – material but also support through knowledge sharing, good practice examples and education – most branches will hopefully manage to make a successful transition through these difficult times.

## **Health and Care**

**Goal: The incidence of HIV/AIDS and substance abuse is reduced in particular amongst young people; the psychological and social well being of vulnerable groups in particular the elderly, handicapped children, refugee families in collective centres and Roma people is enhanced. The population's capacity regarding First Aid is strengthened.**

**Objective: To ensure active Red Cross volunteers in the local community are empowered, identifying the needs of the vulnerable in their community and responding with high quality social welfare, home care, first aid and health promotion services in branches and the community in order to strengthen coping mechanisms and reduce vulnerability.**

The first aid programme is still awaiting the outcome of the commercial first aid feasibility study being conducted as part of Organizational Development programme, before proceeding with the development of commercial first aid courses and procurement of additional first aid equipment. The results of a study were due to be in by November, however the final version of that document is still to be finalised at the time of writing this report.

The Home Care programme is reaching the end of financial support. The majority of funding should stop by the end of June 2004. Thus, one of the main concerns was proper gradual phasing out of the support to branches (but to the republic organisations as well) in order to make the transition to the self-sustained implementation as smoothly as possible. Of course, this is not going to be easy for a large number of branches with the economic and social situation not improving significantly over the past two years and in some respects actually exacerbating. The funding has been decreased carefully in stages, noting when each branch joined the programme, in order to give everyone equal opportunities to secure local support for the programme. This is, at the same time, an incentive to the branches to establish and strengthen the bonds with potential partners in their local communities as well as to do their best to become visible in the public eye with all the socially relevant activities they implement, an aspect of the RC work often overlooked when supported from external sources.

The number of beneficiaries has been a steady figure for the past several months since 13 new branches joined the programme in September. With 81 branches in Serbia and 11 in Montenegro, this is currently the biggest and most ambitious programme run by the National Society, especially with a nation-wide relief distribution programme coming to an end in December. This is why great responsibility for the Red Cross public image and visibility of its work lies upon this programme and why it is ideal to signify the new direction of the National Society and an awareness of the evolving nature of social needs within the society. There is a solid base of about 2,000 trained volunteers active in the programme every month, providing services and support for about 10,000 beneficiaries which makes this the undisputed largest non-government social welfare programme running in the country at the moment.

The programme management team of the NS was strengthened through the introduction of two regional co-ordinators, both of them experienced Red Cross people- previously involved with relief programmes, put in charge of the southern and eastern regions of Serbia; regions that previously felt somewhat neglected due to their geographical positions. Readiness to have these people on the Home Care team is encouraging and hints that RCS not only recognises quality staff that should be utilised, but also intends to run the Home Care programme after the Federation funding stops, to realise its full potential.

The regular annual cycle of re-education for volunteers and programme staff in branches was completed in November and December, comprising six of two-day, third-level training sessions in different regions and providing education for 60 branches. (The remaining branches are yet to receive second level training since they have joined the programme later.) The lectures and workshops have been delivered and moderated by the mixture of health, social work and psychology experts and the range of topics was based on the input from the branches themselves. Part of the education was closely linked to increasing the performance with beneficiaries, ranging from improving communication skills with the elderly to the education on healthy lifestyles as part of the effort to help beneficiaries learn more about their own condition and their existing capacities. Another part of the education was the importance of recognising when the condition of the beneficiary requires for the Red Cross to contact some of the institutions of elderly care, thus ensuring that the Red Cross does not step outside its mandate and that the beneficiaries get the treatment they need, the treatment RC does not have either the capacity or authority to provide.

However, arguably, the most important and certainly the most forward-looking part of the education was the Participatory Community Development portion of the training, an effort to encourage Red Cross branches implementing Home care programme to form a tight network of all stakeholders and interested parties on a local level. The idea behind this is not only to secure some financial support for the programme, but also to share experiences, skills and knowledge and to initiate a two-way correspondence with the beneficiaries, making sure they understand the programme and are active in contributing to it in their own way.

In an effort to simplify the programme's reporting and record keeping, the development of a Home Care software package is reaching its end. The idea is not only to make the information gathering, processing and reporting easier for the branches and HQ (positive effects in this direction is visible since the introduction of two new co-ordinators for the southern and eastern parts of Serbia), but more importantly, to lay solid foundations for the programme image in ways of streamlining the presentation of the activities, the objectives and the resources needed/ used. Increasing the visibility of the programme through better organisation of the related information is an obvious way to go when the integration in the community is the long-term objective. After careful research and consultations with several companies, the terms of reference for the software have been issued and bids received were put through a CBA process. The selected company has been contracted and the development of the package should be finished by the end of January, leaving the installation, testing and education to take place during February.

Arguably, the most important activity in this period has been the initiation of the home and elderly care advocacy network, a logical next step in integration of the Red Cross activities in the wider context. Relying on the experiences communicated through the Federation, the Red Cross programme co-ordinators have contacted a number of organisations active in this field (namely: International Orthodox Christian Charities, Caritas, Gerontology Society of Serbia, Lastavica, Amity, Spanish Red Cross, Friends of Hilandar Society, Novi Sad Humanitarian Centre, Viktorija). An agreement to have regular meetings every month has been reached as well as an understanding that a co-ordination of activities on a national level is needed if the available resources are to be used with efficiency. The Red Cross has been recognised as a natural leader in this area, due to its nationwide network of organisations and the already demonstrated institutional development in the programme. The Red Cross has been asked to draft the programme of co-ordinated lobbying, followed by the adoption and implementation of these activities in the first quarter of 2004.

The Home Care training manual is nearly finished with only the contribution from the side of authorities still being awaited, which hopefully means the publishing will take place early next year, but this depends on the situation with the government administration, which, at this point can not be predicted.

**The National Society has a clear health and care role auxiliary to government, which is recognised and valued by the government and the community.**

The changes and turbulences on the political scene sadly mean that Red Cross is still to be fully recognized for the work it does and the difference it makes. It is true that individual programmes have been praised and supported by appropriate ministries on the strength of their achievements but the role of the Red Cross has yet to be defined and verified by an administration that will remain in position for the duration of its legal mandate.

**HIV/AIDS and substance abuse awareness among targeted youth is increased and their sexual and other at risk behaviour is positively modified.**

With no initiative from the side of the National Society and no designated person in place, activities in the HIV/AIDS field were practically non-existent as far as the Federation support goes. The NS still seems to be struggling to find a meaningful mode of activity in this particular area of health/ social activities, one that would not merely duplicate the work done by other organisations and that would successfully utilise the resources at NS's disposal. The Federation continues to support the NS as it struggles to define its role within the field of HIV/AIDS. Still ready to support a well-planned activity, the Federation delegation hopes for a focused campaign in the first half of 2004, with a well-defined target group and clear short-term objective.

**The mental health and quality of life of 12,000 targeted refugee families in collective centre accommodation, handicapped children and Roma people have improved**

About 70 professional associates and 200 volunteers across 40 municipal branches worked on projects within the Social Welfare programme - supporting Roma children and their families, children with special needs as well as their families and refugees housed in collective centres. The programme supported a total of 5,500 beneficiaries per month.

**General:**

The decision was made by the Social Welfare Programme (SWP) working group to finalise and end projects, for refugees in collective centres in 13 Red Cross branches in Serbia and Montenegro, by the end of 2003. The reason behind this decision was that a great number of collective centres had already been closed and the objective of SWP projects achieved in most of the collective centres. Red Cross branches which implemented this project were offered to continue activities in the Social Welfare Programme on projects involving handicapped children or Roma children.

In line with the exit strategy of the Federation, efforts were made to ensure the sustainability of the programme, albeit self-sustainability still seems to be some years away for most of the branches, especially with the unstable socio-political environment and the departure of major donors. Project proposal for supporting SWP in 30 RC branches in 2004 was submitted to the Swiss Agency for Development and Cooperation (SDC) with high probability of acceptance. Currently, some technical issues are being discussed.

Danish Red Cross is interested in supporting 16 Roma projects during 2004. The contract will be made directly with the Serbia and Montenegro Red Cross Society, possibly as twinning projects. Seven RC branches from Vojvodina have been selected to start with Roma projects in 2004. Six new branches applied for SW projects and depending on funding available, they should start at the beginning of 2004.

#### **Handicapped children projects:**

- the activities that target the community (raising sensitivity and support within the local community and creating bonds between families and various local subjects: Red Cross branch, associations, schools and special schools, media, etc.)
- supporting children's capacities and presenting them with challenges
- supporting children's independence
- developing sensitivity for problems of this target group in local community (media, programme promotion etc.)

#### **Roma pre school projects:**

- networking within the local community in addressing the problem of Roma children's education
- motivating parents for their children's education
- developing tolerance between members of different ethnic groups

#### **Projects for refugees in Collective Centres:**

- encouraging refugees to accept assistance and to discuss the pros and cons of possible solutions within their family and to make the decision together
- concrete assistance regarding transfer to another kind of residence
- skill development courses to help them find jobs and through that, achieve independence.

Evaluations done at the end of the refugee project, and in the two other ongoing projects, show beneficiary satisfaction with programmes in respectful branches.

**Advocacy issues:** Intensive work with parents of handicapped children, led to the initiative to approach relevant ministries and demand the needs of handicapped children (need for day care centres and greater participation in certain types of education) be considered in process of creating new legislation. Since the new government administration will not be in place before February, these initiatives will be pursued in near future. Also, in a number of municipalities, RC initiated local campaigns for the handicapped; traffic safety, employment etc. The long-term effects of these activities remain to be seen but nonetheless, it is encouraging to witness Red Cross being this impulse for activity within the local community.

#### **Supervision and monitoring:**

Monitoring of the activities of the RC branches, in implementing SWP, was done on regular basis by SRC, MRC and SMRC co-ordinators as well as the Federation SWP Manager and Health and Care Delegate. Three co-ordination meetings were organised in Belgrade discussing implementation issues and programme sustainability issues.

Manual for working with Roma children had been finalised and will be printed by February 2004. Manual for RC volunteers working with handicapped children is under preparation and will be finished by June 2004. The Norwegian Government, through Norwegian Red Cross, has been a key donor.

### Number of Contacts:

Fifteen projects for Roma children and parents in fourteen RC branches

	September	October	November	December	Total
Children	412	414	420	425	1671
Parents	230	233	250	230	943

Projects for handicapped children and parents in twelve RC branches

	September	October	November	December	Total
Children	144	146	145	146	581
Parents	70	70	65	69	274

Projects for refugees in collective centres in thirteen RC branches

	September	October	November	December	Total
Refugees in c.c.	480	520	478	200	1678

Total number of contacts: **5,147**

## Disaster Management

**Goal: The country's most vulnerable refugees, internally displaced and socially vulnerable people maintain their dignity, their minimum living standards and are well nourished. The effects of local and national disasters are mitigated by a rapid, well-resourced and co-ordinated response mechanism.**

**Objective: To ensure the National Society continues to provide food and non-food items through a professional and well-functioning relief system. The National Society has a clear role in disaster response and provides a rapid, skilled, well-resourced response to victims of disasters.**

**A well-integrated disaster response system with a clearly identified and understood role, effective management and activation system supported by appropriate stocks and equipment.**

The efforts within the Disaster Management project were almost exclusively directed at training for more and more municipal teams, on a number of sites, in line with the planned training curriculum. The objective is to have all 138 municipal teams (around 1,200 members) trained and equipped by mid 2004. Over fifty teams have received this training in the past four months, with another eighty to be covered in the first six months of 2004. The thorough weeklong training sessions made sure that the trainees had enough time to adopt expert knowledge and skills necessary for high-quality and timely disaster response.

The equipping of the teams and NS in general is still half way through, mainly due to the funding cut on the side of donors, meaning that the third-party donors (i.e. participating national societies) had to be sought. The Federation delegation extended invitations, detailing the needs and projected funds needed to several national societies and the replies are still being awaited. Depending on the funding situation in 2004 and the response from external donors, if necessary, the equipping will be completed from more than one source. The Federation delegation has so far handed over part of the radio equipment planned to be transferred to the NS, after a series of meetings with the SMRCS DPP co-ordinator and a discussion about the best use for this equipment. The ambitious but realistic plan of having a mobile radio-network, needed to co-ordinate response in emergencies and especially large-scale disaster situations, justified the handover of the equipment to the NS. The remaining part of the equipment will be handed over in January.

**The basic food needs of 120,000 refugees in Serbia between January 2003 and June 2003, followed by a reduction to 60,000 refugees from July 2003 until December 2003, are met.**

As agreed with the UNHCR/WFP, and in accordance with its exit strategy, the Federation withdrew from this operation at the end of June, handing over full contractual responsibility to the NS. During the reporting period, June-September 2003, approximately 60,000 beneficiaries in Serbia living in private accommodation and collective centres, received WFP food aid through the RCS distribution centres.

The Federation provided continuous support to the NS Relief and Logistics Departments until the end of food distribution programme, currently foreseen for the end of March 2004.

**Soup kitchens meet the basic food needs of 9,450 beneficiaries in Kraljevo and Nis regions, starting from October 2003**

The project agreement has been created and signed between the Red Cross of Serbia (RCS), Norwegian Red Cross Society (NRC) and the delegation of the International Federation of Red Cross and Red Crescent Societies (Federation), regarding the implementation of soup kitchen programme in Nis and Kraljevo regions.

The objectives are to provide more than 1.4 million meals to some 9,450 beneficiaries over a six-month period. During the reporting period, the Soup Kitchen Program has continued with its activities successfully, with a few challenges that were mainly concerning the procurement of wheat flour for the remaining of the program as well as the preparation for the procurement and distribution of food articles for the second phase of the program. Seven RC branches, out of 39, have not yet reached the planned beneficiary figures due to the strict beneficiary selection on the part of social welfare centres, limited financial support from the local government which can not cover the meal preparation cost for the total number of beneficiaries and some problems with the distribution of meals to remote distribution points.

**48,000 old, very young and most vulnerable refugees able to more comfortably get through the winter with warm winter jackets, boots and blankets.**

With no assistance received, this initiative was put on hold.

## **Organisational Development**

**Goal: Before the end of 2004, the National Society has a significantly improved image and reputation among its key stakeholders (including beneficiaries, local government, the international Red Cross and Red Crescent Movement, media, and Ministries of Social Welfare and Health) for the quality and integrity of its work.**

**Objective: To improve the National Society's management of human and financial resources, ability to make and implement strategic decisions, and capacity to develop delivery of community services.**

**Progress/Achievements (activities implemented within this objective)****The National Society has improved financial systems and management of its financial resources, with new financial management procedures and standard computerised accounting systems**

The Finance Development Project has completed its third year (a four year project) and has completed training for 144 National Society finance staff from headquarters and 114 branches. The training aimed to update and standardize accounting procedures and it trained participants in new accounting legislation and International Accounting Standards. It was designed and delivered by the Belgrade University Faculty of Economics. Participants evaluated the course well, and most of them believed that they would use the new knowledge and skills in their daily work.

Recruitment of a new Finance Director for the RC of Serbia has begun and an appointment is expected in early January 2004.

A local consulting firm has been hired to assist in the selection and implementation of new finance management systems. They have completed the work of defining the IT strategy and the basic business procedures. These documents will be the basis for a tender for the purchase of appropriate software. The software selection, purchase and piloting in 17 sites, should be finished by mid 2004.

The Red Cross of Montenegro stated their commitment to the project, and work is now anticipated to begin there in January 2004.

An external consultant carried out a mid-term progress review of the project in December, supported by the British Red Cross. The review was asked to: assess project achievements to date, assess the current plan of action and make recommendations on modifications if necessary, and give guidance to the National Society on how to sustain its new systems. The report is expected to be completed in January 2004.

**The NS has more effective staff performance; the human resources project has developed commitment to good human resource management practices, including recruitment, reward and development of key staff.**

Little progress has been made during this period. Significant issues remain with human resources and human resource management, but these are not always recognised and dealt with appropriately. The beginning of 2004 will see the end of large-scale relief delivery and a subsequent reduction in funding for relief staff. This may increase the recognition that an action must be taken. However, entrenched power structures and complex legislation mean that any change would be difficult and conflictual.

**More suitably qualified and motivated volunteers are available, and the use of volunteers in services is improved; the volunteering project has developed better volunteer management practices at the level of service delivery. Young people have become the mainstay of the national society's volunteers.**

The Danish Red Cross decided not to support volunteer management in Serbia & Montenegro, although co-operation will continue in other areas. Work to support volunteering and volunteer management continues through the Youth Project. Progress in this project is described below.

**The National Society has an increased level of reliable and sustainable funding; the funding project has analysed the total funding requirements of the National Society, and identified work to be done to ensure the sustainability of the National Society after the end of the relief distribution.**

The project team for the feasibility study on commercial first aid has now completed their research and the first draft report is due to be completed in January 2004. The local project team was made up of three National Society staff and one consultant from the University of Belgrade, Faculty of Economics, and was supported by three staff

from the British Red Cross. The team has concluded that the possibility of raising funds from first aid training is very dependent on the new legislation in the field of road safety and health and safety in the workplace. Progress on new legislation was stalled, pending the outcome of the Serbian parliamentary elections on 28 December 2003. Without appropriate legislation, some work is possible, with the aim of preparing for the arrival of a significant market for first aid training services.

When completed, the report will be widely circulated and there will be consultation with key staff and governance on the next steps to be taken.

**Branches have a methodology that can be locally resourced, to analyse local vulnerability and develop services and projects which address local needs**

The project to develop a needs assessment methodology has been established in conjunction with the Federation Regional Delegation's Participatory Community Development (PCD) project. The project team has been identified, project plans have been developed and project agreements have been drafted. There have been some delays in starting the project, but preparatory work started in November and the project agreements are expected to be signed in January 2004.

**The National Society has a transparently managed fund which supports the development of new and existing community services in the branches; the Branch Capacity Building Fund has developed the National Society's decision-making capacity, distributed funds according to its strategic priorities, and ensured the accountability of decision-making.**

The National Society, Federation and ICRC continue to have difficulties reaching agreement about how the Branch Capacity Building should be managed. Underlying this disagreement are the more fundamental conflicts of interest between Federal and Republican levels within the National Society, and more broadly, within the country. Federation and ICRC will continue to seek agreement on fund management in a way that, it is for the long-term benefit of the National Society's services, delivered by its branches.

In place of this work, the OD programme has supported the development of a new project—also focused on improving branch-level services—to pilot an approach to strengthening disaster response at a municipal level. In the absence of a national disaster preparedness plan, and with only embryonic co-ordination capacity in government, municipalities are largely responsible for coping with disasters—especially small to medium sized disasters—alone. This project has developed from a previous capacity building project supported by the World Food Programme, which identified during the course of preparation, that the various agencies in municipalities believe that there is insufficient co-ordination in a disaster response.

The municipal disaster preparedness project is seeking to work with central and local government to test a methodology for carrying out disaster simulations involving all key agencies. The disaster simulation methodology aims to improve planning and co-ordination of disaster responses within municipalities between health, fire brigade, police, Red Cross and other key agencies. Before testing the methodology, a baseline assessment of disaster response capacity and the agencies' confidence in that capacity will be carried out.

During this period, a project plan and agreement has been signed between the National Society and Federation. The Ministries of Defence, Health, Interior and Local Government have been consulted and expressed their commitment. A questionnaire has been designed and distributed to 30 municipalities by the Ministries of Health and Interior.

The project is also seeking support from potential donors who might be interested in scaling up the pilot.

**The National Society has improved communications between branches and headquarters; the Federation has assisted the National Society to identify ways in which appropriate technology can improve the ways in which the headquarters level can communicate quickly and directly with branches**

The National Society headquarters building in Belgrade now has a fully operational new telephone system and computer network. This has brought direct access to telephones for all staff, a total internal telephone network, and the majority of staff now have e-mail and internet access. There is now also a single telephone number and personal service for all enquiries to the Red Cross headquarters. This project was completed to budget, but two months late, due to the main difficulties with the state telephone company.

**The National Society delivers improved community services by and for young people; the Federation's support to the National Society's youth programme has become an integral part of the organizational development programme. Resources and development work are shared in the areas of volunteer management and training. The organizational development programme has encouraged links between the National Society's main services and its young volunteers.**

This project is primarily trying to achieve two things: the development of a comprehensive training system for volunteers and an appropriate and effective information system to assist management of volunteers. During this period, efforts have been concentrated on consultations with branch representatives.

Sixty three branches of the Red Cross of Serbia and Red Cross of Montenegro have been visited so far and more than 130 people interviewed, including the RC secretaries, presidents, employees, adult and youth volunteers. The idea of standardized Red Cross volunteer training is well accepted. Most branches believe they could deliver training for their volunteers if supplied with adequate frameworks and training materials. On volunteer information systems, some branches have developed their own information systems, and all accept the need for record keeping and reporting to HQ.

In addition to personal consultation, around fifty branches have responded to a questionnaire on current youth activities and training. The consultation process has had an unintended, though welcome, consequence of improving communications and understanding between headquarters staff and local branches.

The publication of the Youth Development Strategy has finally been completed and distributed to all branches.

## **Humanitarian Values**

**Goal : Civil society in post-conflict Yugoslavia has become more tolerant and respectful of humanitarian values; the needs of the internally displaced, refugees and the socially vulnerable are recognised and met as far as is possible.**

**Objective: To create respect for the NS as a neutral and impartial promoter of humanitarian values and a key provider of volunteer-based services to the vulnerable at community level.**

**The NS, with support from the Federation, has developed a communications strategy and operational plan to strengthen its image in the media and elsewhere as both an effective deliverer of relief assistance and an organisation which delivers essential volunteer based community level services especially in health and care.**

No tangible progress has been made. The project proposal has been devised by the regional Federation delegation, edited by the country delegation and submitted for reviewing/ discussion to the National Society, but so far no feedback has been received.

## Federation Coordination

**Goal:** The Yugoslav RC and its republican entities have a well-functioning network of partners and donors who are committed to helping the National Society achieve its strategic development aims and through increased capacity better assisting the most vulnerable people in Yugoslavia.

**Objective :** To develop and fulfil the responsibilities outlined in a Cooperation Agreement Strategy between the Federation Secretariat delegation, the Yugoslav RC together with the ICRC, all Red Cross and other partners and donors to support the Yugoslav RC.

The signing of all pending programme agreements will be done in January, after the final revision, incorporating clear exit activities and remaining support.

## International Representation

**Goal:** The policies and fundamental principles of the Federation are reflected in the values of civil society and in the policies of government and other key actors in Yugoslavia, leading to a more stable, peaceful environment where the needs of the vulnerable are addressed.

**Objective:** To ensure that the NS is well-positioned in civil society as a respected provider of services to, and advocate for, the needs of the vulnerable.

As befits its role, the Federation has encouraged NS participation in strategic discussions that are reshaping civil society and the humanitarian sector in Serbia and Montenegro. Until now the NS, overwhelmed by large-scale operational responsibilities, have dedicated limited time and effort to fostering a clearer working relationship with the authorities and civil society. This however needs to change and the NS' senior management recognise the need to reposition the NS as a vocal and active advocate for the poor. To this end, the NS has become more involved in the World Bank sponsored, PRSP (Poverty Reduction Strategy Process), UNAIDS theme group discussions and deliberations centring on the return/integration of refugees and IDP's. Also, a formation of a network of advocates for the needs of the vulnerable, as part of Health and care activities, is an important step in positioning NS and its constituent components as a force to be reckoned with when it comes to the needs and rights of the vulnerable.

## KOSOVO

**Programme Summary:** The Federation Office in Kosovo is supporting the two Red Cross organisations in Kosovo, the Red Cross of Kosovo (RCK) and the Red Cross of Kosovo and Metohija (RCKM), in their programmes related to Health and Care, Disaster Management, Humanitarian Values and Organisational Development.

The psychosocial programme support was phased out during 2002 and transformed into a community-based information and referral service, Community Resource Centre Initiative (CRCI), for vulnerable populations with additional support activities and training. All activities have become part of the Social Welfare (SW) programme, currently supported by the Finnish RC, the Swedish RC, the Norwegian RC and Government, and a Netherlands RC Delegate. The RCK has taken over full responsibility of the SW programme.

The First Aid programme support, made possible through the Finnish RC and the British RC, was handed over to the RCK and RCKM. Although the intent was to establish a single First Aid programme for both RC organisations, the difficult political situation in Kosovo means it is not possible for both RC organisations to work together in one

RC programme yet. However, good progress is being made to enhance the capacity of the RCK, in respect to their generation of income from First Aid training for persons applying for a driving licence. Two volunteers from American RC, assisted the RCK in strengthening its capabilities to effectively manage the existing First Aid Programme on a long-term business basis and to have a sustainable source of income

The Youth programme, funded by the German RC, the Danish RC and the Swedish RC and supported by a Spanish RC Delegate, was handed over to the RCK and RCKM by the end of 2003. It is focused on increasing the capacities of the local Red Cross in management and training of youth volunteers, and to design and implement a youth policy. While both the RCK and RCKM have a functioning Youth programme, the RCK has been more accepting of Federation support and demonstrated a greater interest in expanding their Youth capacity.

The Disaster Management (DM) programme, funded by the British RC and supported by a British RC Delegate, unfortunately, was withdrawn from the Federation support by the end of October 2003. The first draft for the DM programme for the 2004/05 Appeal was subsequently agreed by the leaderships of both RC organisations, as was the drafted territory wide Vulnerability Capacity Assessment (VCA). When the RC organisations realised that this required working in a close, integrated manner and included a practical collaboration in the field, the leadership of RCK elected to postpone this work until the political environment in Kosovo would allow them to work together.

While some management training has been completed, the primary Organisational Development activities have been focused on forming one Red Cross organisation in Kosovo with funding through the British RC, the Finnish RC and the Swedish RC. Beginning in late 2002, the RCK and RCKM agreed to identify three representatives, each to form a Joint Working Group (JWG) whose task is to develop a proposed plan for creating one Red Cross in Kosovo. In this quarter, the Federation and ICRC jointly facilitated four JWG meetings. Although significant progress has been made to date with the meetings of the Joint Working Group, the current thinking is that the political environment in Kosovo will not allow the process to move forward until tensions ease and/ or the final status of Kosovo is decided. In the last meetings, the members have been called upon to take more responsibilities for the process and to focus on possible joined project activities in the field, on which the members have responded positively.

The budget to start with was at CHF 2.142.938. In October the budget was revised for a second time and finally approved to CHF 1.277.199. The amount covered of the new budget is 96 %, with outstanding needs of CHF, 43.679 that will be covered by soft pledges.

## **Operational Developments**

United Nations Mission in Kosovo (UNMIK), which has been in place since June 1999, is trying to establish progressively greater autonomy and more effective self-government in Kosovo. This year the UNMIK has transferred a final set of responsibilities to local provisional institutions as part of its commitment to gradually introduce self-government to Kosovo. The competencies transferred include specific powers over agriculture, the media, culture and the environment. They are the final batch of government responsibilities to be transferred under a process involving Kosovo's Constitutional Framework that began early last year. However, UNMIK will retain certain reserve powers in Kosovo, including control over security, foreign relations, minority rights protection and energy, until the province's final status is determined

The United Nations Mission in Kosovo raised the prospect that Kosovo's progress towards reaching the standards of a normal society - necessary before its future status can be determined - could be reviewed by mid-2005. The progress made by Kosovo's provisional institutions would now be regularly monitored, with a general review possible by mid-2005.

## Health and Care

### First Aid Programme

**Goal:** The local Red Cross are implementing efficient and responsive programmes, which contribute to improve the health of the Kosovo population.

**Objective:** To save lives and reduce the suffering from injury and sudden illness in Kosovo through First Aid education, as well as to increase the beneficiaries' ability to effectively meet their own basic needs through the Community Resource Centre Initiative (CRCI)

The RCK is in full charge of carrying out the FA programme, with monitoring support from the Federation and with funds from the Finnish RC and the British RC.

### **The First Aid programme is integrated into the planned OD structure**

Integrating the First Aid programme into the planned OD structure has been postponed due to the one Red Cross process. It will be accomplished as part of the strategic and development-planning process scheduled for 2004.

**A single first aid programme for the people of Kosovo will have been developed for both RC organisations. By July 2003, all active branches will have a youth first aid instructor trained by the piloted branches trainers. By the end of 2003, all branches will have been providing the same Youth First Aid course, enabling uniform education for all ethnic groups and youth first aid volunteers are increased by 20 per cent in the active branches. An advanced first aid course will have been developed by the end of 2003. Safety components for/or in addition to the first aid course are developed. First aid coordinators and staff are developing a network within Europe by attendance of European First Aid conference.**

This was a very ambitious expected result and has proven to exceed the capacity of the two Red Cross organisations to fully achieve it in 2003. While the Federation and ICRC continue to encourage the RCKM and RCK to cooperate in joint programmes, the present political environment and heightened tensions did not allow them to achieve this expected result of a single, first aid programme in all branches of the RCKM and RCK.

The RCK has been actively involved and busy with preparing the FA programme to run as an income generating business project. From RCKM side, there have not been any new developments. Traditional youth FA competitions have been organised regularly.

**The first aid programme will have supported the overall organisational financial structure through a proper marketing plan. Capacity of the local Red Cross is being built by supporting clear accountability practices of the income generated by first aid.**

Since the contract between the RCK and the Ministry of Transportation and Telecommunications was signed, more than 59,000 driving licence candidates finished the First Aid training course with the RCK. Another 98 individuals from different (inter) national organisations, including the American KFOR, received the FA training course on a fee-paying basis. The fee to be paid by the participant is 10 Euro per training. This has given the RCK fairly high financial revenue. The income is divided by a breakdown between the Headquarters (60%), branches (25%) and instructors (15%).

In September two volunteers from the American Red Cross, with extended experience in business development and Health & Safety / First Aid training, were recruited. The volunteers had an eight-week assignment to assist the RCK in developing their FA programme. This meant strengthening its capabilities to effectively manage the existing First

Aid Programme on a long-term business basis, allowing it to provide high quality first aid training in a cost-effective manner that will also give the organisation a sustainable source of income.

A First Aid Advisory Group was established, consisting of Headquarter (RCK First Aid Coordinator) and Branch representation (three Branch Secretaries). The FA Advisory Group has been a counterpart and part of the working group with the AMCROSS mission. An assessment and situational analysis of the RCK's capacity and structure was completed to attain a consensus on the organisation's Vision Statement. A 12-month Action Plan has been developed. Tools and processes have been improved, or newly created, to ensure effective financial management, programme administration, quality training and future marketing capacity.

Key headquarters and branch personnel have been prepared to understand for the rationale and implement the new processes and tools. The 26 instructor trainers have been retrained to ensure that recommended quality assurance standards for the FA training programme are met and established a FA Training Quality Assurance Council.

**First aid education is providing capacity to respond to disaster by increasing the number of volunteer Disaster Response teams.**

The Disaster Management Delegate included this expected result in the VCA terms of reference, but due to constraints in the DM programme, this expected result has not been achieved.

**Impact:**

The assistance of the American RC has given the RCK the possibilities to improve their capacity to run this income generating activity in a more business like manner and ensure future revenue and growth opportunities. The RCK learned a lot of valuable lessons and developed effective processes and tools that may be useful to other national societies in the region as they develop their FA programmes. The RCK could work with the neighbouring national societies and offer them a lot of solid advice.

Sending a two-person team for a short-term assignment has turned out to be both effective and efficient. The approach that has been used has a great deal of potential as a model for focussed developments projects, both for other national society bilateral relationships and for increased international involvement.

**Constraints:**

Meetings for planning and discussion with the FA programme coordinator are infrequent as she does not have the time to follow through on all the expected results. Decreased external funding will make the RCK rely on the income revenue from the FA programme. Investing in additional staff to administer the programme, reprinting manuals, replacement of equipment and supplies has not been prioritised.

**Coordination:**

The good cooperation with the RCK and the Ministry of Transportation and Telecommunication providing FA training for driving licence candidates, has resulted in the income generating activity for the RCK

***Social Welfare (Community Resource Centre -CRCI)***

The activities of the Social Welfare Programme in Kosovo, during the September - December time period, was made possible with funding received from the Swedish Red Cross, the Finnish Red Cross, the Norwegian RC and the Norwegian Government.

**The CRC model and the role of CRCs in community building serving all ethnic groups have been expanded from the current three to six centres.**

All six centres have been fully operational with many activities carried out based on the needs of the beneficiaries. Due to a high demand of computer courses and connection to the Internet, as part of an income generating activity, three centres have been provided with one extra computer. The (embroidery) sewing and handwork classes continue to be very popular among women beneficiaries not only in the sense to learn a handicraft but also, especially, to socialize and meet new friends.

**Capacity building of local RC on social welfare and community building will have been increased as progress occurs towards one Red Cross Organization in Kosovo. The RCK Social Welfare Department is established within its organizational structure.**

The RCK SW Coordinator has taken full responsibility over the programme. All the material and the staff requests, meetings and reports from the six centres are channelled through RCK HQ. However, as the RCK SW Coordinator has been financed by the Federation SW programme until 2003, it is unknown if the position will remain at the HQ, as no stipend funding is foreseen for 2004.

From September to November, a survey was carried out to collect baseline information on the Social Welfare programme and the actual social activities in the branches. The main goal of the survey was to get an indication from the branch secretaries on a future SW programme within the Red Cross. The survey was performed in all twenty-six branches of RCK and was conducted by the Red Cross of Kosovo SW staff and volunteers. According to the branch secretaries, 71,104 persons are registered as potential RCK beneficiaries.

The survey showed that eight branches have an active SW programme with different activities including (psycho) social sessions and counselling, a moral support group, different women-and children creativity groups, English courses, sewing and embroidery classes, computer courses and family planning workshops. One branch has an active home care programme. The other eighteen branches mentioned are having irregular social welfare activities, but this consists of distributing relief items only.

Almost all twenty-six branches had the same ideas regarding social activities if they are to design a SW programme. The activities would be focused on: self-support groups for men, women and children, sewing and embroidery courses, awareness training for the population, health education, integration of women from rural areas, children rights dissemination, different volunteer training (e.g how to deal with handicapped), HIV/AIDS campaigns and distribution of relief items for the most vulnerable beneficiaries. The information collected from the survey will be used by the RCK in further development of the Social Welfare Programme.

The survey coincided with the traditional RCK campaign "Solidarity in Action". In all twenty-six branches, the RCK launched a monthly campaign to collect food and non-food items to be distributed to the most vulnerable beneficiaries. According to the RCK 'social cases criteria', approximately 17,000 beneficiaries are eligible to receive relief items. The campaign is still continuing due to limited response from the population and (inter) national organisations.

The survey-questionnaire was also submitted to the RCKM for their branch secretaries to have an idea on a future SW programme. However no data has been submitted to the Federation office even after regular inquiries, so it appears that the survey was not carried out.

**The information and referral systems in all CRCs are able to properly link beneficiaries to available SW services.**

The newly established system has proven to be more adequate and the counsellors find it more easy to use. It gives a better overview on how many beneficiaries are visiting the centres; the psychosocial sessions are clearly registered in the database. The activity of referring cases has decreased, due to few (inter) national institutions to refer to. The CRCI programme has developed itself more towards a real SW programme, with active social activities and psychosocial sessions.

**Table I: Beneficiary statistics from six RCK SW centres covering September through November:**

Period	Beneficiaries	New cases	Sessions	Referred cases	Participants in activities*
September - November	1,062	261	1,651	31	1,096

**Table II: The numbers reported in this table covers December and data from two centres only.**

Period	Beneficiaries	New cases	Sessions	Referred cases	Participants in activities*
December	103	13	126	0	174

\*Activities are sewing and handwork classes, English language and computer courses, children and youth activities, moral support groups, and family planning workshops.

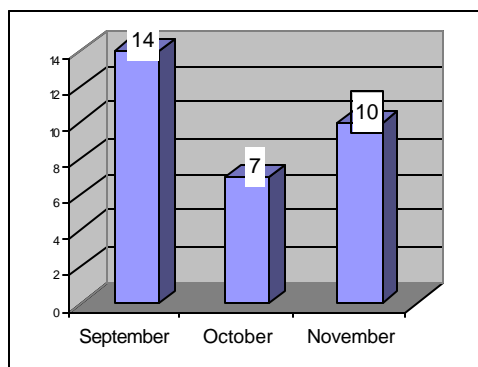


Chart 1: Number of referred cases

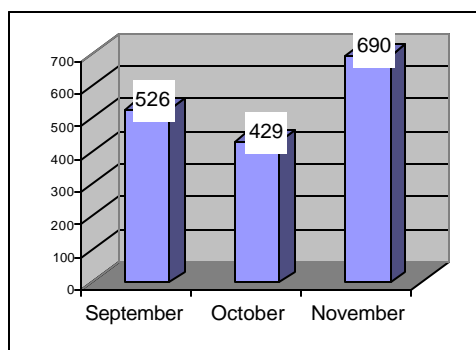


Chart 2: Number of sessions in six centres

**The role of RC volunteers within CRCs, in community organization and community building has been developed. Micro-projects in the field of community development as part of Participatory Community Development will have been implemented through the CRCs.**

The programme continued to engage more volunteers in the activities. Volunteer nurses and gynaecologists conduct all the Family Planning Workshops. In November and December, five (5) workshops have been organized in three municipalities; Gjakove (2), Kaçanik (2) and Prishtina (1).

In mid October, another selected twelve SW volunteers from six branches participated in a three days psychosocial training. The topics of the training included; recognising stress, stress management, case studies and role-plays, relaxation techniques and different ways of coping with trauma. The training was facilitated by the local NGO “One to One” and a local defectologiste, specialised in psychosocial support.

In early November, the same volunteers participated in the follow up training, a Training of Trainers (ToT) training, organized and conducted by the Federation. The training included the following topics: adult learning principles, competencies of an effective trainer, the art of questioning and learning methodologies. The SW volunteers will organize and conduct trainings for other volunteers in the RCK branches, on the above-mentioned topics.

The issue of missing persons continues to be a big problem for families of the missing and the society in general. The identification and reburial of loved ones has been followed with new stresses for the family members. In November and December, two other Memorial Days (MD) have taken place in Gjakova and Meja for reburying the bodies of missing persons. Thousands of people attended the ceremony. The SW volunteer from the RC branches of Gjakova, Decan, Prizren and Prishtina managed very well as it was a hard job to cope with the highly intense emotions.

The branch in Gjakova initiated visits to the families of missing. The visits were to offer comfort and psychosocial support to the families after the reburial of their loved ones. This is also part of Kosovo's tradition; to bring condolence to the family and to give a little support. The RCK / Federation provided all the families with one kilo of coffee. The SW volunteers visited a total of 89 families in 21 villages in the Gjakova area. After each visit, the RCK SW counsellor organized a counselling session for the volunteers to release emotions and to give moral support to each other.

### **Participatory Community Development (PCD)**

The RCK Prishtina branch has taken full responsibility over the implementation of the PCD water project for the Albanian and Serbian population in Sushice. Initially, a local water company had submitted a technical report with an estimated cost of €25.000. In late September, a tender for the implementation of the project was advertised in the local newspaper in three languages; Albanian, Serbian and English. A total of eighteen, both Albanian and Serbian, companies applied. One local company offered excellent expertise for €17,895.00 to implement the project and was therefore selected by all parties involved.

The Prishtina Municipality had promised to finance €5,000 and the Federation had agreed to contribute to the rest of the amount, to date €12,595. The implementation of the project started in early November and was successfully finalized in December. The RCK Prishtina branch supervised and monitored all the technical works. The community members have been engaged in the project from the beginning and have been very helpful in implementing the project.

After one year of PCD implementation in Kosovo, the project has been finalized. An evaluation with community members from Sushice will take place in January.

### **The role of CRCs in advocacy of humanitarian values and dissemination of Fundamental Principles has been developed.**

This process is foreseen to start in 2004.

### **Impact:**

Since the centres offer social activities and a place to deliver (psycho social) services for beneficiaries, it has given a real boost to the branches. Almost every day the branches are full of adults, children and youth participating in different (volunteer) activities.

The presence of trained SW volunteers at the memorial days was a rewarding point for the Social Welfare programme. It showed that the volunteers are able to act adequate and cope in difficult and stressful circumstances.

**Constraints:**

A clear RCK Social Welfare policy to determine what standard social programmes and activities should be carried out in all 26 branches, is not existent. In the survey, the branch secretaries expressed their interest to give input and support to the RCK HQ in order to develop and to establish a RCK SW programme.

**Coordination:**

The medical assistance for severe cases, provided by the Saudi Joint Relief Committee (SJRC), has been handed over to the RCK. All medical requests from the branches are channelled through HQ.

There was good coordination with the ICRC Mission, especially over the Memorial Day ceremony.

Good cooperation has been carried out with the Prishtina municipality for the PCD project in Sushice. The representative from the office of municipality public services was actively involved throughout the PCD project and often acted as liaison person between the RCK/IFRC and the Prishtina municipality.

During this period, contacts were made with several national and international NGOs and institutions: Mother Theresa Society, Medica Mondiale, One to One, ICMC, Centres for Social Work, Swedish KFOR and the Government (mainly for legal assistance).

**Disaster Management**

**Goal: A disaster management programme in Kosovo, that meets the needs of the victims and communities in a disaster, is created and implementation has begun.**

**Objective: To build up the disaster management capacities of the local Red Cross organizations in Kosovo.**

**Progress/Achievements (activities implemented within this objective):**

Federation support for the development of capacity building within the two Red Cross organisations in Kosovo was discontinued during this reporting period.

**A qualified Disaster Management Co-ordinator is hired by the local Red Cross.**

The RCK Disaster Management Co-ordinator continued to participate effectively in regular meetings of the Disaster Management Team (DMT) Group referred to in Update No.2. In October, the Co-ordinator was actively involved in a 3-day UNDP/GoK organized disaster management (contingency planning) training workshop held at the Kosovo Police Service School in Vushtri.

**Vulnerability and Capacity Assessment (VCA) has occurred**

The draft VCA terms of reference (ToR) described in Programme Update No.2 were translated into the Albanian and Serbian languages and, together with a related issues paper, circulated within the two Red Cross organizations of Kosovo for comment.

In October, a significant deterioration of relations between the respective leaderships of the two local Red Cross organizations precluded further co-operation between them and, accordingly, the analysis was cancelled.

**Based on VCA results, training needs are assessed and appropriate training is occurring**

The cancellation of the VCA exercise also prevented appropriate assessment of training needs.

**An increase in volunteers is noted due to their involvement in the DM programme.**

The absence of an agreed disaster management programme, requiring the engagement of volunteers, has precluded verification.

As anticipated in Update No.2, a series of (necessarily separate) initial meetings between the Federation, staff and volunteers of both of the local Red Cross organizations at their respective Headquarters and in selected Branches, introduced the concepts of disaster management, identified issues that the local organizations considered most important and relevant to their development needs and resulted in the drawing-up of a draft territory-wide and organizationally inclusive DM capacity building framework. The content of the framework was translated into Albanian and Serbian language versions and distributed to the two organizations, for their comment. A series of follow-up meetings, with each of the organizations, facilitated the incorporation of amendments within a definitive log frame.

Both of the Red Cross organizations acknowledged the need for a territory-wide approach to disaster management in Kosovo, recognized the intrinsic value of the intended programme and expressed appreciation of the participatory process by which it had been developed and of the support and advice that they had received from the Disaster Management Unit of the Federation's Kosovo Office. The revised programme was subsequently agreed in its entirety (again, separately) by the Secretaries General of both organizations and was included in the first submitted draft of the 2004/05 Kosovo Appeal.

Later deterioration of high level relations between the two organizations, precluded further co-operation and practical collaboration between them, precipitating an eventual withdrawal of the DM programme from next year's Appeal and the discontinuation of Federation support for Red Cross disaster management capacity building in Kosovo.

**The Disaster Management Co-ordinator is involved at regional level, in order to receive updated information and network with other Red Cross societies.**

Earlier constraints to participation by staff and volunteers of the Red Cross organizations of Kosovo in Federation regional training events held outside the boundaries of the territory, eased during this reporting period, enabling Red Cross representation from Kosovo in regional training workshops for DM Co-ordinators and RDRT members held in Struga, Macedonia early in November.

To familiarise the two Red Cross organisations in Kosovo, with population movement issues and developments in this field achieved by National Societies in countries that were once part of the former Socialist Federal Republic of Yugoslavia, the Kosovo Office conducted a workshop in Prishtina. With extensive support from the ICRC Delegation, the practical collaboration of the Croatian Red Cross, government departments and UN agencies resident in Kosovo, the event provided a valuable opportunity for knowledge sharing and the extension of Red Cross linkages with other agencies, particularly the International Office of Migration (IOM) in the context of issues related to human trafficking.

**Impact:**

The DMT group continued to demonstrate its value as a disaster response co-ordination mechanism and as an effective forum for information dissemination and knowledge exchange. The active participation of the RCK's DM

Co-ordinator in the Group's Contingency Planning training workshop positively raised the profile of the RCK among other Agency members of the group.

Traditionally, both the RCK and the RCKM have addressed disaster management largely in terms of relief response. The active and constructive participation of their staff and (some) volunteers in the development of a coherent draft disaster management capacity building programme, indicated a willingness to explore needs and opportunities for a more comprehensive approach to disaster management.

The population movement workshop illustrated what could be achieved in Kosovo, given mutual goodwill between the two Red Cross organisations of the territory.

**Constraints:**

The existence of two Red Cross organizations engaged in parallel activities, continued to constitute a persistent constraint to effective and sustainable capacity building in all programme contexts. Throughout most of this reporting period, it also had wider repercussions - in that difficulty (whether real or perceived) related to ethnicity prevented effective participation by Kosovar Albanians in regional training events held outside the territory.

Increasingly debilitating tension between the leaderships of the local Red Cross organizations, together with their unwillingness to co-operate in joint initiatives for disaster management planning, eventually led to the withdrawal of all Federation support in this field.

## **Organisational Development**

**Goal: A well functioning Red Cross Organization meeting the needs of the beneficiaries and supporting the value and development of young people in Kosovo.**

**Objective: To strengthen management, governance and human resources in all levels of the organization and to meet the needs and requirements of young people in Kosovo, through modern activities and structures.**

The activities within organisational development were made possible with funding received from the British Red Cross, the Swedish Red Cross and the Finnish Red Cross.

**A new and approved structure for the organization outlining new Red Cross statutes, financial structure, role and responsibilities of all staff members and volunteers policy created.**

The Federation spent considerable time and effort supporting the leadership of the RCK to restructure their organisation in a cost effective manner and to enable them to have a balanced budget once Federation salary support will end. With considerable funding coming into the branches through the First Aid training for drivers, the RCK delayed implementing the restructuring process.

In October, the Federation financed the installation of a financial software network at the RCK HQ and in seven branches. A local company installed the network and also provided the financial training for financial procedures. The training will continue through 2004 until all financial personnel and/ or branch secretaries have finalised this training. The Federation will continue to monitor the RCK financial structure and process.

The Federation terminated supporting salaries of key staff members and programme coordinators at both RCK and RCKM HQs levels.

**A Red Cross Strategy for three years is developed enabling the organization to provide quality services to beneficiaries. The plan of action for its implementation is developed and adopted by governance bodies.**

The strongly negative response of the RCK, towards the “May Joint Statement” from Geneva HQ, has had a negative impact on the one Red Cross process but also on the ICRC/Federation relationships with the RCK leadership. It will take some time until a sense of trust can be re-established. However, the initial discussions for developing the strategy have started and are included in the 2004 Appeal that was produced and shared with the local RCKM and RCK.

**A long term training plan with a time frame for staff members at all levels of the organization is created and implemented.**

The Federation, with the leadership of the RCKM and RCK, discussed the roles and responsibilities of the Federation, ICRC and their respective organisations; to be followed by a self-assessment exercise by both organisations to prepare for the strategic planning efforts in 2004. The preparations for organizing the Roles and Expectations workshop started in late September. Unfortunately, the workshop had to be cancelled as the leadership of RCK decided not to work with the RCKM leadership in any forum except for the Joint working Group (JWG).

**A fundraising department at headquarters level is established.**

From September to November, a team from the American Red Cross, together with RCK HQ and branch staff, assessed the current capacity and practice of the RCK in the FA income-generating programme. A 12-month implementation plan has been established to enable the RCK to provide high quality training to the drivers, maximise income and sustain this income stream in the future.

**Impact:** The salary support of the HQ staff contributed to a working relationship with the two Red Cross organisations, but created dependency on the Federation and does not contribute to long-term sustainability. The Red Cross is now faced with a critical funding issue with the Federation downsizing the financial support to them.

**Constraints:** Having two Red Cross organisations in Kosovo has undoubtedly frustrated the implementation of different OD plans. Changes in the Federation Office, as well as in the ICRC office, have been influencing the one RC process.

**Coordination:** There is good coordination with the ICRC office in Kosovo, especially with the one Red Cross process. The Federation Regional Delegation has been very supportive for all activities. Good coordination with the PNSs’ has evolved in mutual financial and technical support; in the Youth programme, with the Spanish RC sharing expertise in programme development and technical assistance. The Danish RC supported with equipment and technical training for the RCK and RCKM.

### **Youth development programme**

**A youth policy, which corresponds to the overall volunteer strategy, is formulated by a working group, and agreed within local Red Cross permitting the implementation of the Youth Development Programme to reach all municipalities in Kosovo where the number of volunteers is increased by 20 per cent.**

The Youth Policy and Strategy are faced with various problems: no youth coordinator has been appointed at RCK HQ and the current Youth Commission consists of three branch secretaries and only two youth volunteers.

The youth volunteers are eager and interested in writing up a Youth Policy and Strategy, including an operational plan. Based on the results of the analysis made in this year's workshops and the experience they gained, this could be accomplished by the youth themselves unless they get the support and space from the RCK HQ.

**The implementation of the Youth Development Programme to reach all municipalities in Kosovo, where the number of volunteers is increased by 20 percent.**

The number of volunteers has been increased since the start of the implementation of Junior Clubs in the branches.

**An advanced information and communication network, including modern youth attracting means, such as internet and e-mail, is established. Volunteers, governance bodies and management are introduced and interlinked in the system and a promotion for the Internet Home Page of Red Cross Youth in the public is started.**

This has been accomplished. The RCK Communication department and a Youth volunteer are responsible for the youth communication network. Also during this period the Federation facilitated, once per week, the youth volunteer responsible for communication, to send messages concerning youth activities to the branches.

The eleven computers donated by the Danish RC to help the youth communication network have been distributed to the branches.

No more progress was made regarding the Internet Home Page of the Red Cross Youth during this quarter.

**The pilot projects on new modules for the youth volunteer's trainingsystem are finished and evaluated and HIV peer-to-peer education is continued inside the schools and new activities to promote the topic also outside the schools are found and implemented.**

The Red Cross of Kosovo and the youth in particular, has the permission from the Kosovo Institute of Public Health (IPH) and Kosovo Aids Committee (KAC) to conduct HIV peer-to-peer trainings at primary schools. Unfortunately, these trainings have stopped as most youth trainers are too occupied with their studies.

The Youth volunteers from Prishtina branch organized a World AIDS Day Manifestation in Prishtina on the 1<sup>st</sup> of December; a rock concert with young artists was organized in front of the National Theatre.

**The design of the volunteer training system is finished and fully handed over to the local Red Cross. Young First Aid courses are conducted in the whole of Kosovo and an international youth camp is organized in Kosovo. A training plan is created and training is conducted according to this plan and new core activities (e.g. street children or elderly people etc.) of Red Cross youth is chosen and implemented by the youth. Youth First Aid courses are conducted in the whole of Kosovo and an international youth camp is organized.**

The youth volunteers organised three volunteer trainings in September and October. In total, thirty-nine volunteers from ten branches successfully passed the training. In their branch, the youth will elect the Youth Leader(s) for Junior Clubs.

During this period the following trainings have been accomplished:

- one training for Team Leaders of Junior Clubs in September.
- one training on how to work with at-risk children in September
- one training for Youth Leaders of Junior Clubs in October

The youth First Aid courses have been handed over to the RCK First Aid programme.

**An international youth camp is organized in Kosovo**

This is supposed to be an activity organized by local Red Cross organizations together, but due to the political situation and the weak working relationship between the RCKM and RCK, this expected result has not been accomplished in 2003.

**Impact:**

The capacity of the youth volunteers has increased; the youth has been actively involved in training and special workshops for youth. The experience of the three trained youth leaders who went to RCK Albania in September to share ideas and to train the youth volunteers was especially valuable.

**Constraints:**

During this period, no Youth Coordinator has been appointed at RCK HQ. This will leave the youth without representation at the headquarters for supporting their activities and implementing an apt Youth Policy. No youth activities for the RCKM have been implemented, as the Youth Coordinator receives active support from the RC of Serbia and Montenegro and takes direction from Belgrade.

**Coordination:**

During this time period, most of the coordination was with the Spanish RC, UN Department of Youth and Kosovo AIDS committee.

**Humanitarian Values**

**Goal: The needs of the most vulnerable are met throughout the territory of Kosovo, in accordance with the Fundamental Principles.**

**Objective: To establish one multiethnic Red Cross organization ensuring involvement and the coverage of all ethnicities in Kosovo.**

**Progress:**

**Technical solution for one Red Cross organization is found and approved by different components of the Movement.**

Despite willingness, heightened tensions in Kosovo between the Kosovo Serbs and Albanians in several municipalities caused the one Red Cross process to slow down until the political environment is more amenable. In mid-August, the ICRC and the Federation held a meeting in Geneva to discuss progress made and possible future steps to be taken. The information has been shared with the Joint Working Group (JWG) in its October meeting. The RCK and RCKM had an immediate negative reaction, but did respond positively to take on more responsibility.

In the December meeting, for the first time, the RC members of the JWG (and not the Federation/ICRC) agreed upon the topics of the agenda. The members acknowledge that the first steps towards one RC will be “on the ground” of Kosovo. It was suggested to start by solving problems within RC and to implement small scale joined projects.

The following expected results have not been completed, due to the tensions in Kosovo slowing the one Red Cross initiative.

- **Working practices are found, agreed upon and are put into practice by everyone.**
- **Through the organizational development programme, the overall capacity building is started with the new Red Cross organization.**
- **New statutes are created and approved for the organization.**

**Impact:** The ICRC, the Federation and the JWG members realise that the 14 meetings of the JWG are a significant step forward. Despite several heated speeches by both local Red Cross members, the meetings have continued on a cordial and friendly basis. They recognise the issues and forces at work that divide them and that they, as a JWG, are a rarity in Kosovo. They have been able to come to agreement on several issues and have formed a possible, though fragile, working relationship for the future.

**Constraints:** The progress in the activities has been slowed down. Planning needed regular revising, according to the direction of the one Red Cross process.

**Coordination:** There is an excellent coordination between the ICRC and the Federation, as well as with all the PNS's in Kosovo. The IFRC Regional Delegation has been very supportive, especially in the one Red Cross process. There is a good cooperation with the IFRC Belgrade delegation.

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

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