

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

CENTRAL EUROPE

28 August, 2001

This Programme Update is intended for reporting on Annual Appeals.

Appeal No. 01.52/2001

Appeal Target CHF 10,877,065

Programme Update No. 1; Period covered: January - May 2001

"At a Glance"

Appeal coverage: While the original appeal budget was covered at 32.1%, this increases to 76% against the revised appeal budget of approximately CHF 5.5 million.

Related Appeals: 16/01; Hungary, Romania, Ukraine: Floods

Outstanding needs: Against the revised appeal budget of approximately CHF 5.5 million, some CHF 1.3 million remains outstanding (please see summary note below)

Summary: This report provides an update on activities implemented from January - May 30, 2001. The attached list of contributions and the outstanding needs figure reflected above, however, cover the period up to August 30, 2001. A budget revision is currently in process, to be issued shortly with the mid-term Programme Update. As a result, the appeal coverage is expected to improve dramatically.

The Regional Delegation in Budapest was established in 1992. It covers Central Europe encompassing 15 National Societies (Albania, Bulgaria, Croatia, Czech Republic, Estonia, Federal Republic of Yugoslavia, Former Yugoslav Republic of Macedonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, and Slovenia and the newly recognised national Society in Bosnia and Herzegovina).

Within the region, four country delegations are operational in Albania, Bosnia and Herzegovina, FRY (with sub delegations in Kosovo and Montenegro) and finally in Macedonia



Operational Developments:

In pursuing its role of 'serving leader' and its goal of facilitating, linking, coordinating and providing quality assistance and advice to national societies within and outside the region, the Regional Delegation has during the reporting period been able to upgrade its services and human resources for better response to the needs in the Central Europe region.

The formation of a National Society in Bosnia and Herzegovina, admitted to the International Federation on May 8th, was a major achievement. It is taking its place in society and gradually building its resources and capacities to function as a fully fledged national society. The Red Cross Society of Bosnia and Herzegovina is still in need of support from sister societies and the Federation Delegation in Sarajevo. The challenge continues in providing that support during a critical period of consolidating the Red Cross activities in BiH. With the progress of the new national society, work on an exit strategy for the Secretariat presence within the coming 1-3 years has begun.

The overall situation in the region including the Balkans has remained relatively stable in spite of being volatile. Threatening ethnic tensions in Macedonia have with regular intervals erupted in limited crisis leading to population movements into neighbouring areas and countries. The developments have strained the Macedonian national society in providing assistance within the framework of the humanitarian operation with the ICRC in the lead. The RD has provided support through its personnel and its logistics service as needed in addition to back-up in building preparedness through the Federation country delegation in Skopje.

Floods in Hungary, Romania and Ukraine in March-April demanded support interventions from the regional delegation. In cooperation with the three national societies a joint appeal (no. 13/01) requesting 1.6 million Swiss francs was launched. The national societies in Hungary and Romania played significant roles in assisting vulnerable people mainly with food, hygiene articles, blankets and clothing in addition to valued psychological support especially for evacuated families and the elderly in the affected population.

Regional team work was demonstrated when the Federation delegation in the FR of Yugoslavia sent two experienced staff to assist Hungary and Romania in assessing the needs for assistance and in supporting them in their emergency response actions.

Disaster Response

The Population Movement programme was conceived based on the recognized need for sustainable capacity within National Societies to address the question of displacement in a systematic manner in this rapidly changing environment.

Goals: Assist the returnees from FR Yugoslavia and BiH to Croatia, as well as from Yugoslavia and Croatia to BiH, with food and hygiene items during the repatriation and the initial period after the repatriation; Assist the extremely vulnerable living in the immediate surroundings of the refugees; Strengthen the National Red Cross Societies in their work with the repatriation programme and integration activities within their communities.

The need for a sub-regional approach to the question of displacement is obvious, as the underlying root-causes that gave rise to the displacement in the first place, were of a sub-regional nature, which makes any durable solution to displacement inextricably inter linked (*e.g. return from FRY to Croatia is often conditioned by return from Croatia to BiH*). With the current winds of change, more reconciliatory rhetoric, and naturally, by the encouraging development of the establishment of the National Society of Bosnia and Herzegovina, the sub-regional approach is not only feasible but desirable.

The present Population Movement (PM) programme should be viewed as a logical sequence to the already extensive national society and Federation involvement in the former Yugoslavia, and builds on a position paper which had determined the Federation's strategic directions since 1997, and on the Federation's experience gained in similar programmes. At the same time, the recognition of the need for appropriate review, and more adequate and sustainable national society-led programming, is gaining momentum. Hence the present programme outline goes beyond those objectives established in the Appeal, encompassing them while it sets the programme in a more balanced sub-regional context.

The overall programme consists of four common components:

- Establishment of a PM focal point/national society PM Coordinator: All three national societies will be requested, following their indication of interest in the programme, to identify, select and recruit a PM Coordinator at their respective Headquarters, in line with the job description and according to the requested lines of responsibilities.
- Legal basis: The programme will take a fresh look at the legal basis of the respective national societies in displacement related issues as well as the practical implications of it. The process whereby the national societies will be assisted by the PM Delegate will examine a whole range of options, based on different strategic positioning and priorities determined by the various national societies, and sharing the experience from other national societies in their dealing with the issue. It will touch upon the national societies auxiliary but independent role to their respective governmental body competent in displacement related affairs, and likewise will offer practical guidance vis-a-vis relations with other stakeholders, notably UNHCR, IOM and others.
- Networking: Through technical support by the PM Delegates, relationships with the major stakeholders, such as relevant governmental bodies, UNHCR and IOM, will be facilitated and/or in case of existing ones re-examined jointly with the national societies in line with the strategic directions developed. The series of grass-roots PM seminars for the Red Cross branches and local authorities mounted jointly with UNHCR, IOM, ICRC, government representatives and NGOs will be conducive to the emergence and reaffirmation of these strategies. In the same vein, regional cooperation between national societies on a technical level, pertinent to population displacement, will be facilitated. Furthermore, links to already existing processes, notably the preparations at Geneva level of a framework agreement between the Federation, UNHCR and IOM, the Berlin Conference 2002, PERCO, Mediterranean-North Africa Migration cooperation between the National Societies, the CIS and the Baltics PM programme, will be encouraged. Through the PM programme, the Federation also envisages supporting training of the national society PM Coordinators (by seeking and/or providing funds for) both domestically and internationally, within the Red Cross and Red Crescent Movement and beyond, i.e. externally, to further increase the knowledge base of the NSs through specifically created networking funds. While the PM delegate is primarily focusing on the respective NSs, the role should be advisory to the Federation Delegations in the related field.
- Projects developed and implemented by the National Societies: It is expected that during the grass-roots PM workshops process, the NS PM Coordinators will have input for concrete project proposals coming from the branches, which should be filtered and incorporated into strategic programming by the NSs. In parallel to the existing programmes, these strategic programme directions should be incorporated into the overall National Society/Federation activities dealing with displacement, with appropriate modifications if need be. It should be noted that, being responsive to the quickly changing environment, the NSs with assistance from the PM Delegate should be flexible in being pro-active in project design to address the needs of the population on the move, as appropriate.

Regional/sub-regional approaches

Objective 1: to create regional preparedness to handle population movement issues, emphasizing repatriation and re-integration into society in Croatia, BiH, and FR Yugoslavia

The PM Delegate is based in Zagreb. Preparatory visits to the countries of concern and accompanying meetings took place with all the relevant stakeholders of the programme in all the three countries, notably government representatives, UNHCR, IOM, and the NGO community. The revised PM programme outline was agreed upon with the NSs, and has been introduced.

Objective 2: to mobilize and coordinate international support for the programme

- Stability Pact for southeastern Europe, Working Table 1 meetings were attended (both the NGO meeting and the governmental/plenary session) in Slovenia (please also see Disaster Preparedness section). Opportunities were explored to gain an observer status at the Task Force for the Regional Return Initiative

which is in the process. There is strong support for the Red Cross involvement from the international community.

- A Regional Population Movement Conference took place in Zagreb for the three National Societies, but also gathered Federation Representatives, the respective governments, UNHCR offices from Croatia, Bosnia and Herzegovina, and FR Yugoslavia. Apart from being the very first post-war meeting between the three National Societies of the region, it was an induction course for the NSs in issues pertinent to displacement, and based on the determined priorities workplans are under preparation by the National Societies.

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

Grass-roots Population Movement workshops for the local Red Cross branches and authorities are under preparation, four in each country to take place between July 2001-March 2002. Locations/venues have been identified and specifically tailored programmes/agendas are being finalized.

Objective 4: Sharing of experience and knowledge within the region

(See under networking above)

Country approaches (Croatia, Bosnia-Herzegovina, FRY)

Croatia

Objective 1: to provide the returnees to Croatia, and extremely vulnerable individuals (EVI), with basic food and hygiene items on a non-discriminatory basis, using community-based approach.

The provision of basic food and hygiene items for the returnees and EVIs by the Croatian Red Cross is ongoing through:

- the UNHCR-CRC sub-agreement which includes micro-distribution of relief items (so-called welcome parcels), psycho-social assistance, home care, referral system for health care and legal issues, cleaning of water-wells, grass-roots Volunteers Info network;
- the bilateral Netherlands Red Cross and CRC programme (focusing on Former Sector North and South) which includes distribution of 60,000 food parcels, 8,000 welcome parcels, 39,000 hygiene parcels and the development of the Volunteers Info Network in 10 CRC branches;
- the bilateral German Red Cross and CRC programme;
- in kind donations from the Catholic Relief Services and IRC;
- the Government of Croatia programme implemented by CRC,
- and the International Federation and CRC within the PM programme.

The latter envisages distribution of some 21,000 hygiene parcels to areas not covered by other agencies for returnees and EVIs using a community-based approach. More specific information on bilateral relief programmes is covered through regular reporting. Subsequent assessments by UNHCR in the former sectors (Jan/April 2001), as well as the Netherlands Red Cross (March 2001) took place to monitor the needs.

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

Within the Croatian Government food assistance programme, the CRC assists some 70,000 (revised downwards from the initial 125,000) beneficiaries with food parcels including those returnees and EVIs in the so-called areas of special state concern (mostly former UNPAs). This is the very first agreement of this type in recognition of the NSs auxiliary role. Preparations are underway for the CRC to take over secondary transportation of returnee convoys from FRY and to Bosnia in close cooperation with UNHCR and Croatia and IOM as of 01.07.01.

Objective 3: as a part of capacity building, to work with institutional development issues focusing on branch development, technical support and dissemination in the branches implementing the programme, through their mobile teams.

The recruitment process for the NS PM Coordinator position commenced in Croatia. In the absence of a suitable external candidate, the CRC Programme Team took responsibility for the programme within which a candidate will take over. Field trips to branches of Former Sector northwest to get familiar with the return process included visits to the Red Cross branches of Vojnic, Glina, Petrinja, in the former Sector South to Red Cross Knin, Gracac, Gospic, Benkovac. Likewise, a cross-border repatriation coordination meeting in Sisak was attended, with international agencies and local NGOs present. Bi-weekly programme coordination meetings with CRC are taking place. These activities are intended to facilitate identification of needs and adequate assistance channeled to programming development of the relevant CRC branches. As mentioned earlier, preparations for PM grass-roots seminars for the CRC branches are underway.

Bosnia and Herzegovina

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

The provision of 21,000 hygiene parcels for the most needy returnees and local vulnerables is under preparation with 7 priority areas of return identified by the RCS BiH (Brcko district and 3 regions/cantons in each entity), especially taking into account so-called minority return in each entity.

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

A trip to Bosnia and Herzegovina facilitated the commencement of the PM programme in BiH, with a meeting with the Chairman of the BiH Red Cross Presidency and the BiH Delegation as well as the leadership of the entity Red Cross Representatives. Similarly to the other countries, meetings were held with other relevant international agencies. A field trip to Mostar and Banja Luka also facilitated getting acquainted with the area and the problem related to return in BiH. It should be noted that introductory meetings were held with the Ministry for Human Rights and Refugees, as well as the entity Ministries dealing with refugees and displacement who participated at the Zagreb Regional Conference.

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

According to the agreed PM programme outline, the newly formed NS should identify and recruit a RCS BiH PM Coordinator and the methodology for gathering inputs for future programming will be in accordance with the steps mentioned as well as in line with the conclusions of the Zagreb Regional Conference working group on BiH. The recruitment of the PM Coordinator is a slow and arduous process taking into account the fragile complexity of the country itself further complicated by the embryonic phase of the NS development. A success in itself could be considered the agreement by the respective entities to have one position for the post.

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

The grass-roots PM seminars for the local Red Cross branches and local authorities are under preparation which will be ultimately the forum to transfer know-how of Federation policies and guidelines pertinent to displacement. Close coordination with the DPP and ID programmes is both essential and ongoing.

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

(see above)

FR Yugoslavia

Objective 1: to provide information to potential returnees to Croatia

Initial visit was paid to Federal Republic of Yugoslavia to introduce the PM programme to the delegation and YRC leadership, to get first-hand information re the current state of affairs concerning displacement, and become familiar with other actors in the field of displacement as well. As a result of the visit and at the request of the head of delegation, a Federation position paper has been drafted, as a basis for the future activities taking into account the rapidly changing environment in FRY. According to the latest refugee census/questionnaire conducted by UNHCR in FRY, the majority of the refugee population opts for local integration (some 60%) while only some 7% prefers repatriation, the rest being undecided. While all stakeholders agree that local integration should not be seen as an alternative to repatriation, the focus and the attention shifted towards integration.

A draft Memorandum of Understanding on facilitating return and integration of refugees from/in Federal Republic of Yugoslavia between YRC, the International Federation and the Serbian Commissioner for Refugees was prepared. Provision of information, through co-sponsoring two refugee publications, to potential returnees to Croatia is ongoing as well as new approaches in outreach being explored. A Council of Europe seminar on the new situation of refugees in FRY was attended in Belgrade which explored new approaches in search of durable solutions.

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

A questions arose over the YRC PM Coordinator. The YRC has already selected their focal point prior to the arrival of the delegate, and after the initial period it was agreed both with the NS and the delegation that while the current holder of the post should remain, a more suitable candidate for YRC PM Coordinator should be found. It is expected that once the new coordinator takes charge, the grass-roots PM workshops as well as the modalities of the survey can be agreed upon.

Disaster Preparedness

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

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

The Stability Pact Disaster Preparedness and Prevention Initiative (DPPI) Operational Team, headed by the Federation's Budapest regional delegation, has now concluded the assessment of 12 countries in southeastern Europe. Nine of the 12 countries are covered by the Budapest Regional Delegation (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, FR Yugoslavia, FYR of Macedonia, Hungary, Romania and Slovenia). The final report from the Operational Team is available on the Internet at <http://www.stabilitypact.org/>

The assessment has given very valuable background information on the DP situation in the various countries on both national and Red Cross level. The conclusions and the recommendations have been presented to the NS in the region during the DP workshop held in Dubrovnik mid-June. One of the major issues outlined in the report is related to the role of Red Cross in respective countries and its interaction in the preparation of the national DP plan. This role should be better defined by respective governments. The report will form the basis for the coming DP work in the region.

The participation in the Stability Pact DPPI Operational Team assessment of the region has been very valuable to the Federation (Budapest RD). A lot of information regarding the DP work in the region was collected and the work provided visibility and recognition. The Red Cross is regarded as one of the major players in DP in the region.

The three regional DP workshops mentioned in the appeal under objective 1 were conducted in April, May and June with participation of 13 out of the 15 countries in the region. Romania could not participate due to other commitments, Macedonia could not attend due to the on-going operations following the civil unrest in the country. Both countries will be followed up through a special workshop in Romania and Macedonia early autumn with participation from some of the neighbouring countries.

One of the objectives of the workshops was to discuss the design of DP plans. This part will be followed up in national DP workshops in each country starting early October. Another objective of the workshops was to introduce Conflict Preparedness to be part of the DP plan. This introduction was done by ICRC and was very well received by the participants. A third objective of the workshops was to start the creation of a sustainable DP network among the NSs in the region, to let people from the NSs learn of their neighbours' capacities in order to foster good future co-operation in case of disasters.

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

Objective 3 to establish a disaster response plan for the RD, in cooperation with the Disaster Management and Coordination Division in Geneva.

Objectives 2 and 3 will be dealt with during September - December 2001 in a process that will include the NSs, other programmes as well as CDs in the region and the Geneva Secretariat, to pursue the following:

- By the end of 2001, eight national societies will have designed preliminary DP plans within their respective national contexts which will outline:
 - a functioning and realistic DP organization;
 - partnership with government;
 - co-operation with other organizations;
 - methods to carry out basic needs and vulnerability and capacity assessments in a disaster situation;
 - knowledge of how to respond in a disaster situation following the minimum standards developed by the Sphere Project; and,
- established channels to mobilize international assistance in case the capacity to cope locally or nationally is inadequate.
- A strategic regional disaster preparedness plan will be developed and based on regional needs, opportunities and threats, outline the specific roles and responsibilities of NSs. Disaster response mechanisms will be in place at all levels.

The strategic Regional DP plan will be outlined later this year following the process to achieve objectives 2 and 3 above.

Humanitarian Values

Lack of funding, the necessity of shifting focus from one area to another, internal crisis in the FYR of Macedonia and our active participation in the Federation's Action Research efforts have been the main elements that have obliged the Communications Unit to amend the objectives outlined in the appeal.

Rather than focusing on a select group of NSs that participate in the overall organizational development process facilitated by the Regional Delegation, there has been need to spread activity. The Communications Unit will, however, direct special capacity building efforts to three pilot NSs, the first of which is the Hungarian Red Cross. The Hungarians have been involved in the OD programme and the unit will assist them to define a communications strategy. Further details of change will be given in the mid-year review.

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

Objective 1: to strengthen the image and profile of NSs in the region.

In the reporting period the Regional Delegation made great efforts to obtain funding for image surveys in eight countries. The American Red Cross, that had indicated an interest in co-operating with the Federation in this field through its regional delegation in Sofia, and with whom there had been extensive dialogue, eventually decided to do surveys in five countries (Albania, Bosnia and Herzegovina, Bulgaria, FYR of Macedonia and the FR of Yugoslavia) without involving the RD. It is nevertheless hoped that the results will help the five NSs to identify areas where possible communications support could be provided by the RD in the future.

Floods in Hungary and Romania led the Communications Unit to undertake extensive media work on behalf of the NSs. During the FYR of Macedonia crisis, the unit head was present in the country to work with the NS, producing among other things a daily news bulletin of Red Cross activity and concern for the Macedonian media.

Objective 2: to put together training material on humanitarian values and principles in the national languages of the NSs to target their staff, the general public and the media. ... Eight NSs will be assisted in establishing a standard system of recording and tracking of inquiries about the Red Cross.

Due to a lack of funding, the publication entitled 'What do humanitarian values and principles mean for us today?' will not be published. However, co-operation with journalists in the region can hopefully be reinforced. (See **Objective 4** for details.) A CD on 'Principles to Action' is still planned to be made available to NSs in Central Europe.

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

The Hungarian Red Cross Nograd branch, supported by the RD's Organizational Development department, has been working with marginalized disabled people living in the district capital of Salgotarjan (Please refer to the OD programme/PRA section). The Communications Unit is assisting the branch to run a public information and advocacy campaign addressing the marginalisation and other issues vital to the well-being of the disabled. A first step was made on World Red Cross and Red Crescent Day with a much-publicised intervention to ease disabled problems with public transport. A local bus company is helping, and the plan is to extend the project countrywide, and perhaps even region wide.

The needs of the disabled provide one of two major areas of regional advocacy which have been identified by the Communications Unit. The other is HIV/AIDS. Contacts have been established with a leading international advertising agency which has now expressed interest in regional co-operation with the Red Cross.

Objective 4: to organize six communications workshops and five media seminars on HVP for NS staff and journalists, respectively.

One seminar facilitated by the Federation and ICRC regional delegations for 22 Latvian journalists was organized by the Latvian Red Cross in Riga. This was the second of its kind. Following the first, the NS reports, more than half of the journalists who attended have maintained regular contacts with the Latvian Red Cross. A Communications Unit proposal for co-operation and partnership with the southeast European Network for Professionalisation of the Media (SEENPM) was welcomed by the management of the network's 19 training centres at their annual meeting in Sofia. At the invitation of the Federation, the ICRC also attended the meeting, and the centres expressed their willingness to work closely with the Red Cross and Red Crescent Movement as a whole. A meeting of all interested parties is planned for later this year to set up a general framework of co-operation whereby the Movement would provide a humanitarian component to the network's training programmes. As well as including IHL, it would deal with the ethics and responsibilities of humanitarian reporting, and an introduction to the Red Cross/Red Crescent and other significant humanitarian players.

Objective 5: to publish regional magazines and publications...., and to maintain and regularly update the RD's web site.

Two issues of *The Bridge* magazine were published in the reporting period. The second, published in May, was a double-size issue. This was the last to appear in the present format. The magazine is being redesigned and restructured. The process has begun to develop the RD web site into the delegation's major information resource.

General communication activities

A press conference for the Federation Secretary General was organized during the regional leadership meeting in February. Good media coverage was followed by media interest in Participatory Rapid Appraisal activity facilitated by the OD department.

Regular contributions have been made to the Federation News and the Federation web site. The Communications Unit has provided major articles to the Red Cross and Red Crescent magazine, and Humanitarian Affairs Review, and a chapter for World Disasters Report 2001.

Support was given to the Hungarian Red Cross during the Fifth European Co-operation Meeting of Red Cross and Red Crescent Youth by the creation of a daily web news service and newsletter.

The Communications Unit participated in the most recent meeting of the European Public Support Group of Red Cross communications and fund-raising officers. Relationships with the corporate sector, and Red Cross web sites were among issues discussed.

The Unit has provided sessions on the Red Cross and Red Crescent Movement and humanitarian issues at workshops organized by the International Centre for the Education of Journalists in Opatija, Croatia.

A session on "How to Deal with the Media" was provided by the Communications Unit at a DP workshop in Turkey. This occurred during an introductory visit to the country, where the Communications Unit is supporting the country delegation and the Turkish Red Crescent as necessary.

Support has been given to the information officers of the Federation country delegations in Bosnia and Herzegovina and the FYR of Macedonia on a regular basis. As part of Action Research, the Communications Unit is establishing a regional team from the Federation's various information operations in the area.

Health and Care

A draft workplan was elaborated during this first period and shared within the RD. It is important to note that the objectives outlined in the appeal are meant to be achieved through three years of programme development and are not specific for the current year. In the workplan (available upon request from the delegation) specific objectives for 2001 have been elaborated

Goal: to strengthen the capacity of National Societies in the region to maximize their comparative advantage in responding to the health and care needs of the most vulnerable

Objective 1: To analyze the overall health and social situation within the Central European region and to identify regional needs, capacities, available resources and potential partners.

With the arrival of a regional Health and Care Delegate in Budapest mid-March, a desk mapping of NSs' and Federation activities in the area of Health and Care in the region was commenced using information available i.e. in Partnerships in Profiles and in other sources. Work also started on the establishment of a database. Meetings/visits were organized to the NS and the Federation country delegations in FRY, BiH, Albania and Macedonia. Meetings were also held with the RD representatives based in Zagreb and Riga. These meetings contributed to the mapping and plans were made concerning future missions and possible involvement of the regional programme in the work of the respective delegations and National Societies. A one week assessment mission to Belgrade was undertaken. Meetings with the Yugoslav Red Cross Health and Social Welfare officers were organized for information gathering on current health and care activities and for determining what kind of assistance is required through the regional programme for further development of activities. As there is a country delegation in FRY, discussions were held with the programme managers of social welfare and health and plans for next year were discussed. The concept of working as a regional team (see plan of

action for Action Research) was discussed and preliminary agreement on information sharing and coordination was reached. Resulting from the external assessment of the Yugoslav Red Cross social welfare program, the regional health and care programme will prioritize assisting the FRY NS and the country delegation in the follow up of the recommendations.

Objective 2: To assist in drawing up National Society health policies and strategies and corresponding strategic plans

It is premature to expect this objective to have been reached in 2-3 months; work on this still continues. The preparations for the VIth European Red Cross and Red Crescent Conference to be held in Berlin in April 2002 are related to this objective. The conference will have two major themes, health and migration. The Health and Care delegate is the focal point for the RD work in the conference preparations. Communication was established with the focal point for the secretariat for the European Conference and information sharing has commenced.

All the NSs in the region are participating in working groups preparing the conference. In the area of health, four sub themes have been agreed: HIV/AIDS, tuberculosis, first aid and psychological support and health in emergencies. Under the migration theme, there is also the sub theme of Migrant Health. A meeting called by the French Red Cross on HIV/AIDS was held in Paris in May where the Regional Delegation represented the Secretariat. A plan was worked out for the preparation of this conference theme and certain tasks, related to the compilation of information on current HIV/AIDS programmes undertaken by Red Cross and Red Crescent NS in Europe, were allocated to the RD.

Related to the above objective is the global work of the Federation in developing recommendations on Red cross and Red Crescent involvement in tuberculosis (TB) control. The Secretariat (with the assistance of the Swedish Red Cross and the British Red Cross) hired a consultant to do a review of current involvement of the Red Cross and Red Crescent in TB control. Questionnaires were received and the regional delegate responded with available information from the Central Europe region and on Red Cross work with TB.

Objective 3: To strengthen National Society human and organizational capacity in order to design and carry out comprehensive, focused and relevant health and care programmes.

The focus during April and May related to the European Red Cross and Red Crescent network for HIV/AIDS (ERNA). ERNA's secretariat is based at the Slovak Red Cross. Assisting this secretariat is one of the priorities of the regional H & C program. Two missions to Slovakia were undertaken and relations between the RD and the ERNA secretariat were clarified and assistance provided in:

- establishing a Plan of Action for 2001 for ERNA;
- preparing a questionnaire to be sent to all members for mapping purposes;
- preparing the 5th ERNA meeting which will take place in Almaty in September. A workshop on Youth Peer Education will be organized during the meeting and the RD will assist in its preparations.

ERNA has received project proposals for mini/pilot HIV/AIDS prevention projects from member NSs who are searching for funding. ERNA does not have the means to fund these projects and thus the RD is helping in fund-raising for these projects if they fit criteria established for the regional programme. To date, project proposals from the Kyrgys, Armenian, Bulgarian, Slovak, and Latvian Red Cross have been submitted to ERNA. The Italian Red Cross has agreed to fund the mini-projects in Latvia and Slovakia, the RD will fund the project in Bulgaria and the project proposals from Armenia and Kyrgyzstan have been forwarded to the Europe Department in Geneva for action.

Objective 4: To facilitate partnership building and cooperation with governmental and non-governmental programmes and agencies, both on national and international levels, as well as with sister National Societies.

As part of the mission to Yugoslav Red Cross, a visit to the WHO office in Belgrade was arranged. The regional programme has taken contact with Global Network for People Living with HIV/AIDS and plans are to invite a representative to the ERNA meeting in September. Contacts were also established with the WHO Europe office in Copenhagen and discussions on possible areas of collaboration will continue as a clear picture

of what the NSs in the region need partnerships for is not yet known to the extent needed. Contacts were also built with the Red Cross and Red Crescent reference centres for first aid in Brussels and for psychological support in Denmark. The contacts established by the Regional Delegation will in the future benefit all NS work in the region.

Institutional and Resource Development

Goal: Strengthen capacities and sustainability of National Societies in the region to most effectively meet the needs of the vulnerable.

The Organizational Development (OD) approach: the approach adopted by the Organization Development Programme during the last two years ago had the following features:

- assist National Societies in creating strategic plans based on the Federation's *Strategy 2010*;
- then, assist National Societies in developing their own resource development strategies;
- follow-up with assistance to National Societies where requested, guided by their strategic plans and in cooperation with other Regional Delegation programmes.

The Hungarian Red Cross was selected to serve as "an incubator" for two pilot projects which, if successful, would be considered for replication elsewhere in the region. An integrated approach to organization development would be tried out, again using the Hungarian Red Cross as a living laboratory.

The Hungarian Red Cross was selected for the pilot efforts and the integrated approach because the leadership gave its support; the proximity of the National Society to the Regional Delegation would keep the costs down; the Hungarian Red Cross has many of the same organizational problems as other National Societies in the region, making replication more likely in other countries of the region; there had been little interaction between the Regional Delegation and the Hungarian Red Cross before 1999.

Objective 1: to enhance the analytical and decision making skills of staff in the seven targeted National Societies

A series of training was provided in the region. In Hungary, the objective was well met through the implementation of the PRA programmes (please refer to objective 2). Other training was provided through a series of regional Project Cycle Management workshops (organized and facilitated by a German nonprofit consulting group) and through a series of organization development courses provided by a local business school for staff and volunteers of the Hungarian Red Cross. The latter approach is being considered by the Yugoslav Red Cross, with courses expected to start in the fall. It is expected that the workshops will result in:

- project cycle management becoming a routine way of managing projects;
- National Societies making distinctions between programmes and projects;
- vulnerable people will be better served by National Societies through better quality projects.

The expected results should be evaluated by the Regional OD Programme by the summer of 2002. However, before the workshop participants begin training their colleagues at their National Societies early in 2002, the expected results will have to be operationalized, with clear indicators, and a baseline established.

Regarding the organization development courses for the Hungarian Red Cross, the following results are expected:

- participants will adapt many, if not all, of the new skills and concepts in their places of work, whether at headquarters or in a Red Cross Branch;
- participants will establish informal networks either around their new skills and concepts or around specific projects or both;
- participants will follow up with the HRC leadership in Budapest to proceed to needed management reforms.

These results should be evaluated by the Regional OD Programme in the fall of 2002.

Project Cycle Management:

This project was initiated on the basis of an informal survey of National Societies. As a result it was strongly suggested that a series of workshops would be most welcomed. At this stage, only those National Societies participating in the Regional Delegation's OD Programme were invited to participate in the workshops. The Polish Red Cross was not invited because of its financial crisis, which totally absorbed the attention of its leadership and staff. Therefore, the 18 participants are from the 6 National Societies of Albania, Bulgaria, Estonia, FRY, Hungary, and Lithuania. The participants were selected by their National Societies. The criterion for selection was the participant's commitment to train other staff and volunteers of their National Societies in PCM once the series of workshops completed. The organization and main facilitation of the workshops were contracted to a non-profit German consulting organization. The Regional Delegation's delegates recently participated and facilitated a workshop on project proposal writing and budgeting.

Four workshops have been organized so far: Introduction to the Project Cycle; Project Planning; Participatory Needs Assessment; and Proposal Writing and Budgeting. Three more workshops will take place before the series comes to a close. The project was implemented in co-ordination with the Youth Regional Programme. Four of the 18 participants are either youth coordinators or members of their National Societies' Red Cross Youth organizations. Three other workshop participants will be involved in the PRA Projects in Bulgaria and FRY. One participant is a Branch Youth Coordinator and will be the PRA Coordinator in Voyvodina, FRY. While it is too early to measure the impact of the workshops to-date, it should be noted that the participant from Albania has already started training personnel in her National Society. 80 persons so far were trained at the headquarters and branch levels. Training will continue.

IMC Organization Development Courses in Hungary

In keeping with the holistic approach to strengthening a National Society, it was important for as many Hungarian Red Cross staff as possible, both at headquarters and in the branches, to have a common "language" to be able to initiate and sustain organizational changes. This meant providing staff with concepts and tools related to change management. Accordingly, a curriculum was drawn up in cooperation with the International Management Center (IMC) of Budapest, a private business school. The assumption was that by obtaining these concepts and tools the staff would: create a network of change catalysts; initiate change processes; eventually overcome resistance to change. The project was accepted by the leadership of the Hungarian Red Cross. To date, 23 staff and volunteers from branches and Headquarters of the Hungarian Red Cross have participated in three of a series of eight OD workshops held in co-operation with IMC. A self-assessment of the courses to-date was carried out by participants and its conclusion (impact of the course on HRCS work) will be reported in the next Programme update.

Organizational Management Course in FRY

The IMC Organization Development Courses in Hungary retained the attention of the Yugoslav Red Cross (YRC), who asked for a copy of the curriculum. As a result, the YRC contacted the Belgrade University's School of Economics and adapted the Hungarian curriculum to the needs of the YRC. The courses are expected to begin in the fall and will be funded through the IFRC Country Delegation in FRY. It is expected that the YRC will update the Regional Delegation's OD Programme on their project. Sometime next year the possible replication of the project in other countries of the region should be discussed among the Hungarian Red Cross, the Yugoslav Red Cross, and the Regional Delegation.

Objective 2: To ensure regular participation of vulnerable groups in the design, implementation and evaluation of NS programmes and projects that affect their lives;

A significant change was made on the scope of the PRA project, the initial plan was to be carried out in 5 Central European countries. After the beginning of the project in Hungary, it was decided that the project should begin only with a pilot in one country, then expand as lessons are learned and successes achieved. As a result, the majority of PRA work has been so far carried out in three counties of Hungary (total of eight communities). However based on results of this experience and its success, the programme will be further developed in Hungary but also in four other countries: Albania, Macedonia, Bulgaria and Montenegro. Funding has been sought, and thanks to Donor's interest, pledges have been made and contributions will be soon available for starting new PRA projects in the Region. Due to this extension of the project, the former PRA co-ordinator for the Hungarian Red Cross, which was based in the Regional Delegation was given a new position as PRA co-ordinator for the Region and so formally joined the OD team at the end of March 2001. Her new role is to support PRA activities in all National Societies involved in the PRA project.

PRA in Hungary

Very few National Societies in the region proactively seek out vulnerable groups and try to meet their needs. In many cases, vulnerable people are either identified by local government agencies, who ask the Red Cross Branch to assist, or a vulnerable person is considered to be anyone who knocks on the Red Cross Branch door and asks for help. To start addressing the problem, a simple objective was outlined: the involvement of vulnerable people in the design, implementation, and evaluation of programs and projects that directly affect their lives. The purpose was simply to bring vulnerable people into the Red Cross project cycle. Since one of the first steps in the project cycle is to identify needs, it was decided to introduce Participatory Rapid Appraisal (PRA) as a methodology for identifying the needs of vulnerable people. However, it soon became obvious that because of the scope of this project, it would have to be piloted in one country first. The leadership of the Hungarian Red Cross was approached, the project explained and their approval was requested for the implementation of this pilot project in Hungary. It was proposed that the pilot will be carried out in three northern counties, which have among the highest unemployment rates and most alarming health indicators (life expectancy, infant mortality, etc.) in the entire country. In addition, these counties have among the highest Roma populations per capita than other counties in Hungary. In Central Europe, the Roma are often among the poorest of the poor.

Once the agreement from Hungarian Red Cross obtained, each Branch Secretary was asked to select three vulnerable communities. The PRA Project involves three communities in each of two counties and two communities in the third county, for a total of eight communities. Three of the communities are in an urban setting, the rest rural. Two communities are totally Roma. In four other communities Roma make up at least 30 percent of the population. Among the targeted vulnerable groups (one per community) are: the elderly, the chronically unemployed, the disabled, youth-at-risk, and children-at-risk.

Today, the project is made up of three components: the PRA itself; a follow-up Micro-Project; and a Futures Search Conference. PRA teams made up of Red Cross staff and/or volunteers, local government field workers, local NGOs, and vulnerable people themselves are formed at each Red Cross Branch level. The teams are trained in PRA methods a classroom setting and by doing field work. As a result, projects are identified and agreed upon by vulnerable groups themselves. Teams are then formed to design, manage, and evaluate projects. Where deemed necessary, a Futures Search Conference is held whereby representatives of local businesses, NGOs, government agencies, the Red Cross, and vulnerable people define an important issue and agree on an action plan to resolve the issue, using available resources.

The PRA phase of the project has been completed in the three counties. Two of the three Red Cross Branches participating in the PRA have reported significant increased donations in cash and in-kind, positive publicity and better image of the Red Cross and increased recruitment of new volunteers. Vulnerable people themselves have reported greater self-esteem, and a greater sense of community. The third county was less successful due to the floods which have recently affected this region, most of the attention of the Red Cross branch was focused on this relief operation. The second phase of the PRA -- designing and implementing projects -- will begin soon.

Mindful of the results, the headquarters of the Hungarian Red Cross is now taking ownership of the PRA Project. It will formally be proposed to the National Society's board in the fall as an Hungarian Red Cross program with replication throughout Hungary, using local resources. Both the Red Cross Secretaries participating in the PRA Project and the Secretary General of the Hungarian Red Cross have agreed to several action points such as creating a new position at headquarters, that of National PRA Coordinator.

All seven activities described above have been carried out, although only in Hungary, instead of in five countries. The PRA Training Manual will be revised incorporating materials from the PRA training in Hungary. In addition, a PRA tool kit will be created. The manual and tool kit will be translated into Serbian for use in Vojvodina as part of the PRA Project there.

Replication of PRA projects in the Region

Donors expressed an interest in supporting this approach. The PRA Self-Assessment Report, which will be ready for dissemination in a few weeks, will be shared as per request.

Objective 3: To have the seven NSs participating in the programme draft and implement a strategic plan, based on the Federation Strategy 2010

So far, six National Societies (Albania, Bulgaria, Hungary, Lithuania, Estonia and Latvia) have produced strategic plans. The strategic planning process was facilitated by the Regional Delegation, assistance to Yugoslav Red Cross was provided by the RD in reviewing its Development Plan.

- During this period the Estonian Red Cross assisted by the Regional Delegation developed its Strategic Plan.
- Slovak Red Cross Youth has began a process of developing its strategic plan.
- In Latvia, a new President was elected in April and a Secretary General appointed. Following these appointments, a Strategic Plan for the Ns was developed and produced.
- The OD work in Polish Red Cross had been put on hold in early 2000 because of internal problems that had reduced commitment to strategic planning and organizational change.
- By autumn 2002, the Regional OD Programme should assess the progress of each National Society in implementing its strategic plan, as well as the impact of implementing the plan on a National Society.

Polish Red Cross

The Polish Red Cross Board, following a year of internal discussions, decided to take action to follow a course of significant change. This change has been supported by the Regional Delegation and the American Red Cross. It opens the way for strategic planning, to be resumed later in 2001. The RD has maintained regular contact with the PRC to assist the Board for the change plan development, to raise awareness of the complexities of this change process and to identify the different steps to be considered. The Regional delegation is supporting the recruitment process for selecting the "Change Manager". There is considerable interest in supporting the PRC from three Partner NSs: Germany, Netherlands and United States. The Regional Delegation supports the Polish Red Cross in their relationships with their partners and advocates on its behalf as requested. This is a test case in active change management and will be followed very closely to see what lessons can be learnt.

Yugoslav Red Cross

Although the Yugoslav Red Cross is part of the Regional OD Programme, it has not yet developed a strategic plan. Assistance from the RD was provided to YRC in reviewing and revising its Development Plan. The YRC will be ready later this year to start the process of developing its strategic plan.

The RD will also work together with other Partner NS s in OD work to learn from each other's approaches and methods.

Objective 4: To establish a well-functioning resource development department in the seven NSs, guided by a resource development plan.

This objective has yet to be met as the main focus was put on the development of the PRA projects. However some activities were implemented. Through the work of the newly arrived Finance Development Delegate in January this year, the first step consisting of an assessment of financial management, was conducted in several National Societies (Lithuania, Latvia, Estonia, Poland, Albania, Bulgaria). The plan of action and future support for these NS will be better reflected in the next Programme Update. Few National Societies have resource development officers, but all are interested in creating such a position. It should be part of a National Society's overall strategic marketing plan, which includes fundraising. To assist National Societies in developing such a plan, along with technical assistance in specific fundraising methods, will be the main task of the Regional Resource Development -programme for the remainder of 2002.

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

ID/RD Committees have been appointed in the Albanian, Bulgarian, Yugoslav and Hungarian National Societies, although the Bulgarian Red Cross has a committee at the managerial and not board level. The role of the existing committees varies. The Albanian Red Cross has a very proactive committee, while in Hungary the ID/RD Committee exists mainly on paper. The role of such a committee will be revisited by the OD

Programme in all of the National Societies participating in the Programme. Draft proposed roles and responsibilities for an ID/RD Committee were prepared by the RD and circulated to the National Societies in the Regional OD Programme. The draft is intended only to assist National Societies in establishing their committees.

Objective 6: To increase and diversify the annual incomes of three of the seven targeted NSs by at least 20% at the beginning of 2002 and by another 5% after the end of 2003.

It has to be said that Objective 6 has not been met for reasons explained above. However, it should be noted that on a limited scale (local branches only) through the PRA, three local Hungarian Red Cross Branches have reported an increased income -- both in cash and in-kind -- that surpasses the 20%.

As was mentioned in the OD Approach at the beginning of this report, it was decided to first assist National Societies in creating their strategic plans based on *Strategy 2010*, followed by developing their strategic marketing plans, which will include fundraising. This work will be carried out with three National Societies over the next one-and-a-half years. Although the National Societies have not yet been selected, and since the development of a strategic marketing plan will be something totally new in this region, the plan is to identify three piloting National Societies from which others can learn and which will provide the maximum amount of opportunity for replication elsewhere in the region. Therefore, criteria have to be established before the selection process begins. This will be done by the end of August 2001. Finally, while the initial results of the PRA is encouraging, it is too early to tell whether the similar results would be obtained by an entire National Society if PRA were to be replicated in all of the Branches. Therefore, Objective 6 needs revision. A new objective will have to be drawn up once the strategic marketing process is designed by the end of August 2001. This new objective should also incorporate Objective 5 and Objective 7.

Objective 7: Role of the seven NS in their countries' civil society is more clearly defined

All of the activities related to this objective have been successfully carried out in Hungary through the PRA project. One spin-off from one of the PRA communities -- the disabled -- is an advocacy campaign aimed at making buses and other public transportation safer for visually impaired persons. The campaign has already begun in the Hungarian city of Salgotarjan (Hetes County, site of a PRA), will extend to the entire county, followed by the country. The Red Cross branch is being assisted by the Regional Delegation's Communications Department, which envisions a region wide campaign. The Red Cross is taking the lead in Hungary on this issue. Discussions will soon get underway with UNDP and several Hungarian ministries about the possibility of making the PRA work in Hetes a model for how to work with Roma communities throughout Hungary. Also, through the UNDP and the new PRA projects, National Societies in Bulgaria, FRY, and (perhaps) Macedonia will identify potential partners in Civil Society, the business sector, and government. If the Albanian Red Cross chooses to implement a PRA project, then it is foreseen that all of the above activities will have been carried out in five (not seven) National Societies by the end of 2002.

Objective 8: Formation of new partnerships between the seven NSs and with businesses, governmental entities and civil organization. Identification by NSs of potential partners and resource persons who can transfer skills and share knowledge on a regional level

See Objective 7.

Objective 9: To attract new volunteers and members for the seven selected national societies

This objective will be incorporated under Objective 6.

Other: This section reflects the work of the OD team that was not reflected in the Appeal objectives.

Finance Development

A Finance Development Delegate (FDD) arrived early this year and joined the OD team although the appeal did not reflect specific finance development-related objectives or activities. The main objective is to achieve more efficient and effective use of financial resources through improved financial management in the NSs.

This objective is to be reached through;

- Improving and developing the financial structures and procedures of the NSs.
- Advising, training and supporting financial management staff of the NSs.

- Contributing to the development of the financial management capacity of the NSs within the context of the OD framework.

Activities carried out in several NSs include:

- Assistance in choosing and evaluating suppliers for Financial Management software in Albania.
- Establishing new financial management procedures in Latvia.
- Monitoring an external audit in Latvia
- Assessment of financial crisis situations in Poland, Lithuania and Latvia.
- Monitoring and advising on implementation of new Financial Management systems in Bulgaria, FRY and Poland.

Planned activities for the rest of 2001 and 2002 are to

- Continue the support and monitoring of the work in FRY, Latvia, Poland and Bulgaria.
- Work with the partners of the Nordic Baltic Work Plan to improve the Financial Management of the Baltic NSs.

Regional Development/Baltics:

A Regional Development Delegate is located in Riga, covering the three Baltic States. His main role and responsibility is to coordinate and monitor the Nordic Baltic Work Plan (NBWP) of the five Nordic NSs aimed at this sub-region. The function reports to Budapest. The Baltic Development Delegate is also coordinating the work of the RD delegates in these NSs. Key activities carried out with the RD include:

- follow up on the strategic planning process in Estonia.
- co-ordinating the activities of the Finance Development Delegate in Lithuania and Latvia.
- addressing the NBWP concerning common financial issues in the Baltic States.
- working with the Health, Communication and DP delegates on programme-related issues.

The sub-regional approach in the Baltics has proved to be useful, as many common issues can be addressed with more hands-on work in a shorter time. A sub-regional approach can add value when the countries are sharing a common past and are cooperating in addressing common social problems.

Youth

Goal: To have strong and integrated NS youth sections carrying out effective and targeted programmes in response to the needs of vulnerable youth

Objective 1:

To provide methodology, tools and opportunities for the further development of National Societies' youth section programmes, reflecting their capacity and better meeting the needs of identified target groups/beneficiaries

Regional Youth Vulnerability and Capacity Assessment Pilot Project ("From needs to action")

Background

August 2000: Initial preparation of the project; October 2000: Regional recruitment of Coordinator placed in the RD; October - December 2000: Collection and analysis of available information sources, designing of the project, its basic methodology and approach; December 2000: Introduction of the project to National Societies' Youth representatives at the Regional Red Cross Youth Conference and to the leadership of the two piloting NS (Romania and Slovenia). The project was designed to promote participatory approach, so all the phases of its preparation and implementation were conducted in this manner.

Early this year there was a preparatory workshop organized in Budapest. Participants were coordinators of the project from the two piloting NSs and two International Training Team members to provide necessary methodology and training expertise. In addition representatives of Red Cross Society of Bosnia and Herzegovina Youth were invited to participate, with the aim to utilize regionally available resources - RCSBiH Youth had received needs assessment training at an earlier stage. The aim of the meeting was to bring

objectives of the project into a reality through designing a gradual training system, adequate methodology and required materials, which would enable participants to achieve the expected results. All of these were successfully achieved by end of the workshop and provided in a written, ready-to-implement form.

Implementation

In the piloting National Societies, the Project was implemented through a system of two step-by-step training courses and a following local implementation. In the two piloting NSs five local branches, each represented by three participants (two Red Cross Youth volunteer and a branch secretary or local branch board member) took part the process.

1. The first training course was aimed at providing necessary skills and knowledge in local vulnerability and capacity assessment as well as own capacities evaluation. After completing the course participants conducted a participatory appraisal within their own communities involving potential beneficiaries and other stakeholders. Their findings and other relevant documentation had been compiled in a report.
2. The second training course focused on evaluation of findings of the local assessments, training in project designing and management. Participants prepared draft projects, which would reflect the identified needs. When returned home their task was to revise the prepared drafts involving all concerned stakeholders and design and implement the final project.

Local implementation after both courses was closely monitored through a regular reporting system as well as through on-site visits both from headquarters and the RD. A third meeting later followed the local implementation. This was aimed at evaluating different aspect of the local implementation and of the training system as such.

Expected Results

At this stage the pilot phase of the project can be described as successful since it achieved all defined expected results, including:

- Involved National Societies' leadership has a strong ownership towards the programme and to the promoted approaches. At the same time there is a strong commitment to continue and expand the training system to other branches.
- Participants, representatives of local branches involved, conducted all the required steps and activities in their communities on a very professional way with a high level of commitment.
- Implemented projects attracted sufficient funding at a local community level so no financial input from headquarters nor RD was required.
- Conducted evaluations and provided reports clearly show satisfaction and suggest continuation of the project.

Follow up

Final evaluation of the project's pilot phase will be conducted in mid-August. The evaluation meeting will overview all stages of the project and will provide suggestions for the following implementation in the region. All background information, materials and related reports will be available on our web site after completing the regional level evaluation (www.ifrccee.org/youth).

Objective 2: to strengthen the capacity of NS' youth sections in the region by optimising resources, human resource skills and internal procedures promoting the integrated position of youth sections within their organisations.

National Youth Development Strategy preparation process

Background

This process had been developed by the RYDP and introduced to five National Societies in May 2000.

Implementation

In spite of rather standardised steps each NS adjusted the process, so at the moment the stage varies country to country:

- Poland: the process had been put on halt due to other processes taking place within the NS;
- Lithuania: Red Cross Youth developed its strategy within the framework of the process;
- Yugoslavia: extensive internal self-assessment took place; identification of the priorities and development strategy preparation will be conducted during the autumn;

- Hungary: the self-assessment process was so far not followed by the development strategy preparation;
- Slovakia: the only NS that had followed the suggested steps and achieved the expected results of the process. In January 2001 during the second meeting of the responsible working group, chaired by the vice-president of the NS, the development priorities had been identified. These were later formulated in a development strategy widely communicated within the NS. National Council of the Slovak Red Cross recognised the NYDSP as a priority process and guaranteed its continuation until the end of 2002.

RD was later asked to support the implementation of the development strategy. This included support in organization and facilitation of Red Cross Youth section's strategy preparation and development of a Youth Policy of the NS. A series of workshops had been organized with involvement of both NS and youth representatives from different levels of the organization. Both documents will be finalised and submitted to the General Assembly of the NS in October 2001.

Follow up

An evaluation of the process and its functioning in each NS will be conducted during autumn 2001. The process will be accordingly redesigned and introduced to a next group of interested NS.

Lessons learned

Drawing on the experiences gained from the process so far we can conclude that:

- “Training for trainers” approach during the introduction meeting is insufficient to ensure proper implementation of such processes.
- Guidance from the side of the RD in conducting the process will be necessary in each participating NS.
- Development needs identifying, if well conducted, can serve as a base for extensive collaboration and initiate several other useful processes.

Planning workshops

Planning workshops have been conducted during January 2001 in Lithuania and Latvia. Red Cross Youth sections in both countries had newly elected national boards, which requested support in facilitation of a board mid-term planning. Both workshops resulted in preparation of a two-year plan for the work of the board. In addition, the interactive methodology served as a training in “planning for results” and as a team building exercise.

Objective 3: To facilitate opportunities for long-term and sustainable partnership building and co-operation among National Societies' youth sections as well as with other youth organisations at the country, regional and international levels.

International Trainers Team

During February 2001 there was an ITT meeting held at the International Federation's Secretariat in Geneva. This was aimed at evaluation of the Regional Youth Conference 2000, preparation of the 15th European Co-operation Meeting and consolidation of the youth development activities in 2001. Several meetings with colleagues from the Geneva Secretariat took place. All objectives of the meeting were achieved.

Visits to the Red Cross and Red Crescent Museum and to the ICRC Secretariat contributed to the motivational aspect of the participants as well.

15th European Co-operation Meeting of Red Cross and Red Crescent Youth

Background

ECM is a biannual meeting of European Red Cross and Red Crescent Youth leaders. In April 2001 ECM brought together over 80 participants from 43 countries, including representatives from the Red Cross / Red Crescent Movement in Asia-Pacific, Africa and the Americas. From this standpoint this was the biggest ECM to date.

The European Co-ordinating Committee and the Hungarian Red Cross were the organisers of the meeting. At the beginning of the preparation the Hungarian Red Cross requested organizational support from the RD and particularly from the RYDP. This had been provided both during the preparation and the meeting. The Hungarian Red Cross Youth Director was seconded to the RD Youth Team for a period of 2 months to maintain the administration and logistics preparations as well as coordination of all communication. Further support to the organization of the meeting had been provided through participation of the ITT at the meeting.

The RD Regional Communications Team took charge of the press and Internet (web site updates) coverage of the meeting. Several other RD colleagues provided support by facilitating workshops at the meeting.

Results

All participants of the meeting expressed their satisfaction with the meeting, highlighting particularly logistics and administrative support of the RD.

Regional Co-operation

Regional Recruitment Programme

Goal: a more balanced and representative pool of skilled, potential delegates from the region reflecting the international nature of the Federation and the need for experienced, qualified delegates.

Objective 1: To increase the number of delegates from the 1999 regional BTC who have completed a first mission from 25% to 50% in 2001.

To May 2001 a total of 8 persons from the region departed on international delegate missions. For 6 of them this was a first mission. This brings the number of 1999 BTC participants who have departed on a first mission to 8 reaching the goal of a 50% placement rate for the year. A further 3 persons on the regional roster who participated at other regional or PNS BTCs have also completed a first mission. Funding is a key issue in recruiting persons from the regional roster for delegate missions, although the placement rate indicates that the Secretariat has been able to match strong candidates with PNS funding where possible.

All of the first time delegates have been Federation delegation staff, none have come from National Societies. The delegations have also been able to reintegrate those persons who have left on short missions of up to 3 months. The issue of reintegration into the NS following mission and funding concerns may appear as barriers to National Societies considering proposing candidates for mission. Further effort must be put into promoting the existing opportunities with National Societies with BTC trained candidates whilst at the same time taking into consideration the impact that mission absences may have on the work of the National Societies.

Objective 2: to hold a second regional BTC in 2001, with an increased participation of NS candidates.

A second regional BTC will be held in Hungary in November 2001. Invitation letters have already gone out to National Societies and delegations in the region, as well as to PNS with bilateral delegates in the region who have not had BTC training. Interest has already been shown by the Belorussian Red Cross and the Ukrainian Red Cross and Federation delegation staff in the two countries, who are covered for this programme by the Regional Delegation in Budapest.

Objective 3: Establish appropriate procedures in NS / delegations / RD to provide support to delegates, regionally deployed staff and staff on loan regarding contract, insurance, briefing and debriefing issues.

Progress has been made on developing the briefing and debriefing procedures at the RD level. The concept of working as a regional team is also developing focusing on involving colleagues from the National Societies and delegations in the region to a greater extent in work outside their country of assignment. The necessary administrative support framework is continually being improved through lessons learnt in the field. As no National Society candidates have departed on mission, little support has been provided in clarifying employment issues connected to international deployment. These international employment issues are just one part of the human resource challenges which the National Societies are facing, and which need to be addressed in a more comprehensive way.

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

A number of training consultants have been identified who are available in the region and outside to support training opportunities. Some candidates will be fed into Geneva organized training courses planned. No

regional training initiatives (outside individual programme areas) have been held yet, but are under discussion for the second and third quarters including project cycle management, Training of Trainers and regional disaster response training.

Although some work has been done to map out training opportunities, there is a limited amount of funding available for training with delegations and National Societies. This funding is usually earmarked for specific programmes and/or for staff on permanent contract. The possibilities of providing training support for candidates on the regional roster and not currently employed are therefore limited.

PNS Coordination Project

Goals: Improving the lives of the most vulnerable in the region by ensuring more effective coordination and utilization of resources in and to the region.

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

A mapping system of PNS, ICRC and Federation assistance provided to the National Societies in the region was developed and information is available at the Regional Delegation upon request. A better understanding for the need of sharing information between all actors operating in the region has been developed. Very good feedback was received in spite of difficulties from time to time to collect and receive updated/accurate information from NS. This can make provision of complete updated information of all types of ongoing programmes in the region difficult. All National Societies within and outside the region need to share information with the Regional Delegation. The creation of a database of bilateral partnership in the region is still in the process. A future database has been discussed with the Communications Unit to look at how to include PNS Coordination in the daily support from the Regional Delegation.

Objective 2: To develop mechanisms for efficient facilitation of all PNS assistance to, and partnership with the National Societies in the region and to ensure that the most important elements of NS strategic plans are being supported.

Compilation of information related to PNS plans, strategies and priorities in the region has been done and information regularly updated. Close relations with PNS operating in the region through visits to their national headquarters have been established and reinforced during this reporting period. PNS were supported on a regular basis but also as per specific requests with needed information about ongoing cooperation in the region.

Objective 3: To develop improved mechanisms for closer cooperation between NS active in the region
The PNS Co-ordinator actively supported the PNS meeting organized in Sarajevo in March 2001.

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

The process leading up to a Regional Assistance Strategy (RAS) and to a Country Assistance Strategy in Bulgaria as well as to a sub-regional strategy in the Baltics has been initiated. The actual design process will continue in the second half of 2001 with the aim of completing the strategies by March 2002. That process is hoped to bring new dimensions to a coordinated regional framework for cooperation.

Objective 5: To ensure more efficient coordination and cooperation between the Federation and the ICRC in development cooperation to build capacities of the region's National Societies.

Overall cooperation with ICRC in Central Europe has increased. It is routine in communications, in DP, in the up-coming strategic planning processes. Exchange of information and experiences, planning together and mutual participation in activities organized by either delegation is frequent. An example of the existing cooperation is the Regional Leadership Meetings jointly organized by the two regional delegations.

Objective 6: To develop mechanisms for better coordination between the Federation , the ICRC and National Societies in the event of disaster in the region

Work on this objective is on-going. Close collaboration with the ICRC regional delegation is taking place especially in developing DP/DR and incorporating ICRC conflict preparedness which is taking place in the RD workshops and development processes initiated.

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

Work on this objective needs to continue. The challenge is hoped to be dealt with in the RAS/CAS process as well as in developing the roles and responsibilities of relationships management within the Secretariat including defining these between the Geneva part of the Secretariat and the delegation(s).

Lessons learnt

It has been easy to convince partner NSs about the need for co-ordination. Although the name “coordinator” is not always well perceived (connotation of “controlling”), partner NSs do realize the need of co-ordination to avoid duplication and double funding. Partner NSs still need to reinforce their information sharing mechanisms with the Regional Delegation. This programme can be successful and meaningful only as long as the Regional Delegation is able to provide updated and correct information about ongoing co-operation in the region.

Conclusion

PNS Coordination has been a pilot programme, initially for one year, aiming at getting a clearer picture of all bilateral co-operation in Central Europe. The fact that some NSs have multi-donor relations with partner NS has been leading to duplication in funding of projects and embarrassment for all concerned.

The programme is reinforcing the role of the Federation as a “Serving Leader” in future. PNS Coordination will play a vital role in the change process. The key for success will be the willingness to commit to sharing information with all involved partners.

In the future, the compiled information on PNSs’ bilateral involvement in the region will be included in the regional web-site as available information for all National Societies within and outside the region. PNS coordination is key in the new CAS/RAS process and information to facilitate meaningful coordination will be part of the daily service from the Regional Delegation.

Bilateral Co-operation in the region

PNS/NS	Alba	Mac	Yug	Bos	Bulg	Cro	Slov	Hung	Rom	Cz	Slova	Pol	Lith	Lat	Est
American RC															
Austrian RC															
Belgium RC															
British RC															
Canadian RC															
Icelandic RC															
Danish RC															
Finnish RC															
French RC															
German RC															
Italian RC															
Japanese RC															
Netherlands RC															
Norwegian RC															
Spanish RC															
Swedish RC															
Swiss RC															
Ukraine RC															
Russian RC															
Egyptian RC			UL	UL											
Luxemb RC															
Saudi Arab RC			UL	UL											
Iranian RC				UL											
Hellenic RC															
Turkey RC															
United Arab Emirates RC															

UL = Unilateral Co-operation

Regional Coordination and Management

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

New services in financial development, health and care (S2010 core area), in planning and reporting have been added to the delegation’s capacity. The delegates in these areas have taken up their positions in January, March and May respectively providing support and advice not only to the NSs but also to the other on-going regional programmes and to country delegations. The Regional Finance Unit (RFU) has been functioning in its new role as of January 1st and is providing not only technical processing but also analysis and advice on management of finances and spending to the delegates/delegations. Region-wide planning and reporting competence is a priority area for development and this support is now available for NSs through the recently established unit.

Three replacements for delegates/programme managers have taken place and four new positions have been filled including the local recruitment of a regional PRA co-ordinator. The RD comprises presently 12 delegation-recruited staff and 2 staff-on-loan within the youth programme. Out of a total of 14 delegates, two are based outside Budapest: the Nordic-Baltic Development Delegate in Riga and the Population Movement Delegate in Zagreb.

The appointment of an Office Manager has improved the overall functioning of the office. The pooling of all vehicles enabled a more efficient use of vehicles and a down sizing of the fleet thus cutting transport costs for all programmes.

Objective 2: to support and manage the regional delegation in its strategic guidance to National Society programming.

This has involved by far the most extensive work and effort. Being part of the Federation Secretariat's change process and one of the three Action Research (AR) regions, the issues of roles and responsibilities, improved support in services to NS and to programming and in developing criteria for prioritizing Federation assistance, along with preparations for the participatory process of developing a Regional Assistance Strategy (RAS), have required the major part of the head of regional delegation's time as well as significant participation and inputs from the individual delegates/programme managers and team leaders. In addition to the RAS, work on a Country Assistance Strategy (CAS) with the Bulgarian Red Cross and its partners has begun. A 'Baltic' Assistance Strategy (BAS) with the Baltic, Nordic and other active partners will commence in the coming weeks. The actual negotiations are foreseen to begin in early autumn.

Work on global, regional and programme-specific criteria for prioritizing assistance to NSs is in progress and will be used in the up-coming planning process for 2002-03.

February and March saw the participation of several RD delegates in three global working groups within the AR framework: capacity building, disaster management, and programme implementation. The reports from the groups provide several development initiatives in better programming and planning as well as in improved services to NSs and in improvements for Federation coordination roles and responsibilities.

The structure of the RD has been revised with all programme delegates/managers forming a programme team for better coordination and planning with an appointed team leader. Communications/reporting services as well as finance, administration and human resource services including logistics have also been grouped in teams with team leaders. Through these arrangements better strategic planning and coordination of regional support is foreseen.

Improved clarity in the role of a regional delegation has been achieved through the AR process. The RD will have far reaching authority and responsibilities in facilitating and delivering co-ordinated Federation Secretariat services to NSs, and in coordinating planning and implementation of programmes in the region.

A more effective use of human resources in the region has been tried out by using delegates from country delegations in regional tasks or, as specialists in their area of expertise, as short-term consultants for NSs. This is presently being developed in the context of regional programme/sectoral teams to involve also NS special expertise.

Focal Points for NSs have been assigned within the RD. The country delegations will perform that role for the NS they are assisting. The goal is to provide a better service, a personified contact and a liaison to an NS in its communication with the RD. The FP also contributes to building knowledge about the NSs and to promoting the interests of the societies. Overall, the RD also hopes to serve partner NSs better with up-to-date information and knowledge about the programmes and needs of the NS.

A major constraint has been the workload on the entire delegation with the AR process and all elements of it. As in any change process, a challenge is to analyze present ways of working and adjust to a new philosophy. With the highly professional, experienced and motivated delegates and staff, the roles and tasks are at least becoming clearer as the process moves into action mode.

The growth of the delegation with new functions, new delegates and staff, new replacements has brought much new energy and motivation through new and fresh inputs.

Time has been needed to strengthen the team and to find the right ways of cooperation and communication. The RD is now better equipped and can offer a well functioning team's services in the region.

Objective 3: to promote and represent the interest of the Federation in the region.

The second leadership meeting was organized in February in cooperation with the ICRC RD. All NSs in the region were represented by their President and Secretary General. Partner NSs were also participating in addition to the Geneva Secretariat. The main themes were the Federation change process in CE and the NSs

expectations regarding it; NSs as auxiliaries to governments and how to work with advocacy. The report and recommendations from the meeting have been shared with all participants, interested partner NS and used in the AR process.

The RD has represented the Secretariat in a number of Red Cross and other meetings ranging from Stability Pact meetings to ICRC special meetings on IHL to sub regional meetings such as the Central Europe Forum for Co-operation.

A special arrangement has been agreed with the EU Red Cross office in Brussels regarding the EU enlargement. Ten of the 13 new EU candidate states are in Central Europe. To support the preparations for Red Cross NS to enter the union Red Cross forum and EU cooperation, the RD will be servicing the NS with both information, contacts and briefings in the form of workshops and guidance into partnerships with present EU member NSs. All NSs in the candidate states have been asked to nominate a contact person for accession issues, who will be key person in the continued process.

Outstanding Needs

The Regional Organizational Development Programme is in critical need of donor support, and urgently requires more funding to avoid hampering ongoing activities. The Regional Youth and Promotion of Humanitarian Values Programmes also need further donor support.

For further details please contact: Penny Elghady, Phone: 41 22 730 43 19; Fax: 41 22 733 03 95; email: elghady@ifrc.org

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 web site at <http://www.ifrc.org>.

Peter Rees-Gildea
Head a.i.
Relationship Management Department

Lynette Lowndes
Head
Europe Department

Budapest Regional Programmes						ANNEX 1
APPEAL No. 01.52/2001		PLEDGES RECEIVED				29.08.2001
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				10'877'065		TOTAL COVERAGE 32.1%
CASH CARRIED FORWARD						
SECRETARIAT PROG SUPPORT				420'853		
BRITISH - GOVT (DIFD GRANT)						
				930'000	03.02.2001	PARTNERSHIP IMPLEMENTATION PLAN 2001
BRITISH - GOVT (DIFD GRANT)				43'000	03.02.2001	PLANNING & REPORTING
BRITISH - RC		14'000	GBP	34'440	03.05.2001	YOUTH DEVELOPMENT
BRITISH - RC		14'000	GBP	34'440	03.05.2001	REGIONAL INFORMATION TRAINER HUMANITARIAN VALUES
BRITISH - RC				69'422	03.05.2001	REGIONAL YOUTH DELEGATE
CANADIAN - GOVT/CIDA		198'000	CAD	217'444	09.04.2001	PURCHASE & DISTR. OF HYGIENE PARCELS, CROATIAN & BOSNIA
CANADIAN - RC		880	CAD	962	30.03.2001	INFORMATION
FINNISH - RC		33'637	EUR	51'747	26.03.2001	INSTITUTIONAL & RESOURCE DEV.
FINNISH - RC		33'637	EUR	51'747	26.03.2001	HUMANITARIAN VALUES
FINNISH - RC		16'819	EUR	25'874	26.03.2001	BOSNIA-HERZEGOVINA, REPATRIATION & REINTEGRATION
FINNISH - RC		33'637	EUR	51'300	21.06.2001	COORDINATION & MGT
ICELANDIC - RC		2'000'000	ISK	34'530	23.07.2001	ORGANISATION DEVELOPMENT
NORWEGIAN - RC				10'000	31.01.2001	PNS CO-ORDINATION PROJECT, ADDITIONAL COVERAGE OF CO-ORDINATOR COSTS
NORWEGIAN - GOVT/RC		1'078'749	NOK	206'369	13.06.2001	BOSNIA, REPATRIATION & REINTEGRATION OF REFUGEES
NORWEGIAN - GOVT/RC		530'000	NOK	100'734	02.07.2001	DISASTER PREPAREDNESS/RESPONSE
NORWEGIAN - GOVT/RC		500'000	NOK	95'033	18.07.2001	DEVELOPMENT/IMPLEMENTATION HIV/AIDS PROGRAMMES
NORWEGIAN - GOVT/RC		647'249	NOK	123'821	19.06.2001	REPATRIATION & REINTEGRATION CROATIA
SWEDISH - RC		7'500	SEK	1'303	23.01.2001	PSC USED CLOTHES
SWEDISH - RC		375'000	SEK	65'138	22.03.2001	DISASTER RESPONSE
SWEDISH - GOVT/RC		2'150'000	SEK	355'825	08.06.2001	DISASTER RESPONSE, PREPAREDNESS, HEALTH & CARE, INSTITUTIONAL DEVELOPMENT, COOPERATION, COORDINATION & MGT
SUB/TOTAL RECEIVED IN CASH				2'923'982	CHF	26.9%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Finland						
Delegate(s)				92'155		
Iceland						
Delegate(s)				58'973		
Norway						
Delegate(s)				99'878		
Sweden						
Delegate(s)				108'745		
Great Britain						
Delegate(s)				171'005		
SWEDISH - RC		210'000	SEK	36'477	23.01.01	30'000 KG USED CLOTHES, TRANSPORTATION
SUB/TOTAL RECEIVED IN KIND/SERVICES				567'233	CHF	5.2%
ADDITIONAL TO APPEAL BUDGET						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	
THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:						
P66507						