

Appeal 2001-2002

 International Federation
of Red Cross and Red Crescent Societies

Federal Republic of Yugoslavia (Appeal 01.56/2001)

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1. Disaster Response	15,713,860
2. Disaster Preparedness	1,259,428
3. Health and Care	4,730,978
4. Humanitarian Values	256,849
5. Institutional and Resource Development	3,531,494
6. Coordination & Management	1,666,688
Total	27,159,297



Introduction

National Context

The political changes initiated by the September 2000 elections, and the massive street demonstrations that followed, resulted in Slobodan Milosevic's ruling regime being replaced, as Vojislav Kostunica was officially inaugurated FR Yugoslavia's president on 7 October. The political forces of the Democratic Opposition of Serbia, an eighteen parties winning coalition, took over the responsibility of forming a transition government, with the task of solving the legion of political and social problems left behind by Milosevic's regime.

Finding a sustainable and peaceful solutions for the province of Kosovo, whose majority ethnic Albanian community reinforced their claim for independence in the October municipal elections, and the stabilisation of relations between Serbia and Montenegro, are top priorities for the new regime. Positive dialogue has already been re-established with Croatia and Bosnia and Herzegovina, which is expected to contribute to the overall effort of bringing stability to the Balkan region.

The international community unanimously welcomed the political change in the FR Yugoslavia, with the European Union, among others, responding immediately, by lifting several sanctions, while promising generous packages of reconstruction aid. However, if the changed external environment puts an end to a decade of international isolation and sanctions, wars and conflicts, to culminate in the Kosovo Crisis and the NATO air strikes, it will take years to reverse the spiralling downward economic trend. In a country with a collapsing economy and upcoming transition period, this process is going to be most painful for the country's impoverished population.

Sporadically paid, the equivalent of DEM 37 is the only monthly income for the country's 1.5 million pensioners, who account for more than a tenth of FR Yugoslavia's population. By September 2000, the country's foreign trade deficit alone reached USD 1.5 billion, with real GDP contracting by 23 per cent in 1999. Half the active population in Serbia was estimated to be unemployed, and for those working, the average salary in Serbia was DEM 84 in July. Food was expensive. Luxury products, including meat, saw their price increase by 50 per cent, while the price of sugar and milk doubled in September alone.

Across the FR Yugoslavia, 496,400 refugees from Croatia and Bosnia and Herzegovina, and 220,990 internally displaced people (IDP) from Kosovo add an additional burden on the already weakened governmental structures and economy. The indigenous population is increasingly impoverished resulting in the emergence of half a million social cases. Consequently, it is not surprising that the Red Cross and Red Crescent Movement's vulnerability assessment concluded that at least one million people live below the poverty line in the FR Yugoslavia.

National Society Context

The Yugoslav Red Cross (YRC) structure corresponds to the FR Yugoslavia administrative framework, comprising two constituencies: the Red Cross of Serbia and the Red Cross of Montenegro. The two constituencies were first established in 1875 and 1876 respectively, with the continuity of the YRC being reconfirmed in 1993, by the adoption of its statutes. The Red Cross of Serbia has 160 municipal branches (not including Kosovo) and the Red Cross of Montenegro, 21 municipal branches.

Within the Red Cross of Serbia, there are two provincial Red Cross structures, in Vojvodina and Kosovo. In the latter, the Kosovo and Metohija Red Cross (KMRC) with its six active municipal branches, is the officially recognised Red Cross provincial structure. Additionally, representing ninety percent of Kosovo's population, the *Red Cross of Kosova (RCK)*, is locally registered as an indigenous humanitarian organisation, and has 26 municipal branches.

The YRC has been at the forefront of providing humanitarian assistance in the FR Yugoslavia, implementing one of the largest Red Cross and Red Crescent relief operations world-wide, on behalf of key organisations, such as the UN High Commissioner for Refugees, the World Food Programme, and the International Committee of the Red Cross. The Federation's strategy of strengthening the capacities of the National Society since 1992, was confirmed by YRC's disaster response mechanism capable of channelling, in 2000 alone, relief items to some one million people, as follows: 237,000 refugees, 242,000 internally displaced people and 500,000 social cases.

During the same year, the YRC and *RCK* provided psycho-social and social welfare support to over one million people, again representing one tenth of the overall population. Despite the major focus on disaster response and preparedness, during 2000, the YRC also managed to run traditional community based Red Cross activities, in addition to the extensive psycho-social and social welfare programmes. Health, blood, first aid, the promotion of humanitarian values were just a few, while focus was also given to the YRC and *RCK*'s institutional and resource development.

Priority Programmes for Federation assistance

To support the Yugoslav Red Cross, its republican constituencies and the Red Cross in Kosovo, the Federation will focus or continue to focus on:

- **Disaster Response:** providing the most vulnerable refugees with essential hygiene, winterisation and supplementary food items, while strengthening the YRC's overall disaster response mechanisms.
- **Disaster Preparedness:** further implementing the YRC's disaster preparedness programme, with the final aim of having in place the necessary resources and mechanisms, to be activated when a disaster strikes.
- **Health and Care:** supporting the YRC/*RCK* in the provision of psycho-social, social welfare, health and home care, particularly targeting youth and the elderly, with people adopting healthier and psychologically improved lifestyles.
- **Institutional and Resource Development:** ensuring a well functioning YRC/*RCK*, with an improved structure, managerial and programme capacity, giving a particular focus on youth and branch income generation, while also supporting the emergence of one Red Cross structure in Kosovo.
- **Humanitarian Values:** supporting the YRC in its promotion of humanitarian values and strengthening the communication capacity of the National Society.
- **Coordination and Management:** further strengthening the structures and operations of the YRC/*RCK*, resulting in an improved capacity to meet the needs of the most vulnerable.

1. Disaster Response

- **Essential hygiene programme**
- **Winterisation assistance programme**
- **Supplementary food assistance programme**

Background and progress to date

The Federal Republic of Yugoslavia (FR Yugoslavia) has witnessed a succession of conflicts and natural disasters over the past decade. The disintegration of the former Yugoslavia, years of sanctions/international isolation, refugees influxes from neighboring countries and of internally displaced persons (IDPs) from Kosovo, have all added to the suffering. The country has also been affected by regular and severe flooding and environmental deprivation. This scenario has not only resulted in loss of life, mass population movements, and long lasting trauma for all inhabitants, but also socio-economic hardships on the most vulnerable host communities.

The YRC's nationwide network is known for its efficiency and effectiveness, distributing large volumes of aid on behalf of almost all international humanitarian organisations. Agencies include: the Federation, which focusses on the refugee caseload; the ICRC, which focusses on IDPs and social cases; UNHCR, which provides non-food support for refugees and IDPs; WFP provides basic food to social cases and refugees; and the European Community Humanitarian Office (ECHO) with their funding support for all the above organizations.

Since 1992, the International Federation supported the Yugoslav Red Cross (YRC) with its relief and non-relief assistance programmes. During a decade of repeated natural and man-made emergencies, the YRC branches were the main distribution network for channelling relief to the three different categories of beneficiaries. In 2000 alone, some one million beneficiaries were assisted by the YRC, as follows: 237,000 refugees, 242,000 IDPs and 500,000 social cases.

Indeed, over the years one of the major Federation focusses has been to strengthen the YRC's extensive delivery and distribution network, focussed on the YRC's headquarter relief management (Humanitarian Bureau), Central, Regional and Branch levels, with assistance increasing in line with the newly emerging needs. This is achieved in close coordination with the YRC/Federation's Institutional Development Programme, while further linkages are forged with traditional Red Cross activities, such as Social Welfare, Home Care and the Sub-regional Repatriation Programme. Five Federation Field Offices and the Montenegrin Sub-delegation, all headed by International delegates, provide daily support and advice to the YRC Branches. Extensive YRC training in logistics and relief is ongoing, and the provision of office equipment, within the Institutional Development Programme, to include computers for all branches, has been achieved. This has resulted in improved YRC staff/volunteer knowledge, up-dated delivery and distribution systems, closer coordination with other humanitarian organisations, and ultimately greater beneficiary and donor accountability.

All Federation programmes are closely planned with the YRC and ICRC, to ensure that needs are covered and actions are coordinated, resulting in a consolidated Red Cross and Red Crescent Movement approach. Furthermore, regular meetings are held with the Joint Red Cross Task Force (YRC Humanitarian Bureau, ICRC and Federation), with the Federation primarily focussing its relief effort on the refugee beneficiaries in Serbia and Montenegro (excluding Kosovo), while also supporting the longer-term capacity building programmes of the YRC in the whole of the Yugoslavia.

It should also be noted that, while the country is going through a period of deep political change, to which the international community has responded, by lifting the oil embargo and flight ban, promising support for capacity building and development programmes, it will take time before any positive impact is felt by the most vulnerable people in the FR Yugoslavia. Indeed, a vulnerability assessment carried out in spring of 2000, concluded that more than one million people (i.e. one tenth of the population) in FR Yugoslavia live below the poverty line. While the

elderly and children are the groups most adversely affected by the poor economic situation and continued unsettled political climate, the situation of the majority of refugees has not improved significantly either. They still remain a very vulnerable sector in the country, frequently living in crowded collective accommodation or inadequate private accommodation with little, or no income at all.

Against this background, continued relief assistance is required for the most vulnerable within the displaced and host populations. Given the WFP's 2001-2002 commitment in the provision of basic food items to refugees, the Federation will no longer provide these items, but will continue providing supplementary food, hygiene and winterization items. The Federation will also continue to support and strengthen the YRC's extensive delivery and distribution network throughout the country and provide support for the relief element in the long-term traditional Red Cross activities.

Essential hygiene programme

During the emergency years, the Federation and the YRC continually provided a large scale provision of hygiene items that, although available locally, are beyond the financial resources of most of the refugee beneficiaries. The goods are considered to be an essential part of preventive health care, helping to reduce human suffering and ease the burden on the national health institutions. In the year 2000 alone, a total of 954,500 essential hygiene and 8,100 baby parcels were provided, benefiting some 242,400 persons amongst the refugee population. The success of this programme in reaching the most vulnerable members of the refugee population can be seen in the fact that despite the often totally inadequate and cramped living conditions faced each day by refugees in collective accommodation (such as old town halls, abandoned public and private buildings and disused schools), there has been no major outbreak of disease in recent years.

Winterization assistance programme

Under the Federation's Winterisation Programme, the provision of 61,172 thermal undergarment sets for vulnerable elderly refugees, and 82,141 pairs of shoes and 81,626 Jackets for vulnerable refugee children were distributed in 2000 through the YRC, to help people survive the harsh Balkan winters.

Supplementary food assistance programme

The YRC/Federation's extensive programmes provided basic and supplementary food to the most vulnerable refugee groups. Indeed, during 2000 the following items, under the supplementary food programme totalled: 1,080 metric tonnes (mts) of milk powder; 1,188 mts of canned meat and 166 mts of yeast. Similarly, under the basic food programme, a further 826 mts of cooking oil, 530 mts of sugar, 1,184 mts of beans and 4,500 mts of wheat flour was provided for up to 350,000 refugee beneficiaries of various categories, to include those who were unable to benefit from other social assistance and were not covered under any other relief operations.

Goal Through the implementation of the Federation and the YRC's relief programme, and in close cooperation and coordination with other humanitarian organizations, to include the ICRC, the most vulnerable peoples' minimum living standards and dignity will be maintained.

Objectives and Activities planned

Essential hygiene assistance programme

Objective 1 to continue to respond to the basic hygiene requirements of 230,000 vulnerable refugees during all of 2001 and for the first half of 2002. Specific activities related to this programme will include the procurement, transport and distribution of a total of 1,200,000 essential hygiene parcels in 2001 and 600,000 parcels in 2002 to 230,000 refugee beneficiaries every three months, per beneficiary. Each hygiene parcel will contain: three kgs washing powder; four rolls of toilet paper; two pieces of soap; 75 ml of toothpaste; 250 ml shampoo; and 20 sanitary napkins.

Identifying beneficiaries will also be achieved, with the target group including all refugees in collective centres and the following in categories living in private accommodation: single parent family, mentally/physically disabled, chronically ill persons regardless of age, elderly over 65 and the destitute, in accordance to the branch secretary's discretion.

Objective 2 to provide cost-effective hygiene care for refugees living in 780 of the most basic collective centres during 2001, and 390 collective centres in 2002;

Activities to achieve this objective will include the procurement, transportation and distribution of 780 cleaning kits in 2001, and 390 kits in 2002, for collective centres which house vulnerable refugees and IDPs, where no other humanitarian organization is providing similar items. Each cleaning kit will contain: two brooms; five litres household grade disinfectant; three toilet brushes; two floor mops; two dustpans and brushes; five packs kitchen scourer; two litres of window cleaners; five pack sponges; and five tea towels.

Objective 3 to continue to respond to the special hygiene requirements of 8,100 refugee families with babies of up to one years old during 2001, and 4,500 families in 2002;

Specific activities for the baby parcel programme include the procurement, transportation and distribution of 8,100 baby parcels in 2001, and 4,050 parcels in 2002. Identification of vulnerable refugee families, with a newborn baby of one years old or under, will also be achieved. Each baby parcel will contain: one feeding bottle; one teat for feeding bottle; one bottle sterilizer; two bars of soap (100 grams each); one baby shampoo; one bib; one dummy and baby bath.

General activities related to the overall essential hygiene assistance programme include the provision of the most essential hygiene items in specialized beneficiary-targeted parcels rather than a wider range of items, in order to reduce costs. Procurement, transport and distribution of all items to beneficiaries within the specified time-frame, to provide a beneficiary with the required hygiene/cleaning goods for the designed period. All items will be pre-packed to prevent delays, marked with donor details and contents, while also ensuring the best delivery date and price from suppliers is achieved.

Winterisation assistance programme

Objective 1 to address the basic winter undergarment needs for the benefit of the most vulnerable category of 90,000 elderly refugees during 2001. In order to achieve the objective of this programme, elderly vulnerable refugees living in private accommodation will be provided with: one long sleeve under vest, one short sleeve under vest and one long pair of underpants. Identification of beneficiaries will also be achieved, with those falling under the following categories being the target group: refugees of age 61 and over, living in private accommodation, having no other means of support, who do not benefit from any other winterisation programmes, mentally/physically disabled or chronically sick.

Supplementary food assistance

Objective 1 to improve access to supplementary food items by 230,000 most vulnerable refugees in the FR Yugoslavia (excluding Kosovo) during 2001;

Objective 2 to meet the supplementary food and nutrition needs of those most vulnerable refugees;

Activities of the supplementary food programme will include the three-monthly provision of pre-packed items (550 grams of pork, chicken and beef meat, 500 grams of packs of feta cheese and 77 grams of yeast). Beneficiaries will be identified, and will include all refugees in collective centres and the following categories living in private accommodation: single parent families, children up to one years old, orphans, mentally or physically disabled regardless of age, chronically ill persons (with doctor's certificate) regardless of age, elderly over 65 and the destitute, in accordance with the Red Cross Branch Secretary's discretion.

The procurement, transportation and distribution of all items to beneficiaries will be implemented within the specified time-frame, with the item providing the beneficiary with the required supplementary food for the designated period. The food items will be prepackaged to prevent delays, marked with donor details and contents, while also ensuring the best delivery date and price from suppliers is achieved.

Expected results

The disaster response programme will result in the immediate food and non-food essential needs of the targeted refugee population in the FR Yugoslavia being met. This will alleviate some of the hardships encountered by targeted beneficiaries, while ensuring that the basic health/hygiene and dignity of those most in need is maintained. The YRC's extensive delivery and distribution system will also continue to be strengthened and improved.

One essential hygiene parcel will be provided, on a quarterly basis in 2001 and twice during the first half of 2002, for 230,000 identified refugees. A total of 780 cleaning kits will be provided for the most basic collective centres housing refugees and IDPs in 2001, and 390 in 2002. A total of 8,100 baby parcels will be provided once during 2001 for refugee mothers with newborn babies, while 4,050 baby parcels will be provided once in 2002. One

winter underwear set will be provided for 90,000 elderly refugees during 2001. Supplementary food items (meat, cheese and yeast) will be provided for 230,000 refugees, every three months, during 2001.

Indicators

Hygiene assistance programme

The number of essential hygiene items distributed, in relation to the number of targeted refugee beneficiaries and frequency of distribution, measured in the activity plan.

The provision of cost-effective hygiene care items for refugees living in difficult collective accommodation maintains the minimum hygiene standards in these facilities.

The percentage of refugee families with newborn babies receiving the special hygiene requirements during the prescribed period and programme criteria.

Winterisation Programme

Basic winter undergarment needs of identified elderly refugees from Croatia and Bosnia and Herzegovina met in a timely fashion.

Supplementary Food Programme

The quantity and quality of supplementary food items distributed to the most vulnerable refugees living in private and communal accommodation, and maintenance of their minimum nutrition status, in accordance with WFP standards for the Balkan region.

Monitoring and Evaluation arrangements

The general implementation of the Federation's disaster response programme will be coordinated, monitored and evaluated by its delegation in Belgrade, the Montenegro sub-delegation, the five Federation field offices, the YRC's Humanitarian Bureau, eleven YRC regional distribution centres and 181 YRC Branches (not including Kosovo).

The tendering, procurement, shipment, sanitary and customs clearances will be coordinated, monitored and evaluated by the Federation's Secretariat and Budapest Regional Logistics Centre and the Logistics department in the Belgrade delegation, in close cooperation with the YRC.

A distribution plan will be prepared by the YRC Humanitarian Bureau, in cooperation with the Federation's relief department. The goods will be delivered to the central warehouse in Belgrade and then channeled to eleven YRC distribution centres countrywide (Novi Sad, Belgrade, Sabac, Pozarevac, Kragujevac, Kraljevo, Uzice, Zajecar, Nis, Vranje and Podgorica) and subsequently to the respective municipal Red Cross branch warehouses. Distributions will be carried out at the branches and in the branches' respective distribution points. The whole delivery process will be monitored and evaluated by the logistics and relief department in the Belgrade delegation, the Federation's field offices, the YRC Humanitarian Bureau, the regional distribution centres and 181 Branches. The movement of relief items from the central and regional levels, down to the branches, is recorded by the YRC's computerised tracking system. The Federation's field offices also provide monthly field and data reports.

The field level relief distribution phase, which is carried out by YRC branch staff and volunteers, will be monitored by the Federation's field delegates and field representatives. Federation staff visit their respective YRC regional distribution centres and branches on a regular basis, to continually assess and evaluate the situation, while monitoring the impact and appropriateness of the relief items. They also monitor the ongoing distribution from the branches and distribution centres, recording any losses or problems encountered during the micro-distribution to the targeted beneficiaries.

Any problems encountered or suggestions for improvements are noted by the field offices, and forwarded to the Belgrade delegation. They are then discussed at the Joint Task Force weekly meetings, where constraints are addressed and quick solutions are sought. The Joint Task Force consists of several senior level YRC, ICRC and Federation staff. In addition, field level Joint Monitoring Teams, again consisting of YRC, ICRC and Federation staff working at the field level, were established in 2000, in order to reinforce the monitoring/evaluating the distribution of international humanitarian aid through the YRC distribution network at the field level. Additionally,

close coordination and cooperation with ECHO, WFP and UNHCR's field offices is maintained at all times, in order to further strengthen the overall relief monitoring function. In this regard, the Federation plays a key role.

All programmes will again be evaluated through ongoing feedback from the field offices and interviews with individual recipients of humanitarian aid. A regular flow of information to donors is maintained in quarterly delegation situation and donor reports, with the latter to the donor specification.

Finally, the Federation in cooperation with the YRC Humanitarian Bureau, will, as necessary, carry out comprehensive countrywide vulnerability assessments aimed at beneficiaries and their needs, with the latest Red Cross vulnerability assessment conducted in the spring of 2000. The Federation will continue to provide delegate staffing support for non Red Cross vulnerability assessments, as it did during the June 2000 WFP and UNHCR joint needs assessment mission.

Critical assumptions

- Continued support from the Federation and timely and appropriate National Society or donor response will be maintained.
- No serious socio-economic, political deterioration or major natural disasters will occur in the FR Yugoslavia or the Balkan region as a whole.
- Continued dedication and professionalism from the YRC's leadership, Humanitarian Bureau, regional distribution centres and branch staff and volunteers.
- The YRC's delivery and distribution network continues to be adjusted in accordance to the size of the relief operations (15,000-20,000 metric tonnes per month).
- The YRC's warehouse storage space and distribution capacity, especially at branch level, continues to be addressed and improved.
- WFP, which provides food items distributed to refugees in conjunction with the YRC/Federation, will be in a position to implement their agreed proportion of the overall food programme.

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2. Disaster Preparedness

Background and progress to date

The Federal Republic of Yugoslavia (FR Yugoslavia) is prone to natural and man-made disasters, including earthquakes, regular floods and droughts. The year 2000 was no exception, with massive flooding in Vojvodina during the winter and a drought during the spring/summer period, destroying an estimated 30 per cent of the 2000 wheat harvest. Furthermore, the whole Balkan region, including the FR Yugoslavia, is still at potential risk of involvement in conflict situations. A decade of deep crisis disrupted the normal functioning of community structures and services in the country, while draining its national and local resources.

Despite the lack of a nationwide formal disaster preparedness programme (DPP), the Yugoslav Red Cross (YRC) has responded quickly and effectively to the different needs resulting from emergencies, particularly over the past ten years. However, its response was carried out in an *ad hoc*, rather than a structured way.

In the autumn of 1999, the YRC defined the DPP to be one of the core activities for the future. Consequently, a structured and coordinated concept was developed, with the Federation's support, together with a three-year plan of action, with both documents being adopted in June 2000 by the society's Executive Board.

It was agreed that, due to the complexities of the DPP, its various aspects and the dynamics of implementation, it would not be fully implemented until the end of 2003. Indeed, in terms of establishing the different types of DPP teams, training all team leaders/members and procuring equipment, this programme is complex and long-term. However, it is hoped that by the end of December 2003, all mechanisms will be in place and the following teams will be fully established, trained and equipped: 578 disaster response teams, with 3,468 corresponding members and 578 team leaders; 189 YRC municipal branches, with 301 standard modules of collective equipment to support respective disaster response and the 20 specialist DP teams.

In January 2000, having completed the preparation work, implementation of the plan of action's first phase commenced. A YRC DP unit was established under the institutional development department, and a DP warehouse was rented for a six-month period by the Federation, and as planned, in July 2000, stocks were transferred from the Federation warehouse into a YRC warehouse, specifically rented by the National Society for its DPP items. Over 130 metric tonnes of basic relief items, such as mattresses, blankets, kitchens sets and collapsible water bags were transferred from the Federation's leftover emergency stocks in Albania and in the Former Yugoslav Republic of Macedonia, and from the ICRC. A five-day assessment was carried out in March by the German Red Cross. This was followed by further assessments, specifically focused on the availability of human and other resources in 25 YRC branches, selected to benefit from the first phase of the programme.

However, the largest implementation achievement involved the procurement and delivery of DP items for a total of 84 disaster response teams, i.e. disaster response unit modules, which were fully equipped with corresponding models of personal equipment. In addition, 25 municipal YRC branches were each fully equipped with one module of collective equipment. Furthermore, the standardization of training models and the production of 5,000 DPP training manuals was also achieved. Following this, 84 disaster response team leaders and their 504 team members and 95 regular DPP trainers, were fully trained in their respective DP skills.

Other significant activities included the translation of *The Sphere Humanitarian Charter and Minimum Standards in Disaster Response* into Serbian, with 1,000 copies being printed, and the document being promoted and incorporated in each DPP-related training course. Contacts with governmental institutions involved in DP were encouraged and a Memorandum of Understanding (MoU) was drafted between the YRC and the government, with this process being ongoing. Additionally, an *Agreement on Rules and Procedures for mutual assistance between the National Societies of the Red Cross and the Red Crescent in the Balkan region in Case of Disasters* was adopted by seven National Societies at the Balkan Conference in 2000, outlining cooperation between the seven signatories. Finally, a DPP Workshop involving Federation, ICRC and National Society representatives, relevant government bodies and institutions, other key players involved in rescue activities (fire brigades, medical

emergency, sector, etc.) and a selected number of beneficiaries, was held in Belgrade with the support of the Federation's country and regional delegations.

While the majority of DPP structural and operational mechanisms were not in place at the end of 2000, several teams already utilized their newly acquired skills and equipment. During the October 2000 civil uprising in Belgrade, six DPP teams, each equipped with the recently procured kits and uniforms, were effectively and quickly mobilized to assist the injured and provide emergency food rations to people in Belgrade. Some 100 first aid interventions were made, with those seriously injured being transported to the Belgrade emergency hospital, where the YRC also made available medicines, blankets and bandages.

Goal The further implementation of the YRC's disaster preparedness programme plan of action, with the final aim of having in place the necessary resources and mechanisms, to be activated immediately and efficiently when a disaster occurs, by the end of 2003.

Objectives and Activities planned

Objective 1 to continue to strengthen and improve the National Society's DP capacity, both at the headquarters and at the municipal (branch) levels. Activities will include the further development of the YRC DP/life saving department organizational and managerial scheme, and the expansion of current YRC DP expert team activities, to include the standardization of training methodology/materials for the training of specialized disaster response teams, regional and republican DP coordinators.

Objective 2 to gradually train the YRC staff, enabling their response to any disaster emergency in an efficient, well structured and co-ordinated way, in order to reduce the number of victims. A total of 48 regular DPP trainers (of a total 222 to be based in 37 different regions), 200 disaster response team leaders (of a total 578) and 1,200 team members (of a total 3,468) will be selected and trained in respective DP skills.

Objective 3 to progressively build up the essential DP stocks for YRC municipal branches and stocks to be retained in 37 regional YRC warehouses. Activities will include procurement, delivery and distribution of standard DP stocks for the equipment of YRC municipal branches, as follows: standard modules of personal equipment for 200 disaster response teams and 60 standard modules of collective equipment for the YRC municipal branches. It is intended that these stocks be released to aid victims, within the first 72 hours of a disaster's occurrence.

Objective 4 to establish, train and equip 20 specialized disaster response teams (with 12 members in each) to perform rescue activities when the scale of the disaster is beyond the capabilities of regular teams. Specialized training will be provided for 20 trainers, who will go on to train 240 members of the specialized rescue teams. Furthermore, regional coordinators and 80 senior YRC headquarters staff will be trained in specialised disaster management skills.

Objective 5 to further develop and expand the standard communication network and identify the correct activation mechanisms and the chain of command (continuation of year 2000 programme). Activities will include procurement of communication technical equipment and training on its effective usage will gradually be provided to specific operators and members of the intervention teams. Particular attention will be focussed on the management/control, both within the headquarters level and operating field unit structures.

Objective 6 to reach agreements between the YRC and appropriate national bodies/institutions, regarding the operational basis for the YRC's involvement in the rescue and emergency response operations. This objective will be achieved with the drafting, promotion and signature of a Memorandum of Understanding between the YRC and the national structures involved in DP activities. The document will outline the National Society's role in the various disaster scenarios and its degree of involvement.

Objective 7 to further develop the YRC's sustainable, risk-reduction rescue and lifesaving community-based activities, including the mechanisms for replenishing DP equipment and suitable income generation agreements for specialised, professional services, provided by trained YRC teams. Activities will include the establishment of basic operational guidelines for needs assessment, including Vulnerability Capacity Assessments, beneficiaries identification, procedures for replenishing equipment, distribution monitoring and reporting, and implementing assessment training. Two assessments will also be implemented in two regions. Furthermore, 480 YRC volunteers

will be trained in water and mountain rescue activities, with encouragement given to enable these trained volunteers to gain commercial contracts with businesses.

Expected results

- The YRC headquarters' coordination group and DPP expert teams are well established and their function is clearly defined in accordance to the terms of reference.
- The information flow between the YRC's headquarters, republican, provincial and municipal Red Cross structures is standardized and well established.
- The YRC staff and volunteers are better able to fulfill their roles and undertake responsibilities.
- The YRC's disaster response role will be clearly defined and partnership agreements will be signed.
- The YRC will have produced operational DP guidelines and disseminated them throughout its structure.
- Simulation exercises proving the viability of the YRC DP concept as a part of the national DP plan of action achieved, and these documents adjusted accordingly.
- A pilot Vulnerability Capacity Assessment undertaken in two selected regions.
- Training provided to 48 regular DPP trainers, 200 disaster response team leaders and 1,200 disaster response team members.
- The YRC will be able to further commercialise this activity by providing first aid and emergency rescue on beaches, swimming pools, ski resorts, along major roads, etc.
- The delivery/distribution of standard modules of personal equipment for 200 disaster response teams and 60 standard modules of collective equipment for the YRC branches achieved.
- Twenty specialized disaster response trainers and 240 specialized disaster response members trained and equipped.
- 80 Red Cross headquarters leadership staff trained specifically in disaster management, including activation, coordination and chain of commands.
- 15 trainers selected and trained in participatory methodology and DP.
- 480 Red Cross volunteers trained in water and mountain rescue activities and incorporated into the already existing network of Red Cross rescuers.

Indicators

The YRC's DP department fully established, staffed and operational. The expert teams meet regularly and act in accordance to their respective terms of reference. All planned procurement and training activities implemented within the agreed operating time-frame and to an acceptable standard. Formal agreements reached with relevant central and local authorities, outlining the YRC's DP role and responsibilities. Pilot needs/VCA assessments carried out by specially trained YRC volunteers and pilot projects designed in according to the assessment findings. The YRC starts to generate funds from the lifesaving activities. The YRC becomes increasingly visible in community based disaster response/rescue activities

Monitoring and Evaluation arrangements

General, regular situation and donor reports will be issued by the YRC/Federation, with the latter being produced in accordance with the donor's requirements. Quarterly progress reports will be produced by the YRC's DP expert teams and submitted to the Federation's delegation. Regular and extensive field monitoring exercises will be conducted by the Federations' five field offices and two sub-delegations. On-site visits from PNSs having expertise in DPP will be organized by the Federation/YRC. The Federation's regional delegation in Budapest and the Secretariat's DP department will provide technical back-up and monitoring expertise. A full evaluation of the programme will be implemented during the first quarter of 2001 and 2002, by an external national or international consultant.

Critical assumptions

- Political and social stability in the FR Yugoslavia and in the Balkans region as a whole.
- No deterioration of the economic situation in the country.
- Continuous dedication and capacity of the YRC's leadership, staff and volunteers.
- Timely and appropriate support from the Federation, sister National Societies and donors.
- The national legislation will not be modified in such a way as to adversely affect the implementation of the programme.

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3. Health and Care

- **Kosovo Psycho-Social programme**
- **YRC Social Welfare programme**
- **YRC Home Care programme**
- **YRC Health Prevention and Education programme**

Background and progress to date

Kosovo Psycho-Social programme

People living in the Balkans have experienced a decade of extreme difficulties and hardships. The horrifying events of 1998-1999 added another chapter for those living in Kosovo. Traumatic stress specialists worldwide have determined that people closest to the critical events physically, emotionally, and cognitively, are more at risk for physical and psychological problems, impaired mental functioning, antisocial behavior, debilitating psychological and psychiatric disorders. The interrelationship of both physical and mental decline of a large proportion of the population taxes all aspects of personal and professional life as well as stretching weak socioeconomic, mental health, and physical health care systems in Kosovo.

Most of the population experienced multiple incidents rated as traumatic over a short period of time in 1999. The next year brought with it the effects of accumulated stress (living in crowded conditions, security restrictions on travel outside of enclaves, struggling to meet basic needs, etc.). Hence hundreds of thousands of people are suffering the psychological and physical consequences. The complex situation continues to demand a broader base of psycho-support 18 months after the conflict ended. Ongoing therapeutic and social support will be needed for some time and long after the humanitarian community has moved on.

The Red Cross and Red Crescent Movement is having a positive impact on the well-being of people in Kosovo. In cooperation with over 20 Participating National Societies (PNSs) the Federation and the ICRC are contributing to the relief effort. The Federation has the lead role (as outlined in the Seville Agreement) in institutional development and psycho-social programming.

The psycho-social programme (PSP) in Kosovo was initiated on 1 September 1999. Six months later five psycho-social centres and mobile outreach teams were established in collaboration with the *Red Cross of Kosova (RCK)* with the primary objective on reducing the long term psychological impact of exposure to traumatic events and in supporting capacity building in the Red Cross. The PSP centres are located in Gjakova/Djakovica, Glogovc/Glogovac, Peja/Pec, Podujevo, and Pristina. By mid-2000, the PSP was providing psychological support and social services to more than 2,000 people every month.

The PSP was instrumental in identifying gaps in humanitarian aid for some of the most traumatised families in Kosovo. Most of these families are discovered by the mobile outreach teams who travel to remote areas where damage and traumatic events were the worst. These families, in part because of their isolation, and in part because the traumatic events have incapacitated them, are extremely needy. The PSP also provided extensive technical support to Red Cross headquarters and branches in their capacity building and development and played an active role in community development of mental health centres, social welfare centres, university programme development, and limited support to small indigenous NGOs.

In 2000 a gradual shift started from establishing the infrastructure (through the Federation's Kosovo branch development project within the institutional development programme) to human and organizational capacity building. The PSP concurrently is transitioning from emergency relief to sustainable programming. The PSP and ID programmes are mutually supportive having many direct programming linkages: (Red Cross youth, disaster preparedness and response) and a vehicle for applying organizational and human resource skills. In addition the

PSP offers skills enhancement through education in communication skills, conflict resolution, and team building. Approximately 25 individuals are regularly volunteering with the PSP and more will be recruited, in conjunction with the development of the volunteer system at *Red Cross Kosova (RCK)*. Training opportunities, assignment of responsibilities, and recognition through public acclaim and other methods are used to motivate and retain these volunteers.

Clinically validated, culturally adapted, and practically applied intervention and support techniques were modernised and enhanced during the first year of the PSP operations. Specialised training and ongoing clinical supervision resulted in a 20 person paraprofessional team who use these techniques to have a significant impact on accelerating the healing process, and improving family/community functioning and relationships.

A simple service that has a large psychological impact is the provision of information that helps people help themselves. Getting the correct information out to both urban and rural populations also reduces confusion and rumours, and reduces the drain on service providers. Sharing of information is coupled with the ability of the PSP to make appropriate referrals to other services both within the Movement and externally. This is an important, sustainable, and inexpensive function that the Red Cross can easily offer the community.

The Danish Red Cross provided psycho-social support through schools in the Vushtrri, Skenderaj and Mitrovica areas, through the Children Affected By Armed Conflict (CABAC) programme. The Federation PSP provides a referral network for the Danish Red Cross programme beneficiaries needing additional assistance in psychological and psychiatric disorders.

YRC Social Welfare programme

During the nineties people living in the FR Yugoslavia experienced irregular life conditions, resulting in many inhabitants being in a state of prolonged chronic stress. As recently highlighted in the Movement's Vulnerability Assessment, children and elderly refugees are particularly vulnerable groups. Out of a total of just under half a million refugees living in the FR Yugoslavia, it is estimated that around 150,000 are under eighteen years old and at least 72,000 are over 65 years of age. A proportion of the children and elderly refugees live in extremely difficult circumstances, with their personal situation often being quite desperate.

Many children have experienced serious mental trauma, prior to their arrival in FR Yugoslavia. Fewer than half of refugee families are intact, the rest having at least one family member killed, injured, missing or located elsewhere. Consequently, the basic developmental and emotional processes and needs of these children are disturbed. They have difficulties in understanding their situation, adapting to their new environment and defining their future goals. Similarly, a high proportion of elderly refugees have no income and are dependent on humanitarian assistance. While refugees officially have access to various government services, such as health care, the reality is that such services are often inaccessible to them. A proportion of the elderly refugees also live alone, others are sick or disabled. Additionally, due to their decreased adaptation potential, elderly people are more prone to depression, hopelessness and isolation.

In 1993 the Yugoslav Red Cross (YRC) established the social welfare programme (SWP) to address some of these needs. This programme aims at strengthening the YRC's capacity to cope with disasters, by developing a network of very well trained and motivated professionals, coworkers and volunteers. The SWP teams respond to beneficiary needs in crisis, with a particular focus on children and the elderly. Ultimately it is hoped that vulnerable peoples' own coping mechanisms will be improved, which will help them overcome difficulties and regain self-respect/confidence, while also preserving their mental health and restoring hope to their lives.

Accordingly, during 2000 the SWP coworkers, staff and volunteers had made around one million psycho-social contacts with beneficiaries in Serbia and Montenegro. By the end of 2000, 125 YRC branches were running social welfare projects, with 100 branches having SWP clubs attached to their premises. Fifteen mobile teams were operating in remote areas, of which nine had mobile cinemas and nine had mobile libraries.

In addition, during the autumn of 2000, the CABAC programme, run as a Danish Red Cross delegated project, was established in the Kraljevo region of the FR Yugoslavia. This programme is modeled on other successful CABAC projects run in the Balkans, including Banja Luka and Bihac. Initially 800 children, selected from eight schools in Kraljevo, were incorporated into this programme, with the goal of assisting a total of 1,800 children by the end of 2001. Children not only benefit from group based psycho-social and creative activities, but also from a sandwich meal, to include milk and fresh fruit, plus a hygiene set and related hygiene education. Indeed, due to the high

needs of children and the success of CABAC meeting these needs, both the YRC and Federation are keen to expand CABAC into other regions of the country. As such, the YRC/Federation hope that other PNSs will establish CABAC programmes, using the delegated project approach, in different regions of the FR Yugoslavia.

YRC Home Care programme

During the second half of the 20th century, the former Yugoslavia had a fairly well established and comprehensive governmental health and social welfare system, in which the Red Cross' home care programme played an auxiliary role. However, during the nineties, the humanitarian situation in the FR Yugoslavia depreciated rapidly, resulting in less services being available to the elderly. Additionally, the YRC's capacity to implement its previous home care programme depreciated, as it responded to the emergency relief needs of the increasing numbers of beneficiaries. While the family network previously provided for the most vulnerable sectors of society, who included the elderly, handicapped and the sick, the trend of the younger generations moving from rural to urban areas increased, resulting in the traditional family network also being eroded. These factors, coupled with the growing numbers of this sector, resulted in many elderly people being extremely vulnerable. Indeed, their desperate situation was also reiterated in the recent Vulnerability Assessment carried out by the Movement, in which the elderly were viewed as one of the most, if not the most, impoverished sector of society in the country.

Despite the end of sanctions and international isolation, the situation for elderly people is not expected to improve quickly. Currently the governmental health and social welfare system is under tremendous strain. Additionally, the proportional increase in the number of elderly people is of concern, with 20 per cent of the current total population now 60 years or older, and is expected to increase to 25 per cent by 2020. While the 1.5 million pensioners of Serbia and Montenegro receive an average DEM 37 a month, payment remain irregular and when received, it does not cover a basic food basket, not to mention expenses such as medicines, household bills, and firewood. The elderly refugee and IDP populations more often than not, receive no pension at all. Some still live in collective centres and have little hope for the future.

The plight of the elderly, combined with the lack of facilitates or programmes to assist them, has been a major concern for the YRC. Accordingly, the YRC/Federation revitalized its home care programme in 2000, identifying it as a priority core activity, for the future strengthening of the National Society at the community level. During the planning phase of the YRC's home care programme, the YRC/Federation took into consideration experiences and lessons learnt from the similar one successfully run in Bosnia and Herzegovina.

The revised home care programme will be run in four phases, with the first phase having commenced in the summer of 2000 and the final phase to be completed by the end of 2002. The phases consist of the following four components: assessments; training; establishment of mobile teams and implementation. The Vojvodina region of Serbia was initially selected for the pilot home care project, with the objective of assisting a total of 10,000 elderly beneficiaries in this particular area. A total of ten mobile teams will be established in this area, consisting of 40 YRC home care professionals and 800 YRC trained home care volunteers. During the summer of 2000, the Vojvodina Red Cross completed a needs assessment and began running training seminars for the home care professionals/volunteers, with the pilot project commencing well.

Following the October 2000 change of political leadership in the FR Yugoslavia, the YRC/Federation was in a stronger position to be able to offer direct humanitarian assistance to governmental health and care institutions. Consequently, in October the Federation's field offices conducted a short assessment, focussing on health institutions, which was followed by the YRC/Federation providing emergency health/sanitation supplies (such as diapers for the elderly) to a number of hospitals/elderly homes. Additionally, over the latter part of 2000 and in early 2001, the Federation will conduct a comprehensive needs assessment, examining the current capacities in governmental elderly homes, highlighting areas in which the YRC/Federation could improve conditions for institutionalised elderly patients.

YRC Health Prevention and Education programme

The prolonged socio-economic and political crisis in the Federal Republic of Yugoslavia (FR Yugoslavia), together with sanctions and international isolation, had a serious impact on the already burdened and weakened health care sector and, therefore, on the general population's health culture and awareness. Indeed, according to recent studies, the governmental health and social welfare system in the FR Yugoslavia, is at best under tremendous strain and at worst, near total bankruptcy and collapse. While changes in the political climate at the end of 2000 marked an end of international isolation and the gradual lifting of sanctions, it will take many years to

address the issues regarding preventive health care and treatment in the country, which will result in a continued lack of drugs, medical equipment and funding sources.

Traditionally, the Yugoslav Red Cross provided health education to the population, through schools, villages and public awareness campaigns, in an efficient manner. However, during the early nineties, these activities depreciated, as the National Society redirected its efforts on relief activities to an increased number of beneficiaries. Despite this, in 1996, the YRC, with the Federation's support, started revitalising its traditional health activities, to include an extensive overhaul of health prevention and education activities.

Due to the increase in modern communicable, sexually transmitted and addictive diseases the YRC adopted new methods for education, aimed at different categories of the population, with special emphasis on high risk groups, such as young people. Consequently, the YRC created new advertising, communication and marketing methods, preparing various health activities, aimed at informing and establishing a positive attitude towards healthy life styles among the young, and to develop/underline the public's responsibility and awareness on preventive health. Accordingly, over the 1999/2000 Christmas period, the YRC, with the Federation's support, carried out its first ever effective and contemporary pilot AIDS prevention campaign. Additionally, during 2000 the Montenegrin Red Cross was involved in a successful campaign and related seminars on the prevention of addictive and contagious diseases.

During the 2000/2001 period, the YRC/Federation will particularly focus its Health Prevention and Education programme on AIDS and addictive diseases (drug abuse, alcohol, smoking) aimed at young people. Indeed, indications on the number of HIV positive patients alone is alarming. While only 1,162 people are registered as HIV positive in the FR Yugoslavia, the authorities have realistically estimated that between 10,000 and 12,000 people are actually infected with the disease, but not registered. According to recent research, young people's knowledge regarding the transmission of AIDS and addictive diseases is not particularly low, however this knowledge is generally disregarded, with the young failing to practice the appropriate safe behaviour. While some attention to AIDS is given by the public health sector, actions to control the increase in the number of new cases are not comprehensive and generally lack a systematic planning approach.

The YRC's headquarters will develop a coherent national strategy for the health prevention and education programme on AIDS and addictive diseases. However, while the respective republican Red Cross organizations in the FR Yugoslavia (Serbia and Montenegro Red Cross) will follow the overall strategic programme approach, the two organizations will also have the opportunity to tailor specific aspects of the programme to their needs at the republican level and in their respective municipal branches. The Red Cross republican and extensive branch network enables staff and volunteers to observe the lifestyles and behaviour patterns adopted by young people in their particular local communities, identify the actual problems and create appropriate projects to influence the youth.

Goal(s) Increase the Red Cross' overall capacity and voluntary network to provide psycho-social, social welfare, health and home care support to the most vulnerable, with a particular focus on the elderly and youth; resulting in beneficiaries adopting healthier and psychologically improved lifestyles, with the risk of contracting HIV/AIDS and addictive diseases also being reduced.

Objectives and Activities planned

Kosovo Psycho-Social programme

Objective 1 to reduce the impact of traumatic and accumulated stress on urban and rural populations in Kosovo. Continued support will be provided through PSP centres and mobile outreach teams by:

- providing culturally adapted psychological interventions and support to help people recover from the impact of traumatic and accumulated stress;
- facilitating support groups to address specific needs of targeted populations to help solve common problems, allow for emotional ventilation, improve communication skills, develop social networks, build trust, empathy, and understanding;
- coordinating therapeutic social activities to re-establish trust, create social networks, and encourage co-operative and constructive interactions;
- encouraging self reliance by empowering beneficiaries, staff, and volunteers; (5) increasing individual and community coping mechanisms to handle future stresses;

- conducting educational sessions using community Red Cross forum, discussion groups, individual educational sessions, radio spots, newspaper articles, and publications; (7) raising awareness of self care needs and teaching self care techniques;
- linking beneficiaries with needed services available through the RC/RC Movement and other organizations;
- contracting with the IMHR psychologist for psychotherapeutic support for PSP team members, recognising that they have personally experienced traumatic events, and placed at risk for vicarious traumatization due to the nature of the job. Make services available to PNS through the contract.

Objective 2 to deliver sustainable and dynamic psycho-social services. Activities will include:

- expanding upon the cadre of Red Cross paraprofessionals trained in providing psychological support and therapeutic social activities to respond to the current crisis and future disasters;
- assisting the *RCK* in merging social welfare and psycho-social programming into one function;
- infusing a psycho-social approach into other parts of the organization through training and co-operative programming;
- developing a disaster psychological first aid response network as part of the disaster preparedness and response function in the *RCK*. Defining and developing PSP projects for Red Cross youth.

Objective 3 to strengthen organizational and human resource capacity in the Red Cross. Activities will include:

- establishing Red Cross protocols for recruitment to PSP activities;
- assisting in the development of PSP projects for volunteers;
- providing training in recruitment, motivation, maintaining, and recognition of volunteers in conjunction with the Federation's ID programme;
- assisting the *RCK* in identifying and training a PSP staff member capable of taking over programme management by the end of 2001 with secured funding for total programme management in 2002;
- providing Red Cross personnel training in self care, communication skills, conflict resolution, etc.;
- providing technical consultations to the Red Cross on mental health and psycho-social issues;
- providing supplemental programme support to the YRC's SWP in Kosovo.

Objective 4 to develop a comprehensive information and referral system within the Red Cross. Activities will include:

- enhancing the ability of the Red Cross to organize and manage an information and referral system;
- developing materials and translating relevant information into local languages (Albanian, Serbian and Turkish) for distribution to beneficiaries and other community members;
- training Red Cross staff and volunteers in how to obtain, manage, and disseminate information, and make appropriate referrals for mental health services.

Objective 5 to participate in community development of psycho-social services. Activities will include:

- continuing to assist the Red Cross in establishing professional relationships with the community health providers;
- contracting consultative services with the Institute for Mental Health Recovery in Kosovo, an indigenous NGO, by helping it in its role as a leader in service provision;
- developing a long-term plan establishing a sustainable relationship between the Red Cross structures in Kosovo and the mental health community.

Objective 6 to organize and/or facilitate beneficiary participation in job skills development. Activities will include:

- providing funds for language and computer courses;
- empowering beneficiaries in their job searches;
- identifying and delivering realistic jobs skills to match local employment market.

Objective 7 to coordinate Red Cross psycho-social activities in Kosovo by providing technical and consultant services to PNSs and the ICRC. Activities will include:

- giving ICRC feedback on PNS project proposals;
- providing the operational coordination of PNS psycho-social programmes;
- providing technical expertise and supervision of Red Cross/Red Crescent psycho-social support programmes in Kosovo;
- establishing a network of Red Cross psycho-social service providers.

YRC Social Welfare programme

Objective 1 to continue to provide psychological support to the most vulnerable, with a particular focus on the elderly and children. This objective will be achieved by maintaining/expanding the number of individual discussions, group activities, telephone contacts, home care and collective centre visits. The 100 SWP Clubs, attached to branches will be maintained and improved by SWP coworkers, staff and volunteers. Information will also be provided for referral services, secondary and preventive health care services in collective centres. Furthermore, beneficiaries will be supported by an additional 800 volunteers who will join the SWP network. The new volunteers will have attended one of eight seminars, focussing on a variety of different target group topics (Working with the Elderly, Children, etc.). The training will facilitate the volunteers' work with children and the elderly. Continued support will also be provided for all of the YRC's mobile teams set up in 2000.

Objective 2 to support children (especially adolescents) and the elderly with their social integration into society. Links will be formed between the already operational 100 YRC branch SWP Clubs and existing elderly homes, schools and orphanages, which will enhance peoples' creativity, adaptability, initiative, solidarity and reduce stereotype attitudes. Additionally, six Montenegrin Red Cross run rest and recuperation workshops will be organized for 300 vulnerable children, and 100 elderly people from collective centres.

Objective 3 to continue to provide psychological support to YRC branch staff in order to prevent "burnout syndrome" and improve the quality of humanitarian aid offered to individuals and the community. SWP seminars entitled *Help to Helpers* will be organized at the regional level for YRC staff, to reinforce their coping mechanisms and to share experiences, enabling them to be more effective in their work.

Objective 4 to enable the professionals involved in the SWP to exchange their knowledge and experience gained throughout the years with mental health professionals from other countries. Seminars will be held between SWP mental health professionals working in the FR Yugoslavia and relevant overseas counterparts.

Objective 5 to expand the CABAC programme into other regions of the FR Yugoslavia, using the delegated project approach. The CABAC programme will be promoted to Participating National Societies, through discussions, comparative data, assessment reports and field trips.

YRC Home Care programme

Objective 1 to continue to support the YRC's pilot home care programme in the Vojvodina region. Activities will include:

- procurement of vehicles, collective equipment for the mobile teams and personal equipment for the professional/volunteer home care members;
- provision of any training needs for professionals/ volunteers not met during 2000;
- procurement of relief items for elderly beneficiaries based on the findings of the needs assessment.

Objective 2 to set-up an effective YRC home care expert working group. Activities will include:

- selection and recruitment of specialists to join the expert working group and work on its establishment;
- facilitating empowerment of the YRC home care expert working group, to enable it to have responsibilities of coordination within all levels of the YRC and with relevant external bodies.

Objective 3 to carry out comprehensive needs assessments in seven regions of Serbia and Montenegro. Support and guidance will be provided in order to facilitate seven regionally based YRC needs assessments to be implemented for the home care programme. A total of 2,800 elderly beneficiaries will be targeted by the needs assessment.

Objective 4 to select and train 160 professionals and 2,000 volunteers for the home care programme. Activities will include:

- selection of 160 home care professionals, with the relevant background and skills (health and social workers, psychiatrist, psychologists) and 2,000 committed home care volunteers, of which some 75 per cent will be youth, with the remaining 25 per cent adults;
- running four, two-day long regional home care seminars for 160 professionals and four, five-day long regional seminars for 2,000 volunteers;
- organization of refresher workshops;
- design, production and utilization of standardized training materials and accompanying equipment for professional and volunteer home care training seminars.

Objective 5 to equip and establish home care mobile teams. Activities will include:

- procurement and delivery of vehicles, to Federation standards, for the home care mobile teams;
- procurement and delivery of collective and personal equipment for professional/volunteer team members;
- procurement and delivery of relief items to be distributed by home care volunteers to the elderly based on the needs assessments, and follow-up beneficiary visits.

Objective 6 to ensure that priority beneficiary needs of approximately 30,000 vulnerable elderly people are met, particularly in remote areas. The home care mobile teams, each consisting of four trained home care professionals, will make home assessments, follow-up visits, once or twice a month, to each beneficiary, while monitoring the beneficiary needs on a regular basis. They will monitor and coordinate the activities of the home care volunteers, giving them professional guidance and support. The trained home care volunteers will make beneficiary visits on a bi-weekly, weekly basis, or even daily basis, in accordance with the beneficiary's particular needs and situation. The mobile home care volunteers will provide psycho-social and social welfare assistance and other support services to beneficiaries. They will provide practical services, (cleaning, cooking, shopping, changing bed-linen, collecting firewood, etc.) and distribute supplies such as food, hygiene and other essential items, in accordance with the beneficiary needs.

Objective 7 to coordinate the home care programme with governmental social welfare/health services and other humanitarian organizations, to include linkages with the YRC's social welfare programme. Members of the YRC home care expert working group, Federation representatives, home care professions and volunteers will initiate and organize regular meetings and field trips with their respective counterparts in governmental social welfare/health services and other humanitarian organizations. The home care teams will also facilitate communication between their beneficiaries and the health and social service institutions/other relevant organizations. The latter includes efforts to integrate the elderly into the community and linking beneficiaries in the YRC's SWP clubs, which were operational in 100 YRC branch premises at the end of 2000.

Objective 8 to retain home care volunteers' interest in the programme. Activities will include organization of regular refresher training courses for home care volunteers and providing them with benefits (free of charge/discount tickets for movies, theatres and sports centres).

YRC Health Prevention and Education programme

Objective 1 to establish an expert AIDS/addictive diseases working group at the YRC, which will create the concept and plan of action for preventive activities. Activities will include:

- selection of members for the YRC's AIDS/addictive diseases working group;
- once established, the group will collect literature, statistics, studies and surveys, hold discussions with relevant interlocutors and other experts in the field;
- all actions co-ordinated with the YRC headquarters, republican, regional and branch level staff and the Federation;
- organization of planning workshops for the expert group to assist it in developing a concept for the overall programme, to include a plan of action.

Objective 2 to establish and train a network of 200 young YRC volunteers to work on peer education projects, related to the prevention of AIDS and addictive diseases, in their respective branches/communities, while also further developing the concept of peer education. Activities will include:

- recruitment and selection of 200 young YRC volunteers, aged between 17 to 23;
- organization of regional training seminars for the volunteers;
- volunteers will then work with their peer groups, running activities related to the prevention of AIDS and addictive diseases.

Objective 3 to research or screen and educate some 1,400 elementary school pupils in awareness and prevention of AIDS and addictive diseases. Activities will include:

- recruitment, selection and training of a local team of expert associates (psychologists, psychiatrists, pedagogues);
- organization of school workshops in five major cities in Serbia and Montenegro, for a total of 1,400 elementary school children (including the selection of fifteen priority schools and three classes of 13 to 15 year old children in each school);

- conducting research of pupils' behavior patterns while running training seminars in schools to refine the overall programme activities and messages and key messages accordingly.

Objective 4 to design, produce and distribute educational and promotional materials for the prevention of AIDS and addictive diseases. The YRC AIDS/addictive diseases working group will liaise with other relevant bodies, in the design of educational brochures/information leaflets aimed at a variety of different age groups. The Federation's *Action with Youth, HIV/AIDS and STD* manual and the UNAIDS' guidelines will also be adopted as a standard approach. The materials will then be produced and distributed to all YRC branches and other relevant bodies on a regular basis, but particularly during periods of heightened YRC campaign activities.

Objective 5 to reiterate the risks of AIDS at the community level, by implementing a YRC AIDS prevention campaign, while also advocating for healthy lifestyles, positive values and an increase in public responsibility/commitment. Activities will include preparation of the concept and communication channels for the YRC's AIDS campaign and the subsequent design and production of materials. It is envisaged that television, radio ads, posters, brochures, leaflets, promotion material and media presentation will be produced. Contemporary public events and media presentations will also be organized, such as fashion and television shows, round table discussions and street gatherings.

Expected results

Kosovo Psycho-Social programme

The impact of traumatic and accumulated stress on 60,000 people in Kosovo will be significantly reduced. The Red Cross staff/volunteers approach beneficiaries in a more sensitive and compassionate way, regardless of their area of specialisation. Sustainable, dynamic, and relevant psycho-social services are established in the Red Cross. A Kosovo wide network of disaster psychological first aid personnel is able to respond to local and regional disasters. Red Cross youth in possession of psycho-social skills and regularly participate in related projects. Some twenty percent of Red Cross staff and volunteers trained in PSP. Organisational and human resource capacities in the Red Cross are strengthened. Red Cross personnel take better care of themselves and encourage the same in beneficiaries. A RCK PSP coordinator is trained and managing 75 per cent of the programme. The RCK has a newly organized and dynamic psycho-social unit. The Red Cross has a comprehensive information and referral system within the organization. The Movement has played a constructive role in community mental health and social welfare services and provides co-ordinated and appropriate psycho-social services that concurrently assists the RC in their development. Seven hundred beneficiaries have acquired job skills and 30 per cent have acquired jobs.

YRC Social Welfare programme

The National Society's capacity to respond to disasters is increased, and the quality of work is maintained or improved. The SWP network of coworkers and volunteers in YRC branches is expanded by the end of 2002 to include all YRC branches. Services will continue to be provided by specialised and general YRC staff and volunteers. The mental health of refugees/IDPs, particularly children and elderly living in collective centres and remote villages, is improved and psychosomatic diseases are prevented. A selection of SWP staff/volunteers will have attended stress-management courses, enabling them to continue or improve their SWP activities, being less likely to suffer from burnout syndrome. SWP staff/volunteers will have exchanged experiences with counterparts from abroad. Mobile teams, libraries and cinema operations will be maintained. Through PNS delegated projects, CABAC will be expanded to other regions of the FR Yugoslavia

YRC Home Care programme

An expert working group on home care will be established. An assessment and pilot project will be implemented. A total of 160 home care professionals and 2,000 home care volunteers will be trained and training materials will be produced. Vehicles, equipment and relief items will be provided for programme implementation. Volunteers will remain committed to the programme. Good contacts will be made and retained with appropriate governmental social and health services. Beneficiaries will have greater access to governmental/other relevant facilities/entitlements. Beneficiaries will be further integrated into their local community and will visit their local YRC branch clubs. Beneficiaries' mental, emotional and physical states will improved. An elderly home needs assessment will be carried out

YRC Health Prevention and Education programme

The YRC's expertise in strategic planning and programme implementation will be further developed. A YRC AIDS/addictive diseases working group and network of expert associates will be established. A plan of action will be produced and comprehensive evaluations carried out. Two hundred young YRC volunteers will be trained as peer educators. The concept of peer education will be further developed, particularly in Montenegro. The expert team will run seminars for 1,400 school children. The YRC Branches will run educational and promotional activities. Awareness literature will be produced and distributed. An AIDS prevention campaign will be implemented. More data will become available regarding children/adolescent behaviour. The general population, but particularly 13-15 year old children, will become more aware of AIDS and other addictive disease prevention/healthier lifestyles, adopting their behaviour accordingly.

Indicators

Kosovo Psycho-Social programme

A survey of beneficiaries reflects a reduction in the impact of traumatic and accumulated stress. Red Cross youth in 30 per cent of the branches trained to provide psycho-social support and are involved in related projects. Fifty per cent of RC branches trained in self care. The RCK's PSP coordinator actively co-ordinating continued training and development of the new psycho-social unit. Training programmes are in place in 30 per cent of the branches with 700 beneficiaries completing training and 30 per cent acquiring jobs. Information and referral systems are functional in 30 per cent of the branches. RCK is a partner in mental health and social welfare (government) activities with clearly defined goals for the future development in 50 per cent of the branches. PSP is an ongoing part of the RCK development at the headquarters, branch, and volunteer levels with 30 per cent of paid staff participating in training (self care, communications, conflict resolution).

YRC Social Welfare programme

Number of contacts with beneficiaries showing an interest and need for this kind of support is maintained/increased, as is the number of YRC branches and their respective staff and volunteers involved in the SWP. A minimum of 750,000 beneficiary contacts made per year. All YRC branches are implementing SWP activities in their communities. The mental health of refugees/IDPs, particularly of children and the elderly living in collective centres and remote areas is improved. Co-worker, staff and volunteers remain committed to the programme, and their skills are enhanced. Several CABAC projects are implemented by National Societies in different regions of the FR Yugoslavia.

YRC Home Care programme

The expert working group will be effective in supervising the programme. The assessment leads to a established planned programme in an appropriate manner. Trained home care professionals and volunteers more effective in their field work. The majority of trained volunteers continue their work for at least two to three years. Good level of cooperation maintained with relevant governmental and humanitarian organizations.

YRC Health Prevention and Education programme

Nationwide strategic approach, plan of action and appropriate evaluations established by the YRC's AIDS/addictive diseases working group. The expert teams' findings influence the overall programme strategy. School sessions adopt the standardised training format. Increased number of YRC branch activities related to prevention and awareness raising of AIDS and other addictive disease. The 200 volunteers remain committed to the programme. The concept of peer education is adopted by the National Society for other programmes. The volunteers have an influence on their peers. Promotional and educational materials are well designed. An AIDS prevention campaign with a recognizable design and high profile. Collected data will have an influence on other organizations' related programme activities. Peoples' behaviour patterns, particularly of 13-15 year old children, positively influenced.

Monitoring and Evaluation arrangements

Kosovo Psycho-Social programme

The Kosovo PSP services are monitored by a team of five delegates, all of whom have the appropriate professional background. The PSP's 20 paraprofessionals were carefully selected from the local communities, and attend extensive specialist and regular training programmes. Their clinical supervision is an ongoing process. All intervention and support techniques modernised and enhanced during the first year of the PSP operations, are being clinically validated and culturally accepted. Evaluation is an ongoing process amongst the PNS mental health professionals and the Red Cross, allowing for fine tuning and relevant adaptation of the programme. An

independent evaluation involving beneficiaries, the PNS, and a mental health specialist will be conducted, both to improve programming, and retain institutional memory for future Movement work in psycho-social work. An internal and external audit will be accomplished by the end of 2002

YRC Social Welfare programme

The YRC/MRC SWP coordinator, Federation's SWP manager/sub-delegation project coordinator, and Federation field office staff will monitor and evaluate the SWP. They will conduct regular visits to the YRC branches, clubs and collective centres. Furthermore, the SWP advisor will supervise the work of the programme's coworkers and volunteers, through regular monthly meetings with regional supervisors and occasional direct contacts. The evaluation of the programme is indicated through the number of contacts made with vulnerable groups over the years, representing their need for such support and the effectiveness of support given. In 2000, some one million beneficiary contacts were made. Qualitative evaluations are difficult to achieve, as little comparative data is available. However, a SWP expert team, consisting of high-rank psychologists and psychiatrists and other professionals, as required, will also continue to evaluate the programme (providing qualitative and quantitative analyses). During 2000, a SWP evaluative research exercise commenced. It is hoped that this process could also be utilised in the planning and implementation phases of other psycho-social programmes.

YRC Home Care programme

The YRC home care professionals and volunteers will provide regular reports, which will be submitted to the home care expert group, Federation field offices, sub-delegations and delegation and the Secretariat's health department. The Federation's five field offices will regularly monitor the field activities of the mobile teams, while also providing monthly data and narrative reports to relevant bodies. An evaluation will be conducted, based on data collected in Red Cross reports, which will be compared with governmental statistics, indicating the positive/negative effect of the programme. Standard, regular situation reports will be distributed externally and donor reports will be produced, to specification.

YRC Health Prevention and Education programme

The YRC's AIDS/addictive diseases working group will provide monthly field and interim reports, which will be presented to the YRC's health commission and forwarded to the Belgrade delegation, the Montenegro sub-delegation and field offices. Regular external situation and donor reports will be produced, with the latter to donor specification. The Federation's health manager, the Montenegro sub-delegation and five field offices, will monitor activities in the different regions of the FR Yugoslavia. In addition, collected data will be presented through the annual report produced by the YRC, with additional inputs from the Federation. Quarterly coordination meetings, particularly in Montenegro, will be held for all volunteers, to discuss progress made with the peer education techniques, share experiences and to solve any problems encountered in the field. Public health indicators produced by the governmental health sector will also be used as comparative parameters, indicating the positive/negative outcome of the programme. Full evaluations will be carried out by the YRC AIDS/addictive diseases working group during the four different phases of the programme.

Critical assumptions

- Regional crises, such as rapid influx of refugees, internal displacement, natural or human caused disasters, do not occur.
- No major socio-economic or political deterioration will occur in the FR Yugoslavia (including Kosovo).
- Continued support from the Federation and a timely/appropriate National Society donors' response.
- Collaboration and coordination with the ICRC and PNS will maintain or exceed their current levels.
- Continued dedication and professionalism from the YRC or RCK headquarters leadership, branches and volunteers.
- No significant changes occur in the YRC or the RCK.
- Adequate delegates and staff are available to support Federation activities.
- Significant numbers of volunteers remain committed to the programmes.

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4. Humanitarian Values

Background and progress to date

In the last decade, the Federal Republic of Yugoslavia (FR Yugoslavia) went through a series of political, economic and social crises. Some half a million refugees from Croatia and Bosnia and Herzegovina have been living in FR Yugoslavia since the early nineties, as well as a growing number of social cases. During the second half of 1999, Serbia and Montenegro were faced with an additional influx of just under quarter of a million internally displaced people (IDPs) from Kosovo, most of whom still depend on humanitarian assistance.

Despite recent political changes, which have been generally appreciated as positive by the international community, the integration of these vulnerable categories of people in a society, hardened by years of conflicts and socio-economic asperity, remains a very difficult process. When the most vulnerable are not completely ignored by the rest of the society, they still have to deal with ethnic and inter-ethnic intolerance. The need to raise public awareness on the problems encountered by refugees, IDPs and social cases, and, as such, on humanitarian values, is considered of paramount importance by the Yugoslav Red Cross (YRC).

In these conditions, the National Society decided to step up the promotion of humanitarian values as a way of contributing to the more general effort of rebuilding trust and reconciliation and peaceful coexistence between people at both national and international levels.

With most of its capacity being used to carry out relief activities, the National Society is struggling with limited human and financial resources to raise public awareness and promote humanitarian values.

At headquarters level, a two-person information department is in charge of all communication issues, while at the regional and branch levels the task is accomplished by personnel with various other responsibilities. To alleviate this burden and to increase the impact of the public awareness campaigns, the youth, social welfare and health members, co-workers and volunteers of the YRC are systematically involved.

Donor support for the 2000 operation was mainly provided by the Swedish Red Cross. This enabled the YRC/Federation to accomplish most of the year's objectives. The plan of action for communications was designed and its implementation begun in the framework of a broader institutional development programme. The National Society designed and installed its web-site <http://jck.org.yu> in both Serbian and English and seeks to continue to employ one member of staff to update it. A system to enable a regular monitoring process, regarding public perception of the YRC, was also successfully established.

Under the slogan, *Humanity: the only treasure that multiplies by sharing*, a week-long nation wide campaign of promoting humanitarian values was successfully carried out by the YRC on the occasion of the World Red Cross and Red Crescent day (on 8 May). During this week long campaign supported, both technically and financially, by the Federation and the ICRC, the YRC gave solid proof of its professionalism and accountability.

Posters, stickers, video and radio clips were produced, the two later being broadcasted regularly by most of the country's media. Representative of the different nationalities in the FR Yugoslavia (Serbian and Montenegrin) and of the minority groups in the country (Hungarian, Slovak and Romanian), the texts accompanying the posters were translated into each respective language. The Kosovo and Metohija Red Cross was also covered. Unfortunately, due to the existing situation in Kosovo, the materials were not translated into Albanian, as in the past. But, the *Kosova Red Cross*, with Federation support, organised an equally successful event on their own.

The YRC's main working partners are the Federation and the ICRC. However, as the biggest humanitarian network in FR Yugoslavia, the National Society co-operates with other humanitarian agencies and organisations, such as UNHCR, WFP and ECHO, in the distribution of humanitarian assistance to refugees, IDPs and social cases. During 2000 this co-operation was extended to the promotion of humanitarian values, not necessarily through this specific programme, but with support from the same Federation/YRC information team.

A National Society/Federation repatriation programme focusing on providing accurate information to possible returnees to Croatia and Bosnia and Herzegovina benefited from contributions of the UNHCR and the Swiss Disaster Relief. In the framework of the same programme, the Federation/YRC established strong links with a number of independent psychologists who helped produce a series of easy-to-read booklets entitled *How to preserve mental health in refuge*. The booklets were distributed to all the concerned beneficiaries and represent a working tool for over 200 social welfare co-workers in the YRC.

Additionally, all relief programmes supported by ECHO have a visibility component through which Federation/YRC information teams find ways of promoting humanitarian values among beneficiaries and the general public. Resources of independent creative agencies, mainly served by young people, are also used in accomplishing these activities.

The whole programme is based on the findings of an externally conducted image survey of the National Society, accomplished during October 2000.

Goal This project seeks to continue to support the YRC in its efforts of promoting humanitarian values, tolerance, reconciliation, non-violence and fundamental principles of the Red Cross and Red Crescent Movement throughout the FR Yugoslavia. It is expected to have a twofold impact on both its members and volunteers and on the largest possible number of people in the country.

While promoting humanitarian values, another goal of the programme is to strengthen the communication capacity of the YRC through additional training of communicators as well as to involve in it the youth, social welfare and health programmes and departments of the YRC.

Objectives and Activities planned

Objective 1 to continue to support the YRC in its efforts to promote humanitarian values and fundamental principles and in raising public awareness. Activities will include:

- Public awareness campaigns promoting humanitarian values, tolerance, reconciliation, and the Movement's fundamental principles will be organised with an accent on clarifying the YRC's mission and role. The National Society will carry on traditional Red Cross events such as the World Red Cross and Red Crescent Day, the International Year of Volunteers and the launch of the *World Disasters Report*;
- Common activities will be identified to increase co-operation with local and international NGOs involved in the promotion of humanitarian values;
- With support from the regional delegation, the Federation will continue to encourage the exchange of information with National Societies in the region and the participation of YRC communicators in regional information workshops;
- A training event will be organised to improve the communication skills and methods of 40 YRC members.

Objective 2 to achieve a realistic change in the civil society's perception of the YRC and its humanitarian mission. Activities will include:

- The communication methods of the YRC will be updated, based on the results of the October 2000 public image survey;
- The YRC activities, partnerships and achievements in supporting the most vulnerable will be presented in a more transparent and realistic way;
- Through co-operation with the Federation's information department, the National Society will continue to improve the quality and content of its publications and web-site.

Expected results

Noticeable increase in the general respect for the YRC's role and mission in civil society through its efforts to promote humanitarian values and advocate on behalf of the most vulnerable. An increased quality of YRC publications and their content. A proactive involvement in humanitarian values projects and campaigns at country and regional levels in co-ordination with well-respected local and international humanitarian organisations.

Indicators

Systematic incorporation of humanitarian values and fundamental principles in all YRC publications, documents and training events. National Society partnership with other nongovernmental organisations in campaigns and

projects promoting tolerance and non-discrimination in the country. Media monitoring on the public perception of the YRC as a promoter/defender of humanitarian values. Regular meetings with core media groups in the country. Evaluation of media coverage and their participation at YRC events and activities.

Monitoring and Evaluation arrangements

Regular progress and final reports, including accurate justification for all financial support, will be produced during each phase of the programme by the Federation/YRC information departments. Follow-up meetings will take place within the National Society's departments involved in the programme. Federation representation on YRC training workshops will also be maintained.

Every six months the Federation/YRC will carry out an evaluation in order to analyse the programme progress and its implementation, which will help update objectives and financial requirements. Whenever considered necessary, donors themselves are invited to carry out an evaluation of the programme, according to their own criteria.

Critical assumptions

- Political and social stability in FR Yugoslavia and in the Balkans region.
- No major man-made or natural disasters occur to direct concentration of YRC human and financial resources on other priorities.
- Continuous commitment of the YRC leadership, staff and volunteers to the programme.
- Donors' commitment to financially support the implementation of the programme.

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5. Institutional and Resource Development

- **Kosovo Institutional Development programme**
- **YRC Institutional Development programme**
- **YRC Youth Development programme**
- **YRC Income Generating Projects**

Background and progress to date

Kosovo Institutional Development programme

The long, complex history of ethnic conflict in the Balkans has regularly centered on Kosovo. The evolving situation during the past decade brought discrimination, oppression, internal conflict and finally the involvement of NATO in 1999. With UN Resolution 1244, a rapidly changing scenario for Kosovo's residents has been under way, however a sustainable geopolitical solution is not expected for some years.

Following Resolution 1244, further population movements occurred. While refugees and other Kosovo Albanians living abroad quickly returned to Kosovo, other ethnic groups left the province altogether, moving into different areas of the FR Yugoslavia. The majority of Serbs and Romas remaining in Kosovo, either moved into enclaves, composed of predominately Serb minorities or into northern Kosovo. In the divided municipality of Mitrovica and in some other areas of Kosovo, ethnic tension between Serbs and Albanians remains volatile and high.

The legal, educational, judicial, health, utility, social and economic structures are all being rebuilt and redesigned. Discriminatory laws have been abolished, with the Red Cross organizations being required to work in compliance with the Joint Interim Administration of Kosovo (UNMIK). The Federation's legal status agreement with the Federal Republic of Yugoslavia's (FR Yugoslavia) government is recognised by UNMIK. The two Red Cross' organizational status, is as follows: the *Red Cross of Kosova (RCK)*, is locally registered as an indigenous humanitarian organization, while the Red Cross of Kosovo and Metohija (KMRC), remains part of the Serbian and respective Yugoslav Red Cross.

At the end of 2000, the KMRC headquarters was based in Zvečan, with it having six municipal branches, which remained aligned with the Yugoslav Red Cross (YRC) and under the legal boundaries of the FR Yugoslavia. The *RCK*, with its headquarters in Pristina, had 26 municipal branches, providing services to a catchment area, representing 90 per cent of Kosovo's population. Dual branches also existed in two municipalities, but programme and activity coordination remained extremely weak.

Following the re-establishment of the Kosovo sub-delegation in June 1999, the Federation conducted a branch assessment process, to determine the organizational structures and ways in which it could assist the Red Cross organizations in their development. Since this time the Federation has proportionately provided equal support to both Red Cross organizations, with the aim of building up physical structures and strengthening operational capacities. Indeed, by the end of 2000, the majority of branches and two headquarters were equipped with adequate office furniture, computer systems and other hardware. In addition, nineteen vehicles were provided. As no external funding was available in Kosovo, the Federation also provided salary support to some 130 Red Cross employees and monthly financial support for core expenditures.

However, it should be noted that, due to the different developmental stages of the two Red Cross organizations, the focus for technical services was adapted in accordance with the proportional number of branches. Additionally, the KMRC, as part of the YRC, is receiving technical and financial support directly from the YRC, while it also benefits from the Federation funded YRC institutional development programme. Given the complexities of Kosovo, transparency and coordination of programme activities is sometimes difficult to achieve. Consequently, one Federation field delegate was assigned part-time to the KMRC's headquarters in Zvečan, northern Kosovo, to

enhance coordination and cooperation between the Red Cross partners in Kosovo and the rest of the FR Yugoslavia.

Strong emphasis was also placed on the establishment of one Red Cross in Kosovo, which meets the needs of the most vulnerable, while reflecting the fundamental principles of the International Red Cross and Red Crescent Movement. However, despite joint Federation/ICRC efforts to initiate an open working dialogue between the respective leaderships' of the two organizations, this process has, to date, been unsuccessful. Nonetheless, both organizations acknowledge that only one Red Cross should exist in Kosovo. Indeed, the ethnic polarisation in Kosovo is also reflected on the two Red Cross organizations. This situation has, in many respects, hampered the developmental work. A dual network has also required parallel assistance, including the use of two languages, resulting in an increased workload on existing human resources. Suspiciousness between both Red Cross organizations also hindered the development work.

Despite these problems much progress was made. During the latter half of 1999 and throughout 2000, workshops were held for the Red Cross in RC/RC Movement Training, Institutional Development Assessments, project planning, financial management, reporting, beneficiary selection criteria and distribution planning. The completion of the above training and Federation advocacy, resulted in *RCK* involvement in UNHCR/WFP training for compiling of beneficiary lists for the UNMIK social welfare system, which replaced previous food distributions for the vulnerable during 2000. The involvement of the *RCK* in this process was positively recognised by the authorities, contributing to an improvement in the Red Cross' image and reputation.

In close coordination with the ICRC and the Federation, a number of PNSs present in Kosovo were implementing programmes with the Red Cross: both Red Cross organizations initiated family health education programmes (Mother and Child Care), supported by the Swiss and American National Societies. The Saudi Red Crescent is also contributing to the establishment of a first aid programme. The Belgian, Australian, Austrian and German Red Cross Societies were cooperating with the local Red Cross at municipal levels and others were planning to do so in the future. Additionally, a workshop in "Better Programming Initiative" (Local Capacities for Peace), was held with participants from the *RCK*, Federation, PNSs and the ICRC.

In May 2000 the *RCK* established a strategic planning group. By July, they produced, with assistance from the Federation's ID delegate, a draft document, which provided a foundation for a strategically determined direction to meet their overall objectives, including a mission, vision and values statement, long-term goals, objectives and activities, indicators of success, a time frame and chart of responsibilities. The headquarters' administrative budget for 2000 was also developed in July. Concurrently, database systems were being established, enabling human, financial and materials resources to be analyzed and maintained.

YRC Institutional Development programme

The past decade of repeated emergencies in the Federal Republic of Yugoslavia (FR Yugoslavia) resulted in increased numbers of vulnerable people in need of humanitarian assistance. Throughout these crisis years, the Yugoslav Red Cross (YRC) maintained its prominence as the major nationwide vehicle for channelling relief assistance to some one million beneficiaries, while also running traditional Red Cross activities. However, this continual struggle resulted in exhaustion of the National Society's resources, having difficulties addressing the normal processes involved in strategic management issues or structural changes. Consequently the YRC recognised the need and importance of institutional development.

As such, in 1998 the National Society embarked on modifying its institutional structures, by drawing-up a Plan of Action (PoA) for institutional and resource development. This ID/RD PoA was based on a previously run self assessment process, supported by the Federation. It focuses on improving the National Societies' structures, thereby strengthening its capacity to respond to the most vulnerable, giving a particular focus on: governance; management structures; branch strengthening; fundraising; public relations; human resources; information/reporting systems and programme activities within the Society.

All levels of the YRC will be included in the structural changes outlined in the PoA. The National Society comprising of two constituencies, the Red Cross of Serbia and the Red Cross of Montenegro, along with their respective 181 municipal branches (excluding Kosovo). There are also six Kosovo and Metohija (KMRC) municipal branches in Kosovo, which form part of the Serbian and YRC. The YRC institutional development programme envisages on working with all these structures, to include the KMRC, which is additionally supported

by the Federation's Kosovo institutional development programme, with close coordination maintained between both the Federation's YRC and Kosovo institutional development programmes.

Due to the continued emergency situation in 1998 and 1999, coupled with the complex decision-making process within the YRC and lack of human resources, implementation of the various elements in the PoA was slower than originally anticipated. Despite these challenges, the YRC remained committed to continue carrying out the objectives highlighted in the PoA, with the emphasis for the programme, being seen as marking a fundamental shift in the YRC's structures and operations. Indeed, the YRC's recognition of the importance and ownership of this process, ensured that moderate progress was achieved since its creation in 1998.

At the end of 1998, all YRC branch secretaries attended regional introductory ID workshops, enabling them to familiarise themselves with the proposals in the PoA. In 1999, the YRC was selected as one of the first five National Societies in the region to be supported under the Federations' Regional institutional and resource development (ID/RD) programme, resulting in several related projects being further fine-tuned and modified. As identified in the PoA, in order to strengthen the YRC branches and communication function, a total of 172 computers, 102 faxes and 30 photocopiers, along with basic computer training for staff, was also achieved at the headquarters and branch levels. The overall PoA was modified following the *ID/RD In Emergencies Workshop*, and a pilot YRC management workshop was held, being well received by all participants, who were very enthusiastic about the proposed structural changes.

During the second half of 2000, focus was placed on supporting the YRC to institutionally develop its communication department. Activities included a Public Image Survey, Public Relations staff training, the establishment of a reporting group and further strengthening of the related reporting systems and internal computer network. A Financial Management PoA was also created, to be implemented over the 2001/2 period. In accordance with the forthcoming Year of the Volunteers, two introductory regional workshops were held, focussing on management and volunteer structures. Three of seven core programme development workshops were implemented, in order to refine the standardization of the YRC's project planning. Care and Advanced YRC Management Training and English Language Training were also achieved during 2000. Furthermore, a branch cooperation project, consisting of twining 10 strong branches with 10 less developed ones, was ongoing, as was the related volunteer recruitment process in 20 selected branches. Finally, the branch strengthening construction project, resulted in eleven YRC branches having adequate office premises by the end of the year.

YRC Youth Development programme

The instability and depreciating socio-economic and political situation of the nineties, has had a long-term negative impact on the children and adolescents in the FR Yugoslavia. Mass population movements have resulted from conflicts, unemployed rates have soared and crime rates are high. Young people are turning to drugs, alcohol, cigarettes and crime, they are increasingly at risk of contracting sexually transmitted diseases. Despite the political changes taking place in late 2000, the short to medium-term future remains bleak, holding little hope of an improved lifestyle for the younger generations.

For many years, successful youth activities were implemented at the YRC's branch level, but the National Society lacked a structured approach in its youth work. Co-ordination is weak, little follow-up work is achieved and youth development is not included in the strategic vision of the National Society. The YRC's youth development programme aims to rectify the position of the youth structure and programmes, to enable youth related activities to become one of the National Society's priority programmes. It will achieve this by building-up a youth department, creating a youth strategy, plan of action, youth recruitment policy and development of the core youth programme activities.

Despite the large humanitarian operation currently run by the YRC, progress was achieved in youth development during 2000. The Federation's regional delegation in Budapest organized a preparatory meeting for the planned self-assessment process which commenced at the end of 2000, and will be implemented over a one-year period. The overall ID plan of action, which includes elements of youth development, was also approved by the YRC's Executive Board in June, as was a revision in the model for the YRC's traditional youth summer schools and camps project. This upgraded project enabled 600 youth members to attend the schools, where previously trained YRC youth leaders were involved as facilitators. Fifteen Red Cross summer camps, organized by Red Cross branches, were also implemented during the summer period, for over 2,000 youngsters. Similarly, young people were increasingly integrated into the YRC/Federation's preventive health and social welfare programmes. To date, 100 YRC SWP branch clubs, of which a proportion cater specifically for the youth, are operational. They are an

integral part of the YRC's overall psycho-social support activities, resulting in revived youth activities at the operational branches.

YRC Income Generating Projects

The 181 municipal Red Cross branches in Serbia proper/Montenegro and the six Kosovo and Metohija municipal branches in Kosovo, bear the brunt of humanitarian work in the FR Yugoslavia. When an emergency strikes, it is the dedicated branch staff and volunteers, who relentlessly carry out the relief operations. Over the past decade they have been increasingly overwhelmed, struggling to provide the continual and every increasing volumes of humanitarian aid to beneficiaries. Yet, some of the branches do not even have adequate office space or warehouses, let alone their own YRC vehicle.

During the nineties, international funds were largely available for the major emergency response relief operations and other streamline Red Cross traditional activities. However, due in part to the national decline in fundraising, including reduction of local government financial support, many branches had difficulties raising local funds for branch activities. The income generating project (IGP) concept was designed in 1998, with the aim of generating a small amount of revenue, by supporting branches in the establishment of small-scale businesses. Any revenue raised would then be channelled into funding local Red Cross activities to assist the most vulnerable. Indeed, the projects seek to enhance the branches' ability to become more financially self-sufficient and therefore independent, while also increasing awareness among the Red Cross staff regarding marketing skills, and the need for strong fundraising and financial management. Additionally, it is hoped that a proportion of the IGPs would provide employment opportunities for vulnerable people in the local community.

Since 1998, 111 branch IGPs were implemented, with a diversity of income generating activities, including: bakeries; milk collection; printing/photocopying shops and toilet paper/paper napkin production. An *IGP Directory* was produced and an initial IGPs evaluation was carried out, with the latter two projects designed to assist other branches interested in establishing their own IGPs. The *General IGP Agreement* between the YRC and the Federation was also revised and annexed to the *Interim operational Memorandum of Understanding* between the YRC and the Federation. A marketing project designed for IGPs and dissemination of the *Revised General IGP Agreement* were executed during the fourth quarter of 2000.

Goal(s) A well functioning Red Cross, with an improved structural, managerial and programme capacity, at both the headquarters and branch levels, with a particular focus on youth and branch income generation, in accordance with the Federation's *Strategy 2010*. Support will also be provided for the emergence of one Red Cross organization in Kosovo, which simultaneously reflects and serves the multicultural composition in Kosovo.

Objectives and Activities planned

Kosovo Institutional Development programme

Objective 1 to strengthen management/governance structures and human resources in headquarters and branches. Activities will include the provision of management training and technical guidance for all levels of governance. Workshops in the following areas will be organized for staff.: financial management, evaluation, monitoring, reporting and information technology. The "Better Programming Initiative" (Local Capacities for Peace) will be repeated, facilitating the process of creating one Red Cross organization, while dissemination courses will be implemented at all levels, in collaboration with the ICRC. The *RCK* will hold a General Assembly to approve the new statutes, followed by all level leadership elections. The self-assessment process, which commenced in 2000 with the *RCK*, will also be continued with the *KMRC*, while a joint Federation/*RCK* Development Committee will complete the strategic plan during 2001.

Objective 2 to ensure the recruitment, retention and recognition of volunteers and members. Activities will include a thorough assessment of the needs and priorities regarding recruiting, maintaining and recognising volunteers and members. A new approach will also be incorporated into the redesign of the previous volunteer (activists) and membership systems. Current volunteers will be registered and new members recruited, followed by the establishment of structures. Indeed, a database will be established to manage volunteer and membership details, within the overall human resources system. Motivation of volunteers, through proper training/refreshment courses and involvement in programmes and activities, competitions and recognition, will also be initiated, with the production of promotional/informative materials to support the whole process.

Objective 3 to strengthen services to the population, through traditional Red Cross programmes and to adopt new programmes/activities in response to needs assessments, while also responding to psychological and social needs of the most vulnerable (through the psycho-social programme). Activities will include the implementation of needs assessments, which will highlight any programmes/activities requiring modifications, to include the relevance of traditional Red Cross programmes. New needs and priorities for Red Cross activities will also undergo a similar process, while attention will be placed on complementing services provided by local authorities. Emphasis will be placed on traditional activities such as first aid, promotion of voluntary blood donors, community based health, AIDS, drug abuse and other campaigns. However, priority will be given to the creation of a Kosovo-wide Red Cross youth programme which will also be an integral part of the volunteer programme. The initial steps consist of designing a recruitment system, retention and motivation, design of a Kosovo-wide Red Cross youth structure, followed by training at all levels, gradually integrating it into projects and activities. The disaster preparedness needs in Kosovo will be determined, followed by the definition of the role of the Red Cross in the community. During 2001, the Psycho-Social programme (PSP) will be phased down, with a gradual transfer of responsibilities to the RCK, supported by further training of personnel, with the PSP activities continuing to be coordinated with the local authorities. The KMRC will implement a similar programme, under the YRC SWP activities, with the aim of incorporating the working protocols of the two PSP programmes. All above processes will be supported by the production of promotional, informative and educational materials.

Objective 4 to assist the Red Cross in moving towards self-sufficiency, recognising that this is a long-term process, and to ensure adequate financial and technical support is provided. Activities will include the finalisation of the ongoing process to establish headquarters branch and overall budgets. Based on an analysis of needs and priorities, a financial resource development plan will be established. Training of key staff in revenue generation will take place, followed by the development and implementation of guidelines for income generating projects. The Federation will continue providing branch and salary support to the Red Cross.

Objective 5 to improve communication with the public and donors. Activities will include the establishment of an adequately equipped public relations and communications unit and personnel training. Relevant Red Cross documents will be translated into Albanian, Serbian and Turkish, in order to reach all community members. Community campaigns will be held, supported by brochures, posters and educational literature. A Red Cross newsletter will also be produced.

YRC Institutional Development programme

Objective 1 to actively support the legal, institutional and resource development of the YRC, including the expansion of its managerial capacity at all levels, focusing particular attention on the implementation of the National Society's ID/RD plan of action. Legal advice will be engaged to ensure that the YRC's statutes, mission and other legal documents are revised and adopted by the Executive, Federal and Republican Boards, respectively. A number of training courses will also be supported for YRC board members, key headquarters staff and branch secretaries and selected volunteers. Focus will also be placed on implementing the new financial guidelines, issued as a result of the 2000 PoA, with support being provided for 40 YRC headquarters/branch staff to attend financial management training. Furthermore, an external consultant will be employed to facilitate the establishment of fundraising department at the YRC and continued support will be given to the its new reporting group.

Objective 2 to strengthen the YRC's human resource capacity and mark the International Year of Volunteers. As identified in the ID/RD PoA, particular improvements are required in the area of human resource development. External technical advice will be engaged, enabling the production and dissemination of a YRC human resource strategy, recruitment guidelines, standard performance assessment systems and the creation of a volunteer database, to incorporate all levels of the National Society. Support and guidance will also be provided for the implementation of five events marking the International Year of Volunteers.

Objective 3 to increase support for YRC branches, thereby ensuring that implementation of branch programmes and activities are achieved to a professional standard. Adequate office/warehousing capacity will be provided for 15 additional YRC branches. Further support will be given under the branch cooperation project, with a particular focus on providing programme management. An additional 20 weaker branches will also benefit from their selection in the branch twinning development project.

YRC Youth Development programme

Objective 1 to strategically enhance and streamline the youth development programme. Major focus will be placed on the full implementation of the ongoing CAPI process, in conjunction with the regional delegation. At the

end of this process, a youth committee will be established and a youth policy, strategy and related PoA will be produced, to be revised as the programme evolves. Support and guidance will also be provided in the YRC's internal restructuring process of the youth Department. In order to create further ownership of the programme and to ensure that the youth activities are appropriate for their target group, youth member representation will be incorporated in the youth committee, strategic and project planning processes. Assistance will also be focussed on enhancing the department's ability to create a national strategic youth approach, improve coordination/communication throughout the different levels of the National Society, resulting in streamlined youth related activities being implemented at the national, republican and municipal levels.

Objective 2 to raise the profile of the youth programme and attract and retain youth members. Activities will include:

- providing assistance in the establishment of training manuals and education kits, aimed at a variety of different age groups; (2) supporting the YRC in the creation of a youth visual identity concept, to be followed with the standardised production of membership cards, publications, and television advertisements;
- supporting the YRC to run ten marketing, communications and fundraising training seminars for youth members, to enhance their knowledge and stimulate their dissemination potential;
- supporting international youth exchanges by running YRC international camps, and ensuring YRC youth members have the opportunity to attend camps organized by sister National Societies;
- assistance to ensure that the YRC run 15 core/advanced youth training sessions, through youth camps and summer school projects, increasing its number of highly trained youth members.

Objective 3 to give priority to youth projects involving skilled youth members in practical work targeting the vulnerable within local communities, and to focus the training activities in line with the youth policy, strategy and PoA. A particular focus will be placed on designing practical projects, targeting vulnerable people, which will be implemented by skilled youth members, who will adopt the peer education method. Sustainable projects will be included, which link youth members with the home care, life saving and mountain rescue, disaster preparedness/response operations.

YRC Income Generating Projects

Objective 1 to continue supporting the development and implementation of IGPs, designed for YRC branches and headquarters, thereby increasing the overall sustainability of the National Society. Activities to achieve this objective will include:

- supporting the YRC to disseminate the *Revised General Agreement on IGPs, Legal Procedures Manual*, revised *Application Process*, and *IGP Directory* to all branches;
- conducting an IGP evaluation;
- utilizing the findings of the evaluation as a basis in assisting the branches/headquarters to identify, design and implement 30 new IGPs, to be supported and monitored by the Federation's delegation.

Expected results

Kosovo Institutional Development programme

- Training courses, workshops and technical guidance will reinforce the Red Cross' performance and create a better understanding for actions adhered to the Movement's principles in favour of all people in Kosovo. A cadre of professional staff will gradually emerge through second-level teaching.
- Through an interim body, supported by the Federation and the ICRC, both Red Cross organizations will have opened a dialogue, regarding the coordination of activities in favour of the most vulnerable and the future creation of one Red Cross in Kosovo.
- A new volunteers' structure will be established, with a minimum of 2,500 trained members involved in traditional and new programmes, with qualified Red Cross trainers at the branch level, securing the availability of new volunteers in different disciplines.
- Promotion of Red Cross membership is ongoing, with a roster of 75,000 contributors achieved. Volunteer and membership systems will be managed within the overall human resource system, through a database.
- A number of traditional and new programmes are identified, with the Red Cross youth becoming a priority, and linked with the new volunteers' structure.
- A structure supported by systems for recruitment, retention and motivation is in place.
- First aid will gradually become one of the most important and visible Red Cross programmes, through training of community members and will also act as an income-generating activity.
- A number of traditional community campaigns are conducted.

- The transfer of the PSP has created a *RCK* social welfare programme, responding to psycho-social and social needs of the most vulnerable, in coordination with the local health authorities. Coordination with the *KMRC* social welfare programme is established, in accordance with the political status of Kosovo. (Refer to Psycho-Social plan of action in the Health and Care programme).
- The Red Cross services, particularly those related to community-based health, are increasingly requested and supported by local authorities.
- The Red Cross obtains growing self-sufficiency in tandem with the socio-economic and political base of rehabilitation.
- Core staff has been trained in revenue generation, and income-generating activities are implemented in accordance with a financial resource development plan, resulting in increased financial and operational support.
- A *RCK* public relations department is established, with trained personnel.
- Communication with the public, authorities and donors is improved and the image of and trust in the Red Cross is enhanced. Sharing of experience with the *KMRC* will be achieved.
- All activities will be guided and supported by the framework of their respective strategic plans through programme managers. A similar development is foreseen within the *KMRC*, although much depends on eventual changes in the *YRC* structures and the political evolution regarding the future status of Kosovo.

YRC Institutional Development programme

The *YRC*'s capacity is increased, enabling it to implement further development activities through bilateral or other similar arrangements. The *YRC* headquarters' management is restructured, adopting a modernised organisational concept. A revision of the *YRC* statutes, mission and other legal documents is completed and the PoA is adopted.

The following training courses will be run: 15 *YRC* key staff in ID PoA; 90 *YRC* board members in management/communication; 250 *YRC* staff/volunteers in advanced computer literacy; 40 staff in financial management; and 75 staff/volunteers in English language skills.

A human resources and fundraising department is established. A human resource strategy, recruitment guidelines, performance assessment system and volunteer database have been established and disseminated. Five events marking the Year of Volunteers, have been run. The *YRC*'s information policy and mid-term strategy have been created, based on the results of the public image survey. The *YRC* produces improved internal and external reports. Fifteen *YRC* branches will have new offices/warehouses, and 20 weaker branches will be included in the branch twinning development project.

YRC Youth Development programme

The *YRC*'s CAPI process is finalized and its youth policy, strategy and PoA have been designed and adopted. The youth department is restructured, with a higher representation of youth achieved in all strategic and project planning processes. The *YRC* youth's visual identity has been redesigned and used in youth promotion. An increased number and more highly trained youth members are committed to the *YRC*'s youth development programme. Youth camps and summer schools have been upgraded, to include improved selection criteria. The *YRC* has designed and implemented three pilot projects involving skilled youth members in practical work within the local communities. Thirty participants have attended international youth camps and cooperation with other National Societies has increased.

YRC Income Generating Projects

An alternative route to raise funds for traditional Red Cross activities will be achieved. The *YRC* is able to adopt the concept of offering services, products and expertise to the local community, according to market economy rules. Thirty selected income generating projects have been successfully implemented.

Indicators

Kosovo Institutional Development programme

Both Red Cross organizations in Kosovo demonstrate their ability to work within the fundamental Principles. Red Cross staff with improved management skills in programme planning and implementation, finance, human resources and service delivery. Both Red Cross organizations adopt their strategic plans of action. The Red Cross contributes to a reduction of ethnic tension, through proper representation at all ethnic groups, in terms their own human resources and through the beneficiaries they assist. Efforts of coordination between the *RCA*, *KMRC* and other Movement components increase, to reach the objective of one Red Cross in Kosovo. A positive response to the Red Cross community work is evidenced by an increase in the number of volunteers and members. A sufficient

number of skilled and motivated volunteers, to support programme implementation, is achieved and an increasing number of contributing members are registered. Volunteers, especially youth members, are increasingly involved in fundraising activities. Prioritised programme activities are more effective in meeting community needs. The youth programme is the most extensive programme, with activities in all branches being implemented by a professional youth management structure, with the promotion of human values and youth problems being addressed. The authorities and the public have an increasing trust in the Red Cross as a reliable and specialised service provider. A revenue generation plan is designed and is being implemented. External funding is gradually replaced by seeking indigenous funding resources, from commercially run first aid training, basic community health services, promotion of voluntary blood donors, corporate supporters, and membership fees. The *RCK* public relations department is equipped, staffed and functional. Timely production of satisfactory progress, financial and donor reports. Relations and cooperation with local authorities, Movement components and other organizations are fluent and trustful.

YRC Institutional Development programme

An improved YRC structure, enabling it to potentially provide more professional programmes and activities to targeted beneficiaries. Sixty percent of the YRC branches attain the agreed operational and managerial standards. Fifteen YRC key staff and 90 YRC board members utilizing their management/communication training skills. 250 staff/volunteers with increased effectiveness in utilizing computers, and enhancing the communication/reporting systems. The reporting group will increase operational efficiency, beneficiary/donor accountability. Improved financial transparency, donor accountability, with audit results confirming an improvement in the YRC's overall financial systems. The results of the 2000 public image survey. The revision/adoption of the YRC's statutes, mission and other legal documents, have a positive impact on the cooperation and coordination between the different constituencies of the YRC, with a stronger, updated legal basis adopted by the YRC. Improved collaboration achieved with NGOs/relevant government bodies, resulting in three collaborative projects. Impact achieved by the ID/RD PoA, human resource strategy, recruitment guidelines and information policy/mid-year strategy on their respective structures, programmes and activities. A ten percent increase in revenue in two years resulting from the newly created YRC fundraising department. Premises/warehouses improved at fifteen YRC branches and performance improved by 20 less developed branches. Activities highlighting the Year of Volunteers organized by the YRC. Signed commercial agreements by the YRC for first aid training courses.

YRC Youth Development programme

Established youth committee and improved, better planned youth programmes. Fifty percent of representatives in youth development programmes' governance, strategic and programme planning processes are youth members. Youth membership increased by 20 per cent. Positive feedback from participants attending youth camps and schools. Youth programme activities influenced by international cooperation and relations with sister National Societies improved. Additional support for vulnerable people in the local community provided by three new youth pilot projects.

YRC Income Generating Projects

The YRC branch staff have a greater understanding and awareness on fundraising issues, with 30 per cent of IGPs creating an independent source of income, and 30 per cent of IGPs providing an employment opportunity for a vulnerable person. Quarterly profitability reports produced by all branches with IGPs. Understanding and correct application by all YRC branches of the IGP process. The 30 most appropriate income generating projects selected by the YRC for funding, using the lessons learnt from evaluations. Appropriate legal revisions made by the YRC to enable all branches to run profit making businesses.

Monitoring and Evaluation arrangements

Kosovo Institutional Development programme

Systems for monitoring and evaluation of programmes and activities is an essential part of continuing the Red Cross' institutional development programme, in relation to the Federation's *Strategy 2010* and specific strategic plans of action. Criteria for these arrangements are based on initial activity programming, including funding plans, expected results, with specific indicators and partner/donor expectations. Special attention will be given to periodical reviews and analysis of budgeting and financial systems. Working partners, i.e. the Federation, ICRC, PNS will be involved in the maintenance of transparency and credibility. A possible process of corrections and adjustments, based on findings and lessons learnt, should be carried out in consultation with branch secretaries and other field personnel.

YRC Institutional Development /Youth/IGP programmes

Technical recommendations from the Federation's regional delegation in Budapest and the Secretariat will be incorporated into the ID, youth and IGP programme planning and implementation process. Regional delegation staff will also be asked to give technical support, as and when required. The YRC's ID/RD and youth coordination group and the joint IGP committee will each hold bimonthly meetings, to ensure that all their work is strategically planned and coordinated with the branch network. The Montenegro and Kosovo sub-delegations and five Federation field offices monitor operations at the field level, reporting back to the Belgrade delegation's ID/RD Department, which in turn discusses matters with the ID/RD and youth coordination group and the joint IGP committee, respectively.

Furthermore, every project supported by the Federation, will be subject to a separate agreements between the Federation and YRC, with an accompanying project proposal. This will include: defining comprehensible and realistic working plans, cost-efficient project proposals and specific monitoring procedures and indicators. A Federation representative will always be present at funded training seminars, workshops, PR events, etc. Financial justifications will be performed in accordance with the Federation's standard rules and procedures. Regular external situation and donor reports will be produced, with the latter to the donors' specification. Periodical independent evaluations will be carried out by external organizations. The results of the YRC's public image survey will be used as a benchmark in the external perception of the National Society.

Critical assumptions

- Regional crises, such as rapid influx of refugees, internal displacement, natural or human caused disasters, do not occur.
- No major socio-economic or political deterioration will occur in the FR Yugoslavia (including Kosovo).
- No significant changes will occur in the YRC or the *RCK*.
- Continued dedication, professionalism and flexibility from the YRC and *RCK* headquarters leadership, branches and volunteers.
- Collaboration and coordination with the ICRC and PNSs will be maintained or exceed their current level.
- Continued support from the Federation and a timely/appropriate National Society donors' response.
- Adequate delegates and staff are available to support Federation activities.
- Significant numbers of volunteers remain committed to the programmes.

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6. Coordination and Management

Background and progress to date

The Federation first established its delegation in the Federal Republic of Yugoslavia (FR Yugoslavia) in 1992, with its management structure including a sub-delegation in Montenegro and in Kosovo. To increase the Federation's monitoring and coordinating capacities, both within the Red Cross and Red Crescent Movement and between external organizations, further emphasis was recently placed on five field offices, which are functioning in key positions in Serbia, namely: Belgrade, Nis, Novi Sad, Kraljevo and Kragujevac. Additionally, in late 2000, one field office was opened in Zvečan, northern Kosovo, to enhance coordination and cooperation between the Red Cross partners in Kosovo, and the rest of the FR Yugoslavia.

The Federation is supporting the Yugoslav Red Cross (YRC), its republican constituencies - the Red Cross of Serbia (including the Kosovo and Metohija Red Cross) the Red Cross of Montenegro, and the *Red Cross of Kosova (RCK)*. In total, thirteen YRC programmes are being implemented, with support from the Federation, each embodying a variety of different projects within them, focusing on: disaster response and preparedness, health and care, institutional and resource development, in accordance to *Strategy 2010*.

The delegation currently consists of 25 international delegates and 144 nationally employed staff, with several national project managers having at least five years experience in the delegation. Indeed, as the National Society's humanitarian assistance responsibilities continued to increase over the past two years, the Federation's planned process of down scaling its presence in the country, initiated three years ago, was reversed.

While the past decade of conflicts led to mass population movements and contributed towards the country's downward economic trend, the YRC increasingly bore the brunt of providing humanitarian assistance to the most vulnerable. In 2000 the National Society's assistance programme reached a new peak, in providing some one million people, i.e. a tenth of the total population, with emergency relief items, resulting in the FR Yugoslavia's operations being one of the largest in the world. The operation is not only large, but extremely complex, with three main categories of beneficiaries, as follows: 237,000 refugees from Croatia and Bosnia and Herzegovina, 242,000 internally displaced persons (IDPs) from Kosovo and 500,000 social cases, with a variety of different categories and criteria being assisted by the YRC.

As a result, the quantity of international aid distributed through the YRC's network of 181 local branches (not including Kosovo) increased from 3,000 to 4,000 metric tonnes per month, to an average 13,500, metric tonnes per month in 2000. The logistics capacity of the National Society, its warehouse space, delivery system and communication structure was strengthened accordingly, through its central and eleven regional distribution centers. Additional support was also provided by Federation's fleet of 48 vehicles, including five trucks.

Responding to demands from the YRC leadership, the Federation not only increased its relief orientated programmes, but also strengthened its monitoring role, with its five field offices being staffed by at least one international delegate and one experienced national staff member. This structure has been instrumental in establishing a more decentralised approach towards the National Society's regional and branch needs. Furthermore, a Joint Red Cross Red Crescent Movement Task Force was established, to co-ordinate all activities related to the relief operation. It endeavors to find quick solutions to any problems encountered at the field level. Indeed, one such problem occurred at the end of 1999, when ten Belgrade-based branches distributed ECHO funded essential hygiene parcels to some 7,000 non-authorized beneficiaries, representing 0.7% of the total number of parcels distributed in 1999. This resulted in a lengthy audit process, with the final audit report presenting a number of key findings and recommendations for improving the performance of the Red Cross operations, with the recommendations being addressed in a plan of action, by the Joint Task Force.

While the Belgrade delegation remained the focal point for the overall strategic planning and operation, a larger autonomy was gradually undertaken by the Montenegro and Kosovo sub-delegations. The cooperation of the Federation's Montenegro sub-delegation, consisting of two international delegates and five experienced national

staff, with its Republican Red Cross, and respective 21 municipal branches, can be described as excellent. Additionally, the Federation sub-delegation took over the coordination role of a joint relief monitoring system, which incorporates five key agencies, including the ICRC, UNHCR and the World Food Programme (WFP). While the overall strategic programme planning processes are agreed upon at the federal level, both the Red Cross of Serbia and Montenegro tailor specific aspects of programmes, such as health and care and institutional and resource development, to needs identified at the republican and community levels, giving the required degree of flexibility, to ensure that all beneficiaries are supported in an appropriate manner.

The Federation's Kosovo sub-delegation reopened in June 1999 shortly after the conclusion of the Kumanovo/Macedonia Peace agreement. Scrupulously respecting the UN resolution 1244, the Federation has provided equal support to both Red Cross organizations present in Kosovo. Their organizational status is as follows: the *Red Cross of Kosova (RCK)*, is locally registered as an indigenous humanitarian organization, with a headquarters and 26 municipal branches, while the Red Cross of Kosovo and Metohija (KMRC), remains part of the Red Cross of Serbia, with its own headquarters and six municipal branches.

The Federation concentrated its efforts on providing immediate assistance to the most vulnerable, in the form of an extensive psycho-social support programme and towards reestablishing dialogue between the two Red Cross organizations in Kosovo, while also strengthening their structures and capacities. Indeed, under the Seville Agreement, while the ICRC remains the lead agency in Kosovo, the Federation has the lead status in the provision of psycho-social support and institutional development. In the framework of the Federation's branch strengthening and institutional development programme, the majority of branches and headquarters were equipped with office furniture, computer systems and other hardware, to include the provision of 19 Red Cross vehicles. Salary and monthly financial support for core expenditures was also provided to branches. The psycho-social support programme, implemented according to the realistic needs identified throughout the province, also remains a backbone of the Federation's assistance in Kosovo, while simultaneously increasing the organizational and operational capacity of the two Red Cross organizations.

In August 2000, the ICRC and the Federation issued a Joint Position Paper, outlining the possible steps to be taken towards the creation of one well-functioning Red Cross in Kosovo, that responds to, and supports, the needs of all the beneficiaries, based on their vulnerability alone, regardless of ethnic background. Both Red Cross organizations acknowledge that the rebuilding of trust between the two communities is a long lasting process, which requires consistent and constant support. Support and encouragement will also continue to be given by the Federation and ICRC, for the emergence of one Red Cross organization in Kosovo, which simultaneously reflects and serves the multicultural composition of the province.

Taking into account the new realities prevailing in FR Yugoslavia, and the need for redefining tasks between the Movement's components, the Danish Red Cross took the initiative of implementing a pilot project for Children Affected by Armed Conflict, in the region of Kraljevo, under the YRC/Federation's umbrella. With respect to *Strategy 2010*, which underlines the Federation's co-ordination and supporting role to National Societies, and taking into account the solid and constructive position of the Belgrade delegation strengthened by years of work in FR Yugoslavia, it is hoped that this initiative will be expanded into other areas by additional Participating National Societies.

Goal(s) to support the YRC/RCK in their effort to improve the living conditions of the most vulnerable categories of people and to contribute, according to the guidelines set by the *Strategy 2010*, to their further institutional and resource development. A complementary goal is to maximise the potential for ongoing relief efforts and other activities, to further strengthen the image and role of the Red Cross in the national and international context, while also supporting the emergence of one Red Cross organization in Kosovo, which simultaneously reflects and serves the multicultural composition in Kosovo.

Objectives and Activities planned

- to ensure effective management of the delegation, its sub-delegations and field offices;
- to continue to provide the necessary assistance to the overall YRC relief activities;
- to increase the support to the development of the YRC and its republican structures, in accordance with *Strategy 2010*;
- to support and coordinate present and future PNS programmes in all of the FR Yugoslavia, in accordance with the Seville Agreement;

- to support the National Society to improve relations and link further operations with appropriate key national and international partners;
- to continue to support the rebuilding and development of Red Cross structures in Kosovo.

Activities will include an effective general management structure in the delegation as a whole, ensuring that consistent and appropriate management systems are in place, that the constant flow of information between the components of the delegation is improved and leads to timely and accurate reporting. Professional support to key development activities of the YRC will be increased, with the arrival of two additional delegates qualified in disaster preparedness and youth activities. The Montenegro and Kosovo sub-delegations will continue to develop the existing cooperation with the republican and local Red Cross structures. The findings of an external audit (by ECHO) will be translated into a plan of action, the implementation of which will contribute to the overall development strategy of the YRC. The regional and Secretariat resources will be constantly utilized to provide more consistent and competent technical support to the YRC, its republican constituencies and the Red Cross organizations in Kosovo. Cooperation and coordination with the ICRC will continue. The provision of professional coordination and support will be given for future delegated projects, with an expansion of PNS activities falling under the Federation's umbrella. An accent will also be placed on information sharing and cooperation with major humanitarian organizations, governmental bodies and potential donors and further emphasis being placed on supporting the National Society to create stronger operational links, extending its number of working partners with appropriate organizations and government bodies.

Expected results

The delegation will continue to be managed within an objective structure that meets all operational, National Society and donor requirements. The YRC/RCK will increase its performance through relevant technical training, and in establishing an efficient coordination and support system for incoming PNSs. The YRC, its republican and local structures and the RCK, will demonstrate an increased capacity in effectively managing their programmes and resources, according to the objectives set for 2001. The emphasis is transferred from relief to development, which will gradually lead to self sustainability hence, the Federation's presence will be adjusted accordingly. The National Society will have more constructive links and joint activities, with a higher number of national and international partners.

Indicators

The YRC, its republican structures and the Red Cross organizations in Kosovo, demonstrate an enhanced capacity in planning, implementing and reporting on their activities in a more transparent and accountable manner, while also fully understanding the long-term benefits of transparency and accountability. The national and international media give a higher and improved visibility to the YRC/RCK, due to their upgraded performance. Further improvements in cooperation with the YRC and Federation will be gained. Support and coordination mechanisms for PNSs implementing projects in the region established by the Federation. An increased number of PNSs joining the FR Yugoslavia operation. External partner organizations hand-over monitoring responsibility to the Federation and create a higher number of joint operations. The government signs agreements regarding Red Cross activities, particularly in health and care and disaster preparedness. The YRC and RCK's role in the society is recognised and respected by authorities. Improved results of the YRC's image survey. The internal and external audit processes demonstrate an overall improvement in the management structures of YRC and Federation operations and reflect adherence to the management standards. The KRC and the KMRC structures set the basis for dialogue and cooperation to the benefit of the most vulnerable. Appeals launched to respond to the needs of the most vulnerable categories of people are subscribed to 100 per cent and in an appropriate time-frame. The level of Federation presence and support is reduced, being further focused on advisory and technical support role.

Monitoring and Evaluation arrangements

Complementary to the delegation's internal functioning mechanisms, the Secretariat in Geneva and the regional delegation in Budapest will monitor progress in the implementation of the stated objectives. The delegation, but particularly the Montenegro and Kosovo sub-delegations and field offices, will monitor and evaluate all field operations and activities. Quarterly situation and operation reports on all delegation activities will continue to provide a regular overview of the Federation's activities in FR Yugoslavia. Donor reports will be produced to the donor's specification. Independent programme surveys, vulnerability assessments as well as internal and external audits, will take place according to each specific programme's settings and donor requirements.

Critical assumptions

- Regional crises, such as rapid influx of refugees, internal displacement, natural or human caused disasters, do not occur.
- No major socio-economic or political deterioration will occur in the FR Yugoslavia (including Kosovo).
- Any future administrative set-up of the country, will not affect the structures of the Red Cross and no significant changes will occur in the YRC or the *RCK*.
- Continued dedication, professionalism and flexibility from the YRC and *RCK* headquarters' leadership, branches and volunteers.
- Collaboration and coordination with the ICRC and PNS will be maintained or exceed their current level. Continued support from the Federation and timely/appropriate National Society donors' response.
- Adequate delegates and staff are available to support Federation activities.
- A significant number of volunteers remain committed to the programmes.

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DELEGATION: FEDERAL REPUBLIC OF YUGOSLAVIA								
PROGRAMME	Disaster response	DP	Health & services	Human values	IDRD	Coord. & mgt	Regional coop.	TOTAL
Shelter & construction	0	0	15,650	0	50,000	0	0	65,650
Clothing & textiles	783,900	0	49,350	0	0	0	0	833,250
Food & seeds	4,737,244	0	50,210	0	0	0	0	4,787,454
Water	0	0	480	0	0	0	0	480
Medical & first aid	0	0	10,000	0	0	0	0	10,000
Teaching materials	0	68,522	123,880	0	132,000	40,000	0	364,402
Utensils & tools	0	0	45,200	0	0	0	0	45,200
Other relief supplies	5,080,237	589,260	991,460	0	889,500	20,000	0	7,570,457
Sub total supplies	10,601,381	657,782	1,286,230	0	1,071,500	60,000	0	13,676,893
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	50,000	0	0	0	0	50,000
Computers & telecom	2,000	6,900	38,200	0	28,450	5,150	0	80,700
Medical equipment	0	0	0	0	0	0	0	0
Other capital expenses	5,000	0	24,500	0	21,900	4,800	0	56,200
Sub total capital	7,000	6,900	112,700	0	50,350	9,950	0	186,900
Programme management	1,059,586	84,923	319,010	17,319	238,129	112,385	0	1,831,351
Technical services	317,184	25,422	95,495	5,185	71,283	33,642	0	548,210
Professional services	351,755	28,192	105,903	5,750	79,053	37,309	0	607,961
Sub total programme support	1,728,525	138,537	520,408	28,253	388,464	183,336	0	2,987,523
Transport & storage	1,400,736	48,799	328,238	20,015	162,430	200,228	0	2,160,446
Personnel (delegates & expatriates)	1,051,000	124,200	326,650	0	392,900	599,660	0	2,494,410
Personnel (local staff)	530,430	39,448	1,005,459	29,070	663,267	292,476	0	2,560,150
Sub total personnel	1,581,430	163,648	1,332,109	29,070	1,056,167	892,136	0	5,054,560
Travel & related expenses	57,600	3,600	102,225	1,800	21,450	48,380	0	235,055
Information expenses	1,440	44,860	211,440	148,940	225,435	10,256	0	642,371
Expert fees	128,748	18,683	219,956	3,771	64,128	13,080	0	448,366
Admin. - general expenses	195,000	3,960	126,452	4,000	49,572	245,722	0	624,706
Training workshops / seminars	12,000	172,659	491,220	21,000	441,998	3,600	0	1,142,477
Sub total travel, training, general exp.	394,788	243,762	1,151,293	179,511	802,583	321,038	0	3,092,975
Total budget	15,713,860	1,259,428	4,730,978	256,849	3,531,494	1,666,688	0	27,159,297