

# ANNUAL REPORT



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## ALBANIA

September 2001

*This Annual Report is intended for reporting on the Federation's Annual Appeals only.*

*Appeal No. 01.39/2000*

*Appeal Target: CHF 5,846,000; revised to CHF 8,688,551*

*Period covered: January - December 2000*

### *Objectives, Achievements and Constraints*

#### **Disaster Response**

The objective was to distribute relief to the following four categories of beneficiaries:

- refugees.
- families hosting those refugees.
- socially vulnerable in northern areas.
- persons displaced by unexploded ordinance.

The objective (not clearly delineated in the appeal), was to take care of the refugees as per UNHCR and government of Albania protocols and to assist the host families in caring for the refugees. The objective was wholly met, with all refugees and host families being provided for by the Albanian Red Cross (ARC) with Federation support. The refugee number had reduced to less than 2000 by August. This coincided with the completion of the ARC strategy (in May), which indicated that long term care and maintenance disaster response activities would not be carried out; the focus would be on immediate response only.

The small number of refugees also implied that it had become appropriate for small Albanian NGO's or other organisations to perhaps grow their own capacity by caring for the refugees.

As a result of these two imperatives, an agreement was reached with the UNHCR whereby the Red Cross involvement in caring for these people would cease in September. The refugees and host families were extremely gracious in their appreciation of the RC response on their behalf during 1999 and 2000.

This programme has been very heavily supported by the American Red Cross, both in terms of material resources and technical support. The objective was clear: to assist the vulnerable groups, while the exit strategy was to be determined during the year 2000. The objective of assisting the vulnerable people has been met, but the exit strategy has not been fully determined and sustainability is extremely limited. The ARC, American Red Cross and the Federation have worked together to

determine what will be a relevant change in direction for the programme: from free handouts to something which is more sustainable.

The plan for later this year is to move the programme from approximately 40,000 beneficiaries to 2,000, who will be determined on a much tighter criteria and to have a percentage (about 20%) necessarily funded by the community which will trigger the remaining 80%. This is in an attempt to generate the concept in rural areas of the community at large, with facilitation from the ARC- to take care of its' own.

Due to receiving 120,000 food parcels from the Federation in the fall of 1999, this programme, which was expected to run for 1 year from October 1999 to October 2000, was extended until the year end. In addition, the American Red Cross received -free of charge- logistical services (including all trucking, clearing and warehousing) until June, leading to savings in overhead for both the American and Albanian Red Cross.

*Displaced (war affected) persons:* The objective of this programme was to ameliorate the impact of having been displaced by ordinance and also affected by an increase in prices due to the refugee influx. All relief distributions were planned to be completed in March and April, but this was extended in Kukes (700 beneficiaries) and Has (4,800 beneficiaries) until June, due to needs and availability of stocks. The district of Tropoje received a distribution for a three month period for 3,000 beneficiaries in July due to access finally being possible to these very needy people.

The exit strategy was to complete at that time since the inflated prices caused by the extra demand was diminished. The prospect of continuing until the Government or other competent body could take care of the people involved was never feasible. The ARC in collaboration with ICRC are carrying out a mine awareness dissemination programme in the three affected districts. Mine clearing has begun, but is more or less insignificant, implying hard times for these people for an unlimited period.

### ***Disaster Preparedness***

The Federation has been supporting ARC DP activities for a number of years with a delegation specifically established for this purpose in mid-1998. The objectives in the appeal were as follows:

- Positioning of emergency stocks at strategic regional and central levels.
- Disaster preparedness training for staff and volunteers.
- A Vulnerability and Capacity Assessment (VCA) carried out in order to better target. assistance aimed at mitigating impact of natural disasters on vulnerable groups
- Assistance to the Government and the UNDP in generating a national DP plan.

#### *Results:*

*Positioning of emergency stocks at strategic regional and central levels* The original plan of readiness for an immediate response to 5,000 beneficiaries was revised in the ARC strategy to 8,000 individuals. The physical stocks established through the year and currently held are suitable for this. The governance of ARC are determining whether or not this stock should include food items. It is difficult and expensive to arrange and maintain. The Belgian RC and ECHO were the main partners involved in establishing this stock, (placed into warehouses which were purchased in 1999 with appeal moneys). The established regional warehouses are running in Shkoder and Fier. The German RC, Hellenic RC and Spanish RC have all indicated willingness to support an expansion of this warehouse and DP training center programme. The central warehouse is proving to be much more complicated. The cost is in the region of 800,000 CHF and is fully covered by Belgian RC, Canadian RC, Danish RC, Finnish RC, Hellenic RC and Norwegian RC. The original plan of being completed in 1999 was

too optimistic. Given the Government restructuring from 36 Districts to 12 regional administrative units, the building permission process is very slow. We are experiencing difficulty, but the ARC supported by the Federation will not move until any and all necessary formalities have been completed in the correct way. The current deadline graciously extended by donors (thank you) is the end of August this year, but is already looking too tight for time.

*Disaster preparedness training for staff and volunteers* - Three DP training centers were purchased in 1999 from appeal funds and were refurbished using ECHO funds. They are located in Shkoder, Fier and Tirana. They are attached in an institutional way to the DP warehouses, since all training is intended to be of a very practical nature. Support for further centers is expected as with the warehouses (see above). These centers are to have a twofold use: to carry out regional training for the staff and volunteers to be trained in DP and to be used as an income generating resource. One training session was held in each training center (total 3) with approximately 25 participants in each location (total 75 participants). Representatives of each branch were present, usually the branch secretary and the DP leader. Topics covered included: What is DP and DR for ARC: respective role of HQ and branch? Levels of response. Most likely hazards; floods, earthquake, mudslides, fire and population movement. Problem identification, data collection and basic needs assessment. Collaboration with actors at all levels.

*A Vulnerability and Capacity Assessment (VCA) carried out in order to better target assistance aimed at mitigating impact of natural disasters on vulnerable groups.* This was not carried out. The regional delegation of the Federation are assisting ARC in a Participatory Rapid Assessment (PRA) training scheme. The ARC are taking part and want to have this training completed prior to any assessment. In addition, it was with hindsight just too ambitious.

*Assistance to the Government and the UNDP in generating a national DP plan* -The ARC, Federation and the ICRC have all been engaged with the Government of Albania since the early Nineties, encouraging the generation of a national disaster plan, which would allow the ARC to build a much more holistic and credible DP plan. The Albanian Government has yet to make much practical progress in this area. This has become a higher priority since the Strategy of the ARC indicates a strong focus on DP, in line with Strategy 2010. During the refugee crisis in 1999, the Government established an Emergency Management Group (EMG), based inside the office of the Prime Minister, and was an effective coordination tool. Since that time, both UNDP and NATO have been supporting the Government in building a national plan and law, in effect transferring the skills built up from the EMG. The draft law is currently on the agenda to be debated in the Parliament. This is a necessary precursor to the generation of a plan, and concerning latest news: the law has been passed in Parliament in late March 2001. The British Government and relevant technical units under the auspices of the Stability Pact are also involved in discussions which will hopefully lead to the establishment of the plan within which, the activities of ARC may be coordinated. The Federation and ARC have been involved in all discussions with the competent bodies advising the Government on the planning process. In addition to the outlined objectives, an emergency response was undertaken to flooding in November affecting 6 districts: Vlore, Fier, Lushne, Peqin, Kavaje and Kruje. ARC supported 3,200 beneficiaries with blankets, food parcels & hygiene materials.

## ***Humanitarian Values***

The Appeal points out that the following activities are Federation priorities within this department. Public awareness in Albania of ARC is unclear; we believe the reputation to be strong, especially since the reaction of the public in 97 and 99. The objectives in the appeal are as follows:

- Strengthen the capacity of information department.
- Promotion of humanitarian values, including tracing.

- Strengthen training for volunteers including youth

Results:

- *Strengthening the capacity of information department:* The main event this year was the organisation of media training for 15 branches, attended and partly facilitated by participants from the regional delegation of the Federation. The monthly reporting system of ARC has been improved during the year, with the department responsible for collating reports from 26 branches.
- ♦ *Promotion of humanitarian values, including tracing:* The main programme has remained during 2000 as in previous years, dissemination of information re: humanitarian values and activities of ARC at national and local level to the public at large, and to other interested parties. The 8th of May painting competition was more successful this year than last, with 30 districts participating from 113 schools and social institutions. A total of 1,830 children took part, presenting some 3,220 paintings. The final in Tirana contained 76 paintings and was attended by members of the diplomatic community and government officials. In addition, dissemination of International Humanitarian Law to the armed forces and police forces has taken place. Three editions of the ARC magazine have been published during the year; a part contribution to the promotion of humanitarian values espoused by ARC. The information given out during this year has been more comprehensive than hitherto. The Government has been approached by the department and discussions and information exchange took place concerning both the emblem issue surrounding the third additional protocol and the Ottawa land mine treaty.

Constraints centered around the nature of the programmes. Most of ARC activities are discrete and are not easily publicized. Many branch staff and governance people remain unaware or unconvinced of the need to engage in public awareness activities. As a result, the department needs to work with programme staff and governance in order to become more effective in publicizing the activities of ARC. This is a prerequisite for community and institutional support of our activities.

The strategy produced as a result of the leadership working group was published by the department and the contents presented to the branches and key external interlocutors. A plan of action for the implementation of the strategy was also produced. Brochures, posters, TV spots and sundry leaflets and books were published by the department on behalf of the various sectional activities.

Mine awareness activities were increased during the year, with coordinators working full time in 3 northern districts; Tropoje, Kukes and Has. This has been carried out hand- in- hand with ICRC. Mine clearing preparations began during the year and it is to be hoped that this activity will begin in earnest in 2001.

- ♦ *Strengthen and implement training for volunteers including youth; and the Volunteer Management System (VMS):* One of the main priorities and activities during 2000 in line with ARC strategy was to implement a VMS, which has been very weak to date. To increase the importance of the volunteer role in volunteers today and in the public at large tomorrow. To disseminate one new element of building civil society i.e. to encourage approbation for volunteering and to have a structure/framework within which volunteers function. About 60% of ARC volunteers are young and we have good experience so far in involving the youth in multi-faceted humanitarian action and in increasing through them, the dissemination of Humanitarian values. Additionally, a target was set to increase the total number of volunteers, including especially youth volunteers, because our experience is that they are more dynamic. A drug prevention project was undertaken in 6 districts; Tirana, Durres, Korce, Shkoder, Vlore and Fier. Round table discussions took place as part of this re: drug and tobacco abuse. Six training sessions were held with volunteers., 20 per district; total 120. Topics covered included: what are the effects of such

substances on the body, social consequences, legal and ethical questions, who is using drugs youth specific problems caused by and related to this abuse. The objective was to have this hard information disseminated to their peers by Red Cross volunteers in the hope that the RC is seen as a source of sound knowledge. Six Local TV spots were organized by the youth recipients following on from the round table in their respective districts. Additionally, a total of 5,000 leaflets and posters re: drugs, smoking and alcohol were published. A pilot project in 4 northern districts was undertaken hand in hand with UNICEF and MoH. This comprised specifically AIDS education including peer to peer education in the rural areas of Mat, Bulquize, Mirdite and Diber. UNICEF financing is set up for a period of 6 months and the period and geographic locations will be extended to further districts. Youth leadership training; 5 regional workshops with 92 volunteers from 33 districts were held. Summer camps for Kosovo children and orphaned Albanian children was held in Durrës and Tirana for 10 days in August and September 200 children. This was funded by Spanish RC who had funds remaining from the 99 refugee operation. Additionally, English and computer courses for Kosovo youth accommodated in a camp in Tirana were organized with 80 youth beneficiaries. The now annual December Round table discussion took place, with the theme this year of: “volunteering; value or principle.” A total of 45 youth volunteers from all over Albania took part. The main outcome was to determine that we need ways and means of keeping volunteers. Among the recommendations was annual youth meetings, a focus on the motivation of volunteers and attractive programmes. The number of districts covered by youth projects has increased from 30 to 33 and the number of youth volunteers has increased by approximately 15%. The annual youth painting competition was successful in raising the profile of the ARC. Just under \$2000 was given in local contributions in cash or kind and it cost approx. \$4000. This indicates that the loss or costs involved are decreasing. Constraints included the recruitment of volunteers from rural areas. Discussions with branches and HQ are now underway in order to find ways to be more successful in this field.

### ***Health and Care***

The Federation has been supporting the health activities of the ARC for a number of years; the activities are on the whole unchanged, but are moving in new directions in certain key areas, in line with the new strategy of the ARC. Attempts have been made to have activities more focused on communes and more on health education, promotion and prevention. The objectives indicated in the appeal are as follows:

- Health Education/Promotion; Mother and Child health including reproductive health.
- General and Oral Hygiene.
- Developing a policy and training staff/volunteers in “Health in Disasters”.
- Increased standardisation of the First Aid programme (including equipment, training and manual) and develop a module suitable for learner drivers.
- Continue to promote non- remunerated blood donor activities.
- Vaccination campaign against measles and rubella.

#### *Results:*

- *Improvement of health promotion activities including the MCH programme:* This programme ran in 2000 in a very similar way to previous years; the number of beneficiaries reached (meaning young or expectant mothers) slightly increased to 2,560. The programme took place in 17 districts; the difference in focus this year was trying to extend the activities into the communes around the towns. We were successful in reaching 48 communes. Additionally, the nature of the programme has been expanded from fairly basic MCH activities to include much wider aspects of reproductive health. Twelve training sessions were held in twelve districts

involving 130 volunteers. Topics covered included ante and post- natal care nutrition and care of new babies (under 1 year old), common risks for infant mortality/morbidity. Seven leaflets were published for dissemination of this information and 1,000 copies of a new RC book were distributed entitled “new parents;”

- *General hygiene education:* 14 branches ran this programme, arranged in 44 communes. 390 volunteers disseminated information to 11,600 children, mainly through out -of- school activities. Oral hygiene remains the main section of information, but has been expanded to include hand hygiene and the results of poor hygiene. Leaflets and hygiene kits are given to each of the almost 12,000 beneficiaries.
- *Developing a policy and training staff/volunteers in “Health in Disasters”:* The policy remains incomplete but work is continuing at technical and governance levels in developing this. Four workshops were held in Tirana, each with 20 participants to determine the role of ARC health in disasters. Topics covered included the capacity of branches to intervene in the following activities/areas: Information, hygiene, Watsan, distribution of medicaments to health facilities. All branches expressed the wish to be very active in this sector. These have been carried out hand- in -hand with the disaster and branch development departments of ARC and with the MoH and Government disaster agencies.
- *Increased standardisation of the First Aid programme (including equipment, training and reprinting manual) and develop a module suitable for learner drivers.* The opportunity was taken during 2000 to standardise all equipment using ECHO funds. The tradition has been to use the Austrian RC model, but equipment including FA kits have been supplied to ARC from various non standard sources during recent years. The training module was unchanged for the standard FA course at a basic 20 - 24 hours. During 2000 the first training course of training trainers was carried out without the technical support of a trainer from Austria; it was wholly ARC run. The ECHO funds were used for the purchase of 1,500 FA kits, 1,500 uniforms and standardising sundry equipment such as mannequins, etc.

A campaign was organized in order to raise awareness among the general public re: the value of first aid and that this is available through their local branch. 50,000 Posters were produced which will be used during the coming 3 years. In addition, 4 series’ of leaflets containing technical information were also produced for internal use of the FA volunteers. The total number was 35,000. 2,500 certificates were also produced and will similarly be used during the coming 3 year period for people who have attended the FA course and are ARC volunteers. Standardising of training centers around the reprinting of the manual; 15,000 were produced. During 2000, 350 people attended the 20 - 24 hour basic course, with 13 people trained as trainers by attending and successfully completing the 9 day course.

The module for learner drivers was indeed generated and produced. A ten hour module with a standard curriculum, based upon the needs of the users, Ministries of Transport and Health. A workshop was held with FA volunteers from branches to define the programme and content of the training.

- ◆ *Continue to promote non -remunerated blood donor activities:* The activity has continued this year; 87 units of blood were donated during the year. This compares with 90 units in 1999. ECHO were the major funder, with small allocations from Danish RC. Two campaigns were held during the year; in the Spring and the Autumn in 10 branches; 20 activities in total. 112 volunteers were involved in the campaigns alongside the 10 coordinators from each of the 10 branches. 10,000 leaflets were distributed 3 types of posters and two TV spots formed the major thrust of the awareness raising activity, in addition to a host of Tee shirts, pens and badges. All written materials were produced in line with WHO and Federation standards and guidelines and all activities were carried out in collaboration with the government department of transfusiology.

Discussions are ongoing re: the MoH continuing to pay approx. \$20 for a unit of remunerated blood. It is of course a very difficult task to be successful in encouraging non - remunerated blood, while the MoH are apparently not committed to this strategy. The MoH are finding it extremely difficult to stop such payments; there is an influential lobby of blood “donors” but the option of ceasing activities has been carefully considered and the ARC would like to continue, despite the very high unit cost of non remunerated blood.

- ◆ *Vaccination campaign against measles and rubella:* A large campaign, with a target of reaching more than 1 Million children aged between 1 - 14 years was undertaken in December of 2000. The role of ARC was to engage in social mobilisation. The American Red Cross supplied a specialist who was placed inside the MoH unit specifically established for this campaign. Training with MoH was carried out in districts and 1,300 volunteers participated in the campaign. The coverage was 95%; the MoH plan to follow up during this year to investigate contraindications and catch those missed. This became a huge undertaking because the routing work had ceased. The MoH are now back on track to continue in a more businesslike manner and the second dose which is required is already planned to be carried out in schools 5 years from now. An evaluation was carried out by UNICEF and this indicated that approximately 70% of respondents learned of the campaign through RC.

### ***Institutional and Resource Development***

This is a major priority for the ARC leadership. During the year 2000 the opportunity was taken to profit from the presence of 6 PNS, the support of almost 20 loyal sister Societies, the Federation and the ICRC all of which had willingness and resources to allocate to this area. The strategy of ARC for a 5 year period was completed in the year under review. The objectives in the appeal and country assistance strategy are as follows:

- The Federation will assist the ARC in establishing a 5 year strategy, hand in hand with a leadership development programme led by the Regional delegation. This complements a process which is ongoing from 1998 of rewriting the statutes.
- The ARC will focus it's strengthening activities on branches.
- Increase fundraising inside Albania.
- Increase technical skills in both governance and management.

#### **Results**

- *The Federation will assist the ARC in establishing a 5 year strategy, hand in hand with a leadership development programme led by the Regional delegation:* The strategy was indeed produced and a draft published in May, approved by general assembly in October. The most important element of this is however the process which started in December 1999. Two seminars were organized with the involvement of the regional delegation, and a final workshop where the results were aired.

A working group was established in January 2000 comprising staff and management from both HQ and branches. The group numbered approximately 20 persons. The whole group met monthly, with Tirana based members meeting more often.

The impact has been slow, but calculated. The direct impact on programme design and activities carried out on a day- to- day basis has to date been minimal; this is to be expected given that a major staff restructuring is also ongoing. The senior management of ARC have made it clear to the redesigned team that changes in activities will be expected in their plans and objectives which are to be produced for 2002. The institutional impact has been more speedy. An ID commission was established in 2000 which has as responsibility to scrutinize each new activity in order to

determine if all projects are in line with the overall vision, mission and strategy of the Society. A sub commission has also been established

Impact has been naturally slow and thoughtful; social projects. Youth became VMS including governance, ID commission with sub commission. The statutes were rewritten and approved

- *The ARC will focus it's strengthening activities on branches.*
- *Increase fundraising inside Albania.*
- *Increase technical skills in both governance and management:* The ARC has undergone its development process on the basis of its Strategy for the years 2000-2004 which was approved in the course of 2000. There are ten goals in total in the Strategy and some of them are dealing merely with Organisational Development issues of the NS. This current report will be focused on goals 7 and 8 of the Strategy whose titles are: Goal 7: “ To strengthen the elements of a well functioning Albanian Red Cross” and Goal 8: “Increasing the level of professionalism in designing, implementing and evaluating programs and projects”.

Both these goals imply issues relating to the governance and management of the NS at the grass root and at HQ's level and are aiming at the development of them in order to enhance the efficiency and effectiveness of the NS and empower it to cope with the new challenges.

In order to undergo as efficiently as possible this process the NS asked for the support of the Federation and soon a development delegate came to Albania. In the course of the past year special emphasis was given to the strengthening of the RC branches, both governance and management and a new position for that purpose was opened. Very soon this staff was appointed and worked closely with the development delegate of the Federation during the whole year. The OD activities were planned and developed in accordance with the Strategy 2000-2004 of the NS. Following to that a list of activities with a specific budget was sent for prior approval to the donor and very soon a positive answer to that proposal came to the NS.

#### Results:

- Almost all the governance of RC branches attended training sessions which were organized on a regional basis. These trainings were anticipated by a needs assessment activity to some 25 RC Local Committees. Based on the outcome of this assessment, seminars were planned, organized and held in 11 districts and there were 35 RC branches participating (out of 36 RC branches in total) .It was expected that some 320 individuals would participate and the attendance was 80%. These absences were mainly because some governance members had left the RC and others because delegates could not take part in them for various reasons. These training followed the conclusions of a survey on the development of the RC branches. One element which came out from this survey was the need of the governance to be trained in both directions: to increase its decision making and need assessment role. The governance training aimed at:
  - Further development of the understanding of the role of governance.
  - To clear up the working relationship between governance and management.
  - To establish the fundamentals of the practical works of the governance.

The needs assessment training aimed at clarifying:

- What is a need assessment?
- How a need assessment is conducted?
- How projects are designed on the basis of the need assessment.

At the closure of these activities their evaluation performance was as follows:

- Very good for three seminars;
- Good for six seminars

- Not satisfactory for two seminars.

Most of the participants expressed their opinion that these seminars would have been better and more useful if they had been organized earlier. However in order to preserve what was achieved during the past year it is necessary to organize other training's during 2001.

The seminars were organized in the districts of Shkodra , with the additional participation of representatives from Puke and Malesi e Madhe, in the district of Tepelene where representatives from Permet also participated, , in the district of Saranda, where representatives from Gjirokaster and Delvine also participated, in the district of Diber, in the districts of Kukes, Berat, Fier, Elbasan, Pogradec, Durres and Tirane. The seminars were held during the period August-September 2000.

Part of the activities of the past year has been also the organisation of some follow -up training sessions with governance at the branch level as to bring clarity and a better understanding in the governance role. A number of trainings with some Council role-play meetings has been planned, in which practiced the parliamentary rules during a governance meeting were practiced. Such meetings were organized during December 2000 in the districts of Berat, Skrapar, Fier, Vlore, Delvine and Shkoder. Some 36 individuals participated in these meetings. These follow- up training must also take place with the other branches but this is part of the planning for 2001.

Following the training in the RC branches, a General Council (GC) workshop was organized in Tirana with the participation of 27 members of the GC and 5 recently elected chairmen of the RC branches. The workshop was organized in the new Training Center of the AIRC which made it less expensive than predicted. This seminar dealt with the same issues as those of the branches but from different aspects. The way that things were treated and discussed helped governance members to clear up very important issues. The outcome of this workshop was very positive but the members of the GC expressed their opinion that the training was too long and thus it was not very easy to learn everything.

In addition to the content of the workshop the GC was asked to give ideas on what they think is necessary to be addressed in future workshops. Generally they expressed their ideas for a lot of issues like: Financial management, Development of Policies, Humanitarian values, Fundraising, Project designing, Monitoring etc. These shall be discussed and planned to be organized during 2001.

Together with the secretaries of the RC branches there were planned and executed two training seminars in Tirana. The first was organized in June 2000. There were 35 secretaries (out of 36 in total) who attended the seminar and the main topic discussed was how to design a project at the branch level. This was to serve the direct need of the practical work they were required to be finished at the end of August 2000 (by sending to the HQ's their projects for 2001 according to a standard format). The second seminar was held in December 2000 in Tirana at the Training Center. There were 30 secretaries who attended and the main topic which was discussed was the evaluation of the projects they proposed to the HQ's.

In April 2000 the General Council of the NS approved the setting-up of an Organisational Development Commission and some training sessions were organized before it started to work. Under its dependence a Volunteer Management submission was established, who has to report they are operating according to a plan. Two other commissions were also established, for Policy and for the Internal Regulation of the NS. These commissions started their regular activities in the second half of the year which implies that not all the predicted budget was spent.

This year was held the IVth General Assembly of the NS since its reorganisation and during its proceedings the Revised Statutes, the Strategy of the NS for the years 2000 - 2004 were approved. The Albanian RC was able to partially cover the expenses which were needed.

The Albanian RC is still dependent from the donors for the payment of the majority of its staff. The internal resources are still far from being sufficient as to cover these expenses and the government still is not contributing to the RC.

Training of the staff started on October 2000 and it went on until the end of December 2000. This is a process which is an on- going one and will continue through the whole year 2001. In the meetings of October, November and December important issues were dealt with, such as: team building and communication, the planning process, time management and setting priorities, decision making etc. This aims to increase the level of professionalism of all at work. All the staff of HQ's and one or two secretaries of RC branches have participated in these meetings.

A training center for the RC branch of Vlora was one of the activities planned to be carried out during 2000. The town of Vlora has become an administrative center and according to the Revised Statutes of the AIRC the RC structure in this town will be raised in the branch level. There will be only 12 RC branches in the new AIRC structure and RC of Vlora will be one of them. These branches will have under their dependence some other sub-branches. This means that these RC branches shall have in the future some organisational aspects of the work in the sub- branches situated in their administrative division. In the dependence of Vlora shall be RC structures like: RC of Delvina and RC of Saranda.

In this context RC of Vlora needs to be supported and the purchasing of a training center shall be of help for them. This is another step in the way of its capacity building of this RC structure.

### ***Coordination and Management***

The CAS and appeal for Albania in 2000 contained three main objectives:

- To assist the ARC to draw up and begin implementation of a new strategic development plan. For the coming 5 years (2000 - 2004), within the framework of the Federation's Strategy 2010.
- To coordinate PNS assistance to the ARC (The new development plan will provide a framework for the coordination of all PNS assistance to ARC).
- Provide administrative/logistics services to the PNS present in Albania.

Results:

The ARC was included in the DFID funded scheme led by the Regional Delegation in leadership training. This process involved the ARC leadership in declaring a commitment to changing. The initial step was forming a team comprising management and governance which was drawn equally from branches and the NHQ. The end result of this process was a strategy developed by the ARC for the ARC; completed and published in May of the period under review.

The process involved delegates from both the regional and country delegations; the former facilitating the leadership training, the latter in more prosaic management matters. The development of new systems of staff management including a new organogram, logistics systems and administrative affairs were inter alia included in requests from ARC of the country delegation specialists. Additionally a development delegate with specific experience of branch and governance work was supplied through the country delegation to ARC for virtually the whole reporting period. Constraints include a new administrative structure in the This has resulted in new statutes being drafted and approved at the General Assembly in October of 2000. This in addition to the support given to ongoing and some difficult down sizing of programme activities.

On the whole, the programmes being “implemented by” the PNS in Albania are more in line with the ARC framework and Strategy 2010 at the close of the year than at the start of 2000. There remain, however, a number of projects which are not within the four core areas such as building activities. There are moves toward fitting inside the strategy of the ARC and unfortunately as this issue was discussed during a partnership meeting in May, three of the key PNS present in Albania were unable to attend. 15 visiting Societies and ICRC remained for the discussion with all other components of the Movement. Steps taken to overcome this particular constraint consist of ongoing dialogue with a gradual improvement as time goes by. The strategy document has been helpful in clearly outlining to PNS what is the framework within which ARC would like to operate. Additionally, as PNS staff both in country and the respective desk officers build up more experience and knowledge of ARC and the Albanian context, programmes which are totally beyond the bailiwick of Strategy 2010 and the ARC strategy are proposed less often. Furthermore, as we move further away from the refugee crisis, then funds which are strictly earmarked with deadlines are imposing their restrictions on all RC Actors.

The provision of services to PNS has continued throughout the year. This has not been without problems; most notably a lack of payment from PNS for the full cost of servicing. A partial cost recovery system was agreed mid year.

Albania is a country with a great number of unmet needs. There are more than 100 NGO’s present and a plethora of UN family specialist agencies. The main thrust of efforts of all RC actors in the country includes efforts to avoid gaps and/or duplications. To this end, all NGO, security, UN family (where appropriate) and Government coordination meetings are attended. This is carried out in a matrix manner, with various members of the Movement taking responsibility for a particular sector. Programmes have been changed in their design or geographical location in order to reflect the needs and interventions of other actors in country.

## ***Conclusions***

- Key lessons learned across the entire year for both the ARC and the Federation Secretariat.
- The coordination of PNS was without doubt the area where we have learned most. It has been extremely difficult to achieve a consensus on what constituted the vision of programmes. Sessions have been held where we clarified language and what it means to different stakeholders. “Involvement” has been a particularly thorny issue.
- The ambitious plan of ARC to generate and disseminate their strategy and S2010 simultaneously throughout the branches was achieved, but put a heavy strain on too many staff.
- The initiative overload on all staff and poor understanding of the role of staff and volunteers (including governance volunteers) has taken it’s toll on quality. The SG and the HOD prioritized the 15 initiatives all running at the same time in late 1999. With hindsight, it was not the correct course of action; all of the initiatives (staff training; restructuring proposals; programme evaluations and redesign, staff terms and conditions; etc. were all connected). A more effective course of action would have been to lengthen the period.
- On the whole, a very good year with many achievements. Strategy generation being the most visible, but also many improvements in streamlining staff and governance processes. At last, but far from least, the mission was achieved during the year of assisting vulnerable people by mobilizing the power of humanity.

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

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

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Europe Department



<b>Appeal No &amp; title: 01.39/2000 Albania</b>						
<b>Period: year 2000</b>						
<b>Project(s): AL001, 002, 005, 006, 110, 160, 511, 515, 516, 520</b>						
<b>Currency: CHF</b>						
<b>III - Budget analysis / Breakdown of expenditures</b>						
Description	Appeal Budget	CASH Expenditures	KIND & SERVICES		TOTAL	Variance
			Goods/services	Personnel	Expenditures	
<b>SUPPLIES</b>						
Shelter & Construction	206'224					206'224
Clothing & Textiles	8'535	597			597	7'938
Food/Seeds	303'404	108'597			108'597	194'807
Water		1'907			1'907	-1'907
Medical & First Aid	159'934	18'629			18'629	141'305
Teaching materials	23'632	4'673			4'673	18'959
Utensils & Tools		36			36	-36
Other relief supplies	162'485	77			77	162'408
<b>Sub-Total</b>	<b>864'214</b>	<b>134'516</b>			<b>134'516</b>	<b>729'698</b>
<b>CAPITAL EXPENSES</b>						
Land & Buildings	2'020'789	207'790			207'790	1'812'999
Vehicles	52'650					52'650
Computers & Telecom equip.	401'550	248'962			248'962	152'588
Medical equipment						
Other capital expenditures	20'014	68'550			68'550	-48'536
<b>Sub-Total</b>	<b>2'495'003</b>	<b>525'303</b>			<b>525'303</b>	<b>1'969'700</b>
<b>TRANSPORT &amp; STORAGE</b>	<b>1'273'407</b>	<b>244'913</b>			<b>244'913</b>	<b>1'028'494</b>
<b>Sub-Total</b>	<b>1'273'407</b>	<b>244'913</b>			<b>244'913</b>	<b>1'028'494</b>
<b>PERSONNEL</b>						
Personnel (delegates)	535'620	381'926		325'091	707'017	-171'397
Personnel (local staff)	1'145'657	732'883			732'883	412'774
Training						
<b>Sub-Total</b>	<b>1'681'277</b>	<b>1'114'810</b>		<b>325'091</b>	<b>1'439'901</b>	<b>241'376</b>
<b>GENERAL &amp; ADMINISTRATION</b>						
Assessment/Monitoring/experts		143'981			143'981	-143'981
Travel & related expenses	36'300	43'299			43'299	-6'999
Information expenses	292'325	55'904			55'904	236'421
Administrative expenses	723'915	268'351			268'351	455'564
External workshops & Seminars	366'369	2'767			2'767	363'602
<b>Sub-Total</b>	<b>1'418'909</b>	<b>514'303</b>			<b>514'303</b>	<b>904'606</b>
<b>PROGRAMME SUPPORT</b>	<b>955'741</b>	<b>204'067</b>			<b>204'067</b>	<b>751'674</b>
<b>OPERATIONAL PROVISIONS</b>						
Transfer to National Societies						
<b>TOTAL BUDGET</b>	<b>8'688'551</b>	<b>2'737'911</b>		<b>325'091</b>	<b>3'063'002</b>	<b>5'625'548</b>
<b>Consumption rate:</b>						
	Expenditures versus income		47%			
	Expenditures versus budget		35%			