

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

CENTRAL EUROPE

(Appeal 01.42/2002)

Click on programme title or figures to go to the text or budget

	2002 In CHF	2003 ¹ In CHF
1. Disaster Response	2,150,899	1,309,575
2. Disaster Preparedness	431,191	392,022
3. Health and Care	778,742	727,618
4. Humanitarian Values	730,354	793,853
5. Organizational Development	1,985,220	1,797,399
6. Regional Co-operation	228,309	58,197
7. Coordination & Management	1,422,427	1,55,591
Total	7,727,142	6,534,255



Introduction

The regional delegation in Budapest was established in 1992, and covers the following 15 countries in central Europe: Albania, Bulgaria, Croatia, the Czech Republic, Estonia, the Federal Republic of Yugoslavia (FRY), the Former Yugoslav Republic of Macedonia (FYRoM), Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, Slovenia, and Bosnia and Herzegovina (BiH). The Red Cross of the BiH is the newest national society in the region, established in December 2000 and recognized in May 2001.

Because of continuing humanitarian needs in the Balkans, the Federation will maintain three country delegations in the central Europe region: Bosnia and Herzegovina, the Federal Republic of Yugoslavia (with sub-delegations in Kosovo and Montenegro), and the FYRoM. Plans entail substantially scaling down the country delegations in FRY and Bosnia and Herzegovina at the beginning of 2002 to a limited number of staff. The Federation's exit strategy continues to be needs-based, down-sizing the country delegations with a smooth and continuous hand-over of technical components of the programmes to the regional delegation.

¹ These are preliminary figures for 2003, and are subject to revision in the course of 2002.

The country delegation in Albania closed in December 2001. However, to ensure an operational continuity for the programmes implemented through the previous Appeal (2001-2002), the Albanian Red Cross (ARC) has presented its own 2002-2003 Appeal. The Federation support to the ARC will be maintained through the regional delegation in Budapest, with a focal point person based most probably in FYRoM. This new set up will have a serious impact on the role of the regional delegation in Central Europe and on the workload placed on its delegates. The regional approach will be facilitatory in nature, it is foreseen that operational as well as technical support and monitoring will be required for specific programme implementation.

The regional delegation will continue to make major changes in the way it implements programmes in 2002. In line with the Federation Secretariat's change process, new approaches for "working together effectively" are being developed by the regional delegation. These changes are being tried in the region and aim at reinforcing regional cooperation and national society ownership. This will be reflected through a better use of existing resources from the region, with the establishment of sectoral regional teams, as well as the regionalization of tasks traditionally centralized at the Federation Secretariat, such as Finance, Human Resources, Planning and Reporting and Logistics.

The regional delegation is also maintaining two regional offices outside Budapest. One office is located in Croatia (Zagreb), a regional delegate is coordinating the Federation support to three national societies (FRY, BIH, FYRoM) with population movement issues (refugees /returnees /minorities). The second office is located in the Baltics (Riga) where a regional delegate is ensuring an effective coordination of regional programmes in this sub-region.

Regional context

The 15 countries of central Europe share many common historical elements and problems in terms of political, economic and social development. This has required continuous changes and challenges, especially for specific vulnerable population groups such as the elderly, large families, the disabled, minorities and a large number of unemployed persons. Of the region's total population of approximately 130 million, an estimated 20-30% live below the poverty line. Not only are the countries involved continuing their struggle against increasing poverty and chaotic political and economic conditions, they also face to varying degrees the challenges of environmental degradation, natural and seasonal disasters, organized crime, inter-ethnic tension and the social costs of structural adjustment programmes being implemented in the transition from centralized to free market economies.

The overall situation in the region remained relatively stable in 2001 in spite of the volatility in the Balkans. Threatening tensions in the FYRoM erupted into limited crises at regular intervals, leading to population movements into neighboring areas and countries. The developments strained the capacity of the Macedonian Red Cross in providing assistance within the framework of the humanitarian operation, with the ICRC as the leading agency. The regional delegation provided support with personnel and logistics services, in addition to back-up in building preparedness with the Federation's country delegation in Skopje. Peace building and conciliation processes have commenced in FYRoM.

Common issues are also emerging in this region such as health (HIV/AIDS and infectious diseases), population movement including minorities, and seasonal disasters. Ten of the region's 15 countries are negotiating membership in the European Union (EU), and some may see membership materialize as soon as 2004 -2005.

National Society priorities

Against this fragile political and economic balance, many national societies are involved in reviewing their roles and activities to establish themselves in civil society, with a clear mandate, defined

responsibilities, and priorities in an increasingly competitive non-profit sector. Their priorities focus on comprehensive capacity building in institutional and resource development with disaster preparedness, youth, communications, social welfare and health services closely linked.

The national societies are aware of the areas which require prioritization in order to become well-functioning. The Federation's Strategy 2010 has received a positive response and is to be incorporated into the development plans and programmes of the national societies in the region.

The dependence on government and authorities is still strong and thus inhibiting some new, more outward looking initiatives and developments. Funding opportunities are essentially sought among partner national society rather than through searching and developing opportunities within their own countries. EU membership is perceived as an opportunity for new funding.

Many national societies have made remarkable progress in establishing functioning and smooth structures and procedures. They have critically renewed their strategies in a sometimes very hard and broad process of defining their new roles and expectations as a base for future priorities and development plans. They have placed themselves in a national context and are thus better positioned in pursuing their work for the vulnerable people in their countries. Other national societies are partly tied to the past, struggling to cope with very different issues related to the future directions.

Priority programmes for Federation assistance

The role of the regional delegation is to support, advise, work with and serve the national societies and partner national societies in building capacity to improve the lives of vulnerable people. It also has a role in promoting "working as a Federation", in linking partners, in bringing skills and needs together.

In pursuing its role of facilitating, linking, coordinating and providing quality support and advice to national societies, the regional delegation has been able (during 2001) to reinforce its structures and to upgrade its services to better respond to the needs in central Europe. The regional delegation is also exploring new ways to increase the effectiveness of the Federation's work in the region.

The regional delegation can bring added value to the work of national societies as well as that of partners by facilitating the building of a regional vision and approach as a base for cooperation in capacity building. The efficiency and effectiveness of the Federation's work and assistance correlates directly with the willingness and capacity to promote open and transparent cooperation based on an agreed strategy, to respect and follow the priorities set by the national societies, and with the ability to work together using existing resources and structures. Duplication and parallel systems and structures are more often than not perceived as wasting resources by partner entities.

The regional delegation also provides the platform and forum for national society cooperation and for sharing experiences and lessons learnt and for developing new initiatives. Increased advocacy for national society work and the role in civil society as well as for their activities in specific areas is currently being effectively carried out but should be increased.

The Red Cross as a leading humanitarian force with its values and principles will be needed in central Europe for years to come to act and speak for those who have no voice, largely the vulnerable and marginalized groups of people that still can be found and identified in all countries

The general role of the Federation as "serving leader" will therefore focus on facilitating the development process of the national societies by building up capacities and providing technical support in programme areas.

In its assistance policy the Federation is directed by Strategy 2010, together with the long-term goals and directions of the national societies in central Europe. The Federation approach focuses on achieving the general strategic objective of supporting the building of a well functioning National Society with responsive and focused programmes.

The following form the priority programme areas for Federation support for 2002 - 2003:

Programme area	Goal
Disaster Response/ Population Movement	To contribute to further improvement of the situation of vulnerable groups among refugees and returnees in Croatia, Bosnia and Herzegovina and in Federal Republic of Yugoslavia. The regional programme will focus on assisting national societies in dealing with displacement issues through programming development.
Disaster Preparedness	To contribute to increasing both effectiveness and efficiency of the national societies in the region in their response to national disasters.
Health and Care	To contribute to further improvements in the overall health and social situation in Central Europe by establishing effective and targeted national Red Cross health and Care programmes leading to reduced vulnerability to diseases and accidents as well as by addressing social exclusion through participation.
Humanitarian Values	To contribute to establish high and positive profiles of the national societies in Central Europe, and raise awareness of the humanitarian values and principles they reflect.
Organizational Development	To contribute to strengthen capacities and sustainability of national societies in the region to most effectively meets the needs of vulnerable people.
Regional cooperation	To continue to promote regional internal cooperation between national red cross societies of the region and other components of the Movement, as well as developing and strengthening partnerships with other institutions.

This regional 2002 appeal is a logical continuation of the 2001 programmes, and is based on the priorities outlined by national societies in central Europe. This document is based on the achievements of the past year and the lessons learned. The fulfillment of the goals and objectives of this appeal will increase national societies operational capacities, including improved assistance to the prioritized vulnerable groups and its promotion in the society.

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1. Disaster Response

- **Population Movement in Croatia, Bosnia Herzegovina and the Federal Republic of Yugoslavia**

Background and achievements/lessons to date

The sudden dissolution of the former Yugoslavia resulted in massive displacement of the population. A decade later, the plight of more than one and a half million people in Croatia, Bosnia-Herzegovina and the Federal Republic of Yugoslavia remains an issue.

With the democratization process gradually paying dividends, the external factors influencing return/integration are becoming more favorable by the day (albeit to varying degrees in the three countries concerned). Hence the political rapprochement between the aforementioned countries is creating conditions conducive to so-called “durable solutions” for the displaced.

Closer cooperation is evident between Croatia and FRY, resulting in an agreement between the respective heads of states in June 2001 which includes cooperation with respect to finding solutions for the refugees and the displaced. Likewise, the air of détente and improved regional cooperation also includes Bosnia-Herzegovina. The return of substantial minorities within Bosnia and Croatia continues to take place.

The present Population Movement (PM) programme should be viewed as a logical sequence to the already extensive national society and Federation involvement in the former Yugoslavia. It builds on the Federation strategic directions since 1997. Following the Federation assessment mission in May 2000, the Regional Population Movement Conference for Croatia, BiH, and FRY was held in 12-14 June 2001. It set the frame for future activities (see conclusions from the Regional Population Movement Conference) and laid the ground for more adequate and sustainable national society-led programming. The present Appeal sets the programme in a balanced sub-regional context by applying the same components to all the three countries of concern.

Throughout 2000-2001, the Croatian Red Cross has been actively involved in multifaceted assistance to returnees and extremely vulnerable individuals (EVIs) through the *Community Support Services Programme* in close collaboration with UNHCR, the Netherlands and German Red Cross, the Catholic Relief Services (CRS), and the Federation. The Croatian Red Cross is closely cooperating with the IOM in the return programme from Croatia to Bosnia-Herzegovina.

Within the PM programme, the Federation is supporting the establishment of the Croatian Red Cross computerized database for branches in the former north and south sectors, providing salary and training support for the Croatian Red Cross programme coordinator as well as organizing 4 grass-root population movement seminars for the Croatian Red Cross branches with a special focus on former sectors. Public awareness activities are ongoing in close cooperation with the Communication Unit at the Federation regional delegation in Budapest and the Croatian Red Cross Information Department.

In 2001, the newly formed national society in Bosnia and Herzegovina has been making its first steps in the population movement area. With the assistance of the Federation, salary and technical support to the programme coordinator has been provided, four grass-roots PM seminars have been organized for the branches, two in each entity to be mounted in close cooperation with the government, UNHCR, IOM

and ICRC. Likewise, an initial introduction to refugee protection issues is to be organized through a Reach-Out refugee training programme, not only for the Red Cross structures but also for the NGO community. In close consultation with the Red Cross of BiH, seven priority areas were identified, where minority returns are the highest, including the Brcko district, then Bugojno, Sanski Most and Sarajevo in the Federation of BiH and Prijedor, Doboj, Zvornik in the Republic of Srpska. The Red Cross of BiH is establishing a grass-root info network in the above priority areas, with some seven community mobilizers and 10-15 volunteers from within each community providing accurate information to returnees, referrals and conducting constant needs assessments concerning the returnees and EVIs. Public awareness activities represent an integral part of the programme. Negotiations with IOM on forging concrete operational agreements related to the return from Croatia to Bosnia-Herzegovina are ongoing.

As regards the Federal Republic of Yugoslavia, the Federation supports the Yugoslav Red Cross through relief assistance and social welfare programmes. The needs of the displaced have been addressed in close cooperation with the UNHCR and ICRC. Within the framework of the PM programme, information to the refugee caseload has been provided through multi-agency funded publications. The refugee protection issue was addressed by the Federation-hosted Reach Out multi-agency project with a training session held in Belgrade on the 1-3 August 2001 for the Red Cross structures and the NGO community. Some four grass-root PM workshops have been organized for the Yugoslav Red Cross branches in conjunction with the UNHCR, IOM and ICRC.

Goal(s)

- To contribute to further improvement of the situation of vulnerable groups among refugees and returnees in Croatia, Bosnia and Herzegovina and the Federal Republic of Yugoslavia.
- To do so, the regional programme will focus on assisting national societies in dealing with displacement issues (with special attention to minority return) through programming development.

Objectives and activities

Objective 1 To ensure and co-ordinate common regional mechanisms to better address population movement issues in the region. To achieve this goal a common sub-regional approach to the question of displacement was developed during 2001 and activities in 2002-2003 will continue to be implemented accordingly under the supervision of the Regional Population Movement Delegate based in Zagreb.

Activities to achieve objective 1 are:

- To provide technical and financial support to the PM focal point(s) and national society PM coordinator(s). All three national societies will continue to be supported through transferring knowledge, technical advice training and financial support. The recognition of the need and its reflection in the respective national society's strategic planning, organigram and the added value will continue to be assessed in close consultation with the respective national society leaderships.
- To assist national societies with legal issues. The programme will continue to deal with the legal basis of the respective national societies in displacement related issues as well as the practical implications of displacement. The national societies will be assisted by the PM Delegate to examine a whole range of options, based on strategic positioning and priorities determined. In this respect, sharing of experience from other national societies will continue to be an important element.
- To reinforce the existing national society networking. Relationships with the major stakeholders, notably relevant Governmental bodies, UNHCR, IOM and others will be facilitated and/or(in case of existing ones) re-examined jointly with the national societies in line with the strategic directions developed. In the same vein, regional cooperation between national societies on a technical level, pertinent to population displacement will be facilitated not only at the leadership but also at the technical and national society PM coordinator working level.

- To assist national society in projects development and implementation. In parallel to the existing programmes, the developed strategic programme directions will be incorporated into the overall national society and Federation activities dealing with displacement, with the appropriate modifications, being responsive to the quickly changing environment.
- To mobilize and coordinate international support for the programme. The regional population movement delegate will assist the national societies in raising funds. The delegate will coordinate international support to the programme and network externally through various forums, including Stability Pact WT 1 meetings, UNHCR Coordination meetings and other regional and in-country gatherings dealing with issues of displacement. Similarly, close cooperation is envisaged with the regional Disaster Preparedness programme, focusing on points of convergence such as contingency planning and the Red Cross role in sudden influxes, as well as with the regional communication programme on issues of advocacy and public awareness.

Objective 2 To strengthen the three national societies in the sub-region through programme development.

Activities to achieve this objective 2 are:

- Support for the return/reintegration in Croatia through the Croatian Red Cross community support service programme by support to 6 out of 22 multifunctional Red Cross mobile teams operating in the former UNPA's assisting the returnees and following up during the initial period after return; assisting the Croatian Red Cross to maintain its community information network of 30 grass-roots volunteers in the areas of return, through the provision of information, referrals, and individual assistance, thus ensuring that needs are met in the most efficient manner; organize community mobilization through inter-ethnic social activities in two locations to meet the needs of communities. These activities will be tailored to the needs of the community through participatory engagement; promoting advocacy through public awareness campaign and materials (posters). This activity will be implemented in close cooperation with the regional delegation's communication unit and the national society information department.
- Assist the Croatian Red Cross to develop its policy and position concerning asylum seekers in Croatia. In line with the conclusions of the Regional PM Conference in Zagreb, development of the national society position towards asylum-seekers in Croatia will be addressed as the issue will be of increasing importance and furthermore as an EU enlargement angle. To that end, a workshop is planned in close cooperation with the government authorities and the UNHCR Protection Unit, that will, apart from familiarization with the complexities of asylum and status determination procedures, contribute to the definition of the Red Cross role within the field of asylum.
- Support the return/reintegration to Bosnia-Herzegovina with a special focus on minority return, by supporting the seven Red Cross of BiH social integration teams in the selected seven highest minority return areas. In these areas assistance will be provided to returnees and EVIs, including welcome parcels for 32,000 returnees, with a special focus on minority returns, but also up to 15-20% of the local population; assist the Red Cross of BiH to maintain its network through training and non-financial incentives such as in-kind assistance and/or in the form of social events. In the same priority areas the established grass-root volunteers information network supported by the seven community mobilizers will provide accurate information and referrals, and will undertake ongoing needs assessment. The priority areas will be reviewed by the Red Cross of BiH PM coordinator in consultation with the national society leadership, Entity Red Cross's and UNHCR. A Memorandum of Understanding (MoU) between the Red Cross of BiH and IOM regarding the return from Croatia to Bosnia is anticipated; support skills training for returnees will be organized in Sarajevo and Banja Luka. Courses in computer knowledge, English, typing and correspondence are envisaged. These activities aim to facilitate reintegration by enabling the returnee population to access the job market on an equal footing. In parallel other skills training initiatives will also be explored. The increased activities in the return process should serve a two-fold purpose, facilitating the return process and a more efficient Red Cross humanitarian response, but also the higher profile

involvement of the newly formed national society will enable better positioning with other stakeholders, international and domestic alike.

- Assist the Red Cross of BiH to develop its policy and position concerning asylum seekers in Bosnia-Herzegovina. Similarly to the other two countries, in accordance with the conclusions of the Regional PM Conference in Zagreb, development of the Red Cross position towards asylum-seekers in BiH will be addressed through a workshop planned in close cooperation with the government authorities, UNHCR and IOM. The objectives of the workshop are identical to those described in the above section on Croatia (i.e. familiarization with the complexities of asylum and status determination procedures and initiation of the process to define the Red Cross's role within the field of asylum).
- Provision of accurate and adequate information to the refugee caseload in FR Yugoslavia by the establishment of a grass-roots volunteers information network following initial training of the Red Cross volunteers in Serbia and Montenegro in issues pertinent to displacement, in close cooperation with the social welfare programme. Accurate information will be provided, referrals to legal counseling and serve as a link between the numerous humanitarian agencies and the refugee caseload. Red Cross volunteers may be the most efficient and realistic channel of information concerning the dilemma of voluntary repatriation versus local integration. An important element of providing information is the support of multi-agency publications dealing with important details of the return process, issues of citizenship, local integration, humanitarian aid and other relevant reliable information for the displaced population.
- Assist the national society in the FRY to develop its policies and positions concerning asylum seekers in the country. Following the Regional PM Conference in Zagreb, the need for developing a Red Cross position towards asylum-seekers in FRY became apparent. As a first step, a workshop on asylum is planned in close cooperation with the government authorities and UNHCR which will deal with issues pertinent to asylum and refugee status determination procedures, and is also expected to define the Red Cross role in this field.

Expected results by end of 2003

- The knowledge and capacity of the national societies will have increased.
- Population movement units will have been established in the three concerned national societies, with focal points identified.
- The legal basis defining the operational scope of Red Cross societies of Croatia, Bosnia and Herzegovina and the Federal Republic of Yugoslavia will have been established and its role recognized through "legislative" texts. Cooperation/partnership with UNHCR, IOM, and the NGO community will have further improved. Appropriate and sustainable programming will have been financially secured.
- The reintegration processes will have been further enhanced.
- The policy and position of the national societies related to asylum-seekers will have been developed in all three concerned countries.
- Available sources of accurate and adequate information for the refugee caseload in the Federal Republic of Yugoslavia will have increased.
- The ownership of the programme will have been handed over to the concerned national societies.

Indicators

- The services provided to refugees and returnees through the population movement programme focal points will have risen from those levels in 2001 (indicators related to activities are detailed in the programme document available at the regional office).
- Improved programme networking will have increased the number of projects implemented with new partners, numbers of contacts developed and meetings attended.
- The number and quality (relevance and sustainability) of projects and activities within the scope of the programme will have been increased.

- The national societies of Croatia, Bosnia and Herzegovina and Federal Republic of Yugoslavia will be working on the basis of the adopted policies and positions related to asylum seekers.
- Refugees situated in the Federal Republic of Yugoslavia will have been provided with adequate and accurate information within the scope of the population movement programme.
- Exit strategies will be made available so as to allow a smooth scaling-down of the Federation staff working on the programme from the concerned countries.
- The national societies' teams are taking full ownership of the population movement programme.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- Through regular reports prepared by respective programme coordinators.
- Through regular Federation programme updates.
- Regular consultations with UNHCR, IOM and relevant governmental bodies.
- Field visits.

Evaluation of this programme will be carried out in the following ways:

- Mid-term review with the involvement of the Federation Senior Refugee Officer, and quarterly technical meetings with all the three programme coordinators.
- External evaluation, with the involvement of UNHCR and IOM is planned for the end of 2002. (this is an activity)

Critical assumptions

- No major man-made or natural disaster occurs.
- The gradual regional process of reconciliation between the three countries continues.
- Governments of the concerned countries are in favor of the return/reintegration process. Recognition of the role of the national societies in respect of the return/reintegration processes and support by the respective governments and other stakeholders in the field of the population movement programmes.
- Sufficient donor interest and support for the population movement programme not only in terms of financial support but also in the form of technical cooperation and knowledge sharing.

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2. Disaster Preparedness

Background and achievements/lessons to date

A great need exists for developing appropriate disaster preparedness plans in the region, especially as flooding is a regular occurrence affecting, in the best case scenarios, limited areas within countries. Flooding often occurs however across borders, creating a regional disaster affecting large numbers of people. The Red Cross societies have showed that they are very competent in dealing with the situation on the spot but that there is a lack of co-ordination both inside the Red Cross Movement and with different governmental organizations. The experiences clearly show the need for developing a comprehensive over-all disaster preparedness (DP) plan for the region or sub-regions.

In disaster preparedness the key actor is the national government. Each national Red Cross society must find a clearly defined role for itself within the national DP planning, and to ensure that its own DP plan appropriately covers this defined area. It is also important that the DP planning adopts a community based approach involving people in the disaster preparedness in the sense that they, for instance, know what to do if a disaster strikes.

In the process of developing preparedness plans for the national societies, the Federation regional delegation in Budapest has organized a series of workshops at both regional and national levels during 2001, addressing the main topic of developing a good DP plan including conflict preparedness and co-operation with national authorities as well as ICRC, UNHCR , UNDP and NGOs. Other important topics have been the creation of a DP network in the region and involvement of member/volunteers at a national level.

In March 2000, the Stability Pact launched the disaster preparedness and prevention initiative (DPPI), to offer a framework for regional co-operation by pulling together ongoing activities and identifying unmet needs which lend themselves to regional co-operation either in training or response. As a first operational step, DPPI appointed an 'operational team' where the Federation regional delegation in Budapest together with UNDP, NATO, the US, Italy, Sweden, Croatia and Bulgaria who were members. The Federation regional delegation has been appointed a team-leader. The team visited Albania, Bosnia-Herzegovina, Bulgaria, Croatia, the Federal Republic of Yugoslavia, the Former Yugoslav Republic of Macedonia, Greece, Hungary, Moldova, Romania, Slovenia and Turkey between October 2000 - June 2001 to assess needs and capacities. The aim was to analyze natural risks on a country by country basis; review the existing national disaster preparedness plans; catalogue ongoing emergency response projects; and make recommendations based on the findings for areas where regional co-operation can have an immediate positive impact and for long-term strategic planning. All this material is, of course, of considerable importance for the national Red Cross societies and for the regional delegation.

Although the Stability Pact's DPPI is aimed at the respective governments, the Red Cross societies were invited to take an active role in the process. The operational team report can be found at the following web address:

<http://www.stabilitypact.org/stabilitypactcgi/catalog/cat_descr.cgi?s_ubcat=1&prod_id=48>

One result of that workshop is that the Federation together with UNDP will be responsible for developing regional concept where at least one expert from each country in the region is identified, selected and trained to be able to participate in international response teams.

The following results were achieved in this area during the 2001 programme:

- 8 out of the 15 national societies have a preliminary DP plan ready within their national disaster preparedness plan, including a functioning and realistic DP organization. Some of the plans are more developed than others but it is fair to say that these plans give a good basis for response in case of a disaster. Some national societies have developed their DP plans with bilateral support of sister societies.
- 4 of the national societies have partnerships with their government and have established co-operation with other organizations.
- Only 4 national societies have knowledge of how to carry out basic needs and vulnerability and capacity assessments in a disaster situation according to the Sphere standards.
- Almost all national societies have knowledge of how to carry out a response in a disaster situation but not following the Sphere standards.
- There are established channels to mobilize international assistance in case the capacity to cope locally or nationally is over-stretched but they need to be developed further.
- An embryo of a regional disaster preparedness plan based on regional needs, opportunities and threats and specific roles and responsibilities of national societies in the area of DP have been outlined.
- A disaster response unit at the regional delegation is being established..
- A computerized regional data base that covers available staff and volunteers, vehicles under Federation control, warehouses and stocks, suppliers with Federation frame agreements, and standards has been outlined but is not ready.
- A regional disaster response fund within the regional delegation has not yet been organized.

Goal To contribute to increasing both the effectiveness and efficiency of the national societies in the region in their response to national disasters.

Objectives and activities

Objective 1 To strengthen disaster response capacity of the national societies in the region through the development of disaster preparedness plans.

Activities to achieve objective 1 are to:

- Carry out detailed risk analysis of national societies that have not yet done this. The nine national societies covered by the Stability Pact DPPI have done at least a basic risk analysis but in some cases it needs to be developed further.
- Train staff from two national societies in vulnerability capacity assessment in order to develop the risk analysis further with the support from the regional delegation (Albania and Lithuania are foreseen for training in 2002).
- Carry out one central and three regional DP workshops to follow up the ongoing work with disaster preparedness plans, the work on partnerships with the respective governments and in developing national DP plans.
- Each year, organise training for national society staff involved in disaster preparedness activities as well as for government representatives dealing with DP in 10 countries in the region (Estonia, Latvia, Lithuania, Croatia, Czech Republic, Poland, Bulgaria and three more countries to be defined later). In the case of Bulgaria, the training will use the CIMIC (Civilian Military Co-operation) concept with the ICRC as facilitator. Special attention will be given to Bosnia and Herzegovina with support for the engagement of a DP coordinator on a part time basis.
- Apply minimum standards (such as those developed by the Sphere Project) in disaster preparedness planning. The Sphere Handbook has already been translated into four local languages used in the region but there is a need for translation into more languages. Therefore, the plan is to translate the handbook into two new languages each year.

- Assist national societies in implementing their specific DP programmes and help them to find funding for these programmes.
- Ensure close co-ordination and co-operation with the ICRC regional delegation in Budapest in regional DP activities in order to promote conflict preparedness.
- Improve DP planning within national societies through close co-ordination and co-operation with partner national societies (such as the American, Danish, Finnish, German, Norwegian, Swedish and Spanish Red Cross societies) in the regional DP activities

Objective 2 To develop a regional disaster preparedness and response strategy, including contingency planning. The regional strategy for DP/DR will be developed within the framework of the *Regional Assistance Strategy* and based on the needs of the national societies in co-operation with the Disaster Management and Co-ordination Division in Geneva.

Activities planned to achieve objective 2 are:

- Organize two workshops for follow up and further development of the plans. The role and responsibilities of the regional delegation in the Federation's disaster response system will be further defined as will the internal roles within the delegation for all programme staff (regional logistics unit, information, institutional and resource development, health, training, and youth). This will enable the timely and efficient launch of potential disaster response operations in co-operation with the affected national society and country delegation, where applicable.
- Together with UNDP, develop within the framework of DPPI the regional delegation, a regional concept where at least one expert from each national society and country in the region is identified, selected and trained to be able to participate in international response teams.
- Develop a computerized regional data base to track available national society staff, volunteers and delegates as well as regional resources and vehicles under Federation control, warehouses and relief stocks, and suppliers with Federation framework agreements. The database will be presented using the Geographical Information System (GIS) in order to make the information user-friendly and easier to understand in the geographical context.

Objective 3 To test national society's DP plans.

Activities to achieve objective 3 are:

- Develop role-play simulations where the national society will apply its DP plan to an assumed disaster situation within the country. These simulations will start at the end of 2002 and continue throughout 2003. In the case of the regional delegation, this will be done through a case-study where the disaster encompasses more than one country.

Expected results by end of 2003

By the end of 2002, ten National Societies are expected to have designed DP plans within their respective national contexts which will outline:

- a functioning and realistic DP organization.
- partnership with government.
- co-operation with other organizations.
- methods to carry out basic needs and vulnerability and capacity assessments in a disaster situation.
- knowledge of how to respond in a disaster situation following the minimum standards developed by the Sphere Project. and,
- established channels to mobilize international assistance in case the capacity to cope locally or nationally is inadequate.

By the end of 2002, a strategic regional disaster preparedness and response plan will have been in place and based on regional needs, opportunities and threats, outlining the specific roles and responsibilities of

national societies. Disaster response mechanisms will have been in place at the regional delegation enabling it to be ready for efficient action.

By the end of 2003, all fifteen national societies in the region will have had their DP plans, and the computerized regional database will have been established to track resources.

Indicators

- Risk analysis performed by all 15 societies by the end of 2002, as well as vulnerability and capacity assessments in four countries. By the end of 2003, these results to be made available in 6 countries.
- Availability of the preliminary DP plans drafted by ten societies towards the end of 2002 and approved DP plans for all 15 societies by the end of 2003.
- Existence of DP plan for the regional delegation by the end of 2002, as well as the data base for national societies with country delegations by the end of 2003.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- The regional DP delegate will review plans and progress made against the defined expected outcomes through regular communication with the national societies and regular reports from national societies and country delegations.
- The regional DP workshops is a part of the monitoring system.
- The training workshops on DP for each of the 15 national societies are also a part of the monitoring system.

Evaluation of this programme will be carried out in the following ways:

- Through role-playing where the national society will apply its DP plan to an assumed disaster situation within the country.
- In the case of the regional delegation, this will be done through a case-study where the disaster encompasses more than one country.
- Results and achievements will be presented through the regular Federation reporting system..

Critical assumptions

- Continued interest of donors for the programme.
- Governance in national societies actively supports the development and implementation of the DP programme.
- Ethnic conflicts, economic destabilization or natural disasters in the critical initial phases of analysis and strategy development do not occur.
- National society participants in the programme maintain their commitment to the programme and to developing it at all levels of the national society structure.
- The Action Research concept is fully implemented.
- The role and responsibilities of the regional delegation within the Federation's disaster response system is further defined as well as the internal roles within the delegation for all programme staff. It is only when these definitions of roles and responsibilities on all levels are in place that the Federation regional delegation will be able to launch timely and efficient disaster response operations in co-operation with the affected national society and country delegation.

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3. Health and Care in the community

Background and achievements/lessons to date

The quality of life of many vulnerable groups in the central Europe region continues to deteriorate as less government funding is available to meet health and social care needs. The elderly are often neglected by state medical and health services. Youth are especially hard hit by unemployment, often disproportionately so. Meanwhile, their health is increasingly at risk from sexually transmitted diseases (including HIV/AIDS), and the rising use of drugs, alcohol and cigarettes. At present, HIV is spreading largely through injected drug use and commercial sex. In Estonia the infection rate doubled during the year 2000. Epidemics of traditional diseases (measles, tuberculosis) are re-emerging.

Under the socialist system, many national societies were the unofficial arm of the Ministry of Health, and their role in this area was quite visible. These national societies continue to struggle with the dilemma of expectations among the population concerning their response to health needs, trying to break away from some traditional and currently irrelevant activities which they carried out over the last 50 years. It has become clear that in many countries, particularly the Baltic states, where national societies had a traditional role in visiting services (nurses), there is still a major niche to be filled. The increase in ageing can only mean that the needs to be met in this area will grow throughout the region in the coming years.

At the conclusion of the European Conference in Copenhagen in 1997, all national societies in Europe agreed to define new and sustainable ways of addressing newly emerging needs in the area of health and care in the community. The next European Conference is due to be held in 2002 and national societies will have to report back.

The regional programme aims at ensuring ownership by the national societies in the region. From the assessment visits conducted during 2001, as well as through answers received to a questionnaire, good feedback has been received and all contacted national societies in the region have expressed interest in further developing the regional health and care programme, in sharing experience, capacity building and networking. The regional health and care programme is being developed to fit with the national societies development plans and with the overall regional assistance strategy (RAS). Health and care represents the main activities of the national societies in the region (traditionally first aid, blood donor recruitment and a wide range of social welfare activities at branch level).

The strategies for the health and care programme being developed in the regions will be based on global Federation policies and guidelines (*Strategy 2010*; Federation policies on health, first aid, social welfare, essential drugs and medical supplies and quality provision in blood services and the strategy for community health; the priority areas as decided upon by the Health and Care commission as well as the declarations which will be the result of the Berlin conference 2002).

This work on regional strategies will involve the national societies from the respective sub-region, participating national societies working in the respective region as well as consultation with partners (Ministries of Health and Ministries of Social Welfare, UNAIDS, WHO Europe, ICRC and other actors working with health and care in the community).

Co-operation and links between the regional health and care programme and other regional programmes are close. One main goal within the health and care programme is advocacy, and as many of the

activities in the field are carried out by youth, the activities in the branches can be strengthened with improved volunteer management developed by the organizational development department.

Each of the three Federation delegations in the region has a health and care programme. The country delegation programmes are to be more and more integrated in the overall regional thinking and they will also be used as examples when training national societies in the region. The regional health and care programme will be playing an increasingly active role in advising and supporting the country delegations health and care programmes and activities. In 2001 this role has been developed and the regional programme has actively supported the country delegations in the planning for 2002-2003.

Goal To contribute to further improvements in the overall health and social situation in central Europe by establishing effective and targeted national Red Cross health and care programmes leading to reduced vulnerability to disease and accidents as well as by addressing social exclusion through participation.

Objectives and activities

The objectives and priorities outlined in this appeal are envisaged over the next 3 to 5 years, well beyond the current appeal period. Long-term commitments of support are sought for the regional health and care programme.

Objective 1 To assist national societies in drawing up strategies for work with health and care.

Activities to achieve objective 1 are:

- Arrange two sub-regional workshops on health and care for the central Europe national societies where sub-regional priorities in the field of health and care will be defined.
- Facilitate the exchange of experience between those national societies which have experience in developing health and care strategies with those who want assistance. The mapping exercise done in 2001 provides information on national societies strengths and weaknesses in this field.
- Assist the national societies in the region and the Federation secretariat Health and Care department in Geneva (upon request) in the preparatory work for the Berlin conference. The rationale behind this is that one of the two subjects of the conference is health and the outcome of the conference will determine the direction for the Federation's future work in Europe. Therefore, it is necessary for national societies to be well prepared and the regional delegation will support and facilitate this preparatory work.
- Facilitate the development of a specific regional (possibly limited to the Balkans sub-region) strategy for social welfare (based on the the Federation policy for social welfare) through arranging a review of the current activities in the field of social welfare in the region by an external consultant and organising a workshop where the results from the review will be presented, discussions on focus areas will be held and a strategy will be drafted. A group will be formed of interested staff/volunteers from national societies and they will take a lead on social welfare in the region.

Objective 2 To build capacity in the National Societies of the region (within the areas of HIV/AIDS, tuberculosis, first aid, psychological support, health promotion and disease prevention, blood donor recruitment and retainment, social welfare and assessment and response to health emergencies) with the aim of achieving more efficient targeted Health and Care programmes which delivers service to vulnerable groups.

Activities to achieve objective 2 are:

- Identify priority needs within each national society and possible providers of technical support from within the region.
- Provide continued technical and administrative support to the ERNA secretariat (the European RC/RC network on HIV/AIDS that aims at limiting the spread of HIV/AIDS) based in the Slovak

Red Cross. At this stage, it is envisaged that ERNA will be assisted in developing tools and training materials to implement peer education and harm reduction projects within the European national societies. The regional programme will encourage and facilitate ERNA (and its member national societies) to form strategic partnerships with other organisations working with HIV/AIDS. Seven of the regions national societies are not yet members of ERNA and the regional health and care programme will encourage and support participation of all national societies in region to join and actively participate in ERNA.

- Ensure active participation of the concerned national societies in the region in the upcoming seminar about the Federation's role in tuberculosis control which will result in recommendations for Federation policy in this field. The regional health and care programme will support the participation of the national societies in the region working in the field of tuberculosis control (if this activity is not covered by the global Federation health and care programme). Following the workshop, it may be necessary to develop tools in order to assist national societies in the region to implement high quality tuberculosis control programmes at a level which is appropriate for volunteers and visiting nurses. A budget provision has been made for this.
- Organise a workshop on psychological support (PS) programme development for those interested in developing PS activities or programmes. The Federation reference centre for psychological support based at the Danish Red Cross will provide facilitators and the experience gained by national societies in the region (for example the Yugoslav Red Cross will be utilised). The workshop will lead to recommendations on possible future tools and training materials. One national society will be asked to take a lead on psychological support in the region and the regional health and care programme will support network meetings if needed.
- Support and encourage cross-regional visits between national societies working with specific social welfare programmes such as home care as to increase knowledge sharing. Provide support to pilot project development at the branch level in close collaboration with the health and care staff in the national societies. The participatory community development projects, which are supported by the regional delegation, will provide an interesting opportunity for linking support given to organizational development and social welfare programmes in the region. The regional health and care programme will provide support to the development of pilot projects at branch level in close collaboration with the national societies senior health and care staff.
- Maximise the benefit of the existing European first aid network with the reference centre for first aid education at the Belgian Red Cross. The regional health and care programme will facilitate knowledge sharing, regional harmonisation and quality development of first aid programmes in the region by supporting dialogue on first aid development between the national societies in the region and the reference centre. Certain support will be available for national society participation in workshops and training courses organized by the reference centre as well as for exchange visits between national societies in the region. The regional programme will also assist those national societies that wish to include more disease prevention and health promotion into their first aid programmes as well as those national societies which want to develop separate health promotion/disease prevention programmes. This will be done through didactical materials (and exchange visits with national societies with experience in this field.) Close partnerships with Ministries of Health and other actors such as WHO will be encouraged.
- In order to share knowledge and experience, arrange a regional workshop with participation of those national societies which will participate in the 8th International Colloquium on Blood during 2001. The Bulgarian Red Cross will take a lead on arranging this workshop. Following the workshop, a network or a working group may well be formed in order to facilitate the exchange of experience and networking among the national societies in the region working with blood donor recruitment. The regional programme makes provisions for funding development of materials and tools. Among other activities the regional health and care programme will purchase and translate the open learning package "Making a difference....working together" which has been produced by the Federation.
- In collaboration with the disaster preparedness programme, organise a training workshop focusing on emergency health (in accordance with the FACT concept). Following this workshop, create a

database of resource persons able and available to undertake assessments and prepare plans of action in health emergencies (including competencies in epidemic control and water and sanitation).

Objective 3 To increase advocacy and the promotion of humanitarian values within the field of health and care.

Activities to achieve objective 3 are:

- Organise regional advocacy campaigns against the stigmatisation of people living with HIV/AIDS (possibly combined with persons infected with tuberculosis), linked to the Federation global campaign planned for 2002. This activity will be implemented together with the advocacy and communications unit and the youth department of the regional delegation as well as in collaboration with the European Red Cross/Red Crescent network on HIV/AIDS (ERNA).
- Organise a regional advocacy campaign for first aid on 8 September. This activity will be carried out in close co-operation with the global first aid project as well as with the regional communications and advocacy unit.
- Organise an advocacy campaign on behalf of the elderly and socially marginalised groups together with the advocacy and communications unit.

Objective 4 To provide technical and resource support to the health and care programmes implemented by the national societies and the Federation delegation in the region.

Activities to achieve objective 4 are:

- Give support to national society pilot projects in the field of HIV/AIDS and tuberculosis control. Many national societies in the region are interested in developing prevention programmes for HIV/AIDS and tuberculosis. These programmes can in the future have the potential of receiving national funding through National Aids Councils and UNAIDS funds. However, in order to have a quality programme to present, some national societies need to receive funding for the programme development and the pilot phase. The regional health and care programme will provide assistance in programme development as well as funding for initial piloting for a limited number of programmes according to requests from national societies in the region. This can be defined as a pilot project health fund at the regional level. At this stage, the requests that have been submitted to the regional delegation include a tuberculosis control programme in Latvia (under development), assistance in developing and finding sustainable solutions for the Visiting Nurse/Service programme in Lithuania, a youth peer education HIV/AIDS programme in Estonia, a youth peer education HIV/AIDS programme in Slovakia (currently in the pilot phase supported by the Italian Red Cross), and a youth peer education HIV/AIDS programme in Bulgaria (under development, has received support from the regional health and care programme during 2001).
- Croatia: Provide financial and technical support to the Croatian Red Cross blood donor recruitment programme in 2002. Lessons learned in this programme will be made available to all national societies in the region.
- Give advise and technical support to the Federation/national society health and care programmes in the FRY, Bosnia and Herzegovina, FYROM, and Albania.

Expected results

- The national societies in the region will have had clearly defined roles in the field of health and care. An advisory group made up of elected members from national societies in the region will have become operational as advisory to the regional health and care programme leading to strong ownership of the programme by national societies in the region.
- The exchange of experience on health and care policy and strategy development will result in an increased number of national societies in the region having their own strategies for future directions related to priorities in health and care.

- Professional guidance will have been provided to national societies resulting in efficient prevention programmes in the field of HIV/AIDS and tuberculosis control. A strong ERNA network meeting its full potential will have been realised and membership increased. Visible advocacy for the rights of people living with HIV/AIDS and partnerships with grass root organisations in the respective countries will result in increased credibility of National Societies.
- Public awareness of national society's roles and activities in working with and for vulnerable groups is higher. Well designed psychological support programmes will be implemented in interested national societies.
- The advantage of being a lead agency in first aid in the world will have benefited the national societies in central Europe to the maximum extent, leading to recognition as well as fund-raising possibilities for the first aid programmes.
- The advantage of the regional approach will have been used by the national societies in the region to gain visibility and recognition for their first aid programmes.
- Knowledge sharing will have increased the quality of health promotion and disease prevention programmes.
- The Red Cross societies in central Europe will have become more efficient in their social welfare activities, recognized as advocates of socially vulnerable groups in the respective communities leading to credibility of the Red Cross movement and an increased number of members and active volunteers. A social welfare strategy for central Europe will become an example for other parts of the world.
- Regional disasters can be assessed and subsequent plans of action be developed without external assistance.

Indicators

- A document mapping national societies health and care programmes as well as current strategic partnerships of national societies in the field of health and care.
- National societies in the region have ownership of the regional health and care programme.
- Sub-regional health and care strategic directions are clearly identified (April 2002) as well as different Red Cross and Red Crescent actors in agreement of supporting the identified directions.
- A 20% increase in the number of HIV/AIDS prevention programmes and tuberculosis control programmes within the region.
- The number of voluntary blood donors recruited by the Red Cross societies in the region increases by 10% during the appeal period.
- At least 5 persons from the national society's health and care departments in the region identified and trained in assessment techniques according to Federation standards (FACT) and these persons are available (and listed in a database) to undertake assessments in time of disasters.
- All 15 national societies in central Europe have become members of ERNA by the end of year 2003.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

The regional health and care delegate will monitor the programme against the specific yearly action plans developed on the basis of the appeal. This will be done through:

- Reports: programme updates (Federation standards) and mission reports; reports from specific projects; reports from regional for training workshops and network meetings; specific reports from national societies on project implementation.

Evaluation of this programme will be carried out in the following ways:

- A mid-term evaluation (involving donors, the Federation secretariat in Geneva and an external team leader) will be commissioned in early 2003 in order to make sure that the regional health and care programme is in line with the plans.

- Any pilot project which will receive support through the regional health and care programme will be evaluated through internal (Red Cross) evaluations.

Critical assumptions

- That donors are committed to long-term increased financial support.
- The participating national societies that are active in the region work in collaboration with the regional health and care programme.
- The relative stability in the region prevails.

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4. Humanitarian Values

Background and achievements/lessons to date

The Red Cross response to central Europe's burgeoning social needs is epitomized in humanitarian values and principles that are part and parcel of the basic rights to which everyone is entitled. These same values serve as conflict prevention tools, especially in regions with ethnic minorities and socio-economic problems.

The need for promotion of these values is self-evident. Within the specific Red Cross context, the promotion can be an influential factor in changing behavior at community level and a contribution to the building of healthy civil society.

Advocacy and promotion of humanitarian values are integral parts of all regional delegation and national society programmes, from resource development and social marketing, to disaster preparedness and prevention. In cooperation with the ICRC, the disaster preparedness programme alerts communities in the region against the dangers of inter-ethnic conflict before it erupts in violence, promotes diversity and tolerance and fosters conflict resolution. The Red Cross youth programmes also embrace promotion of humanitarian values.

Impact depends upon effective communication, and the communications unit of the regional delegation implements this philosophy in its public profiling of national society activities, specifically related to homelessness, health and care in the community, social marginalization and the consequences of disaster. Creating a better understanding of Red Cross work, the communications unit continues its programmes to improve the communications capacity of national societies. Together with the ICRC, the unit is further developing its seminars for journalists, nurturing stronger, more professional coverage of humanitarian issues.

The national societies in central Europe have varied fortunes with the media. During 2001, some found themselves in confrontation with journalists feeding on issues of integrity and what the media construed as mismanagement. Others endure partial media indifference. A few - due to the handful of professional national society communicators in the region - enjoy very good media relations, and some branches excel while their headquarters fail. But if the principles and values upon which the Red Cross is established are to be disseminated successfully, far greater public respect for, and awareness of, the national societies must be acquired. Far greater efforts must be made to obtain public profile for national society programmes, while building their communications capacity.

Acute and enduring shortages of both human and financial resources are major obstacles to national societies reaching their full potential. The communications unit is working closely with organization and resource development colleagues but in 2001 limited funding significantly curtailed planned programmes.

To support the efforts of the regional delegation, more emphasis is being placed on its own media. *The Bridge* quarterly publication underwent a major revamp and redesign in 2001, as a practical capacity building tool for far wider distribution within national societies. It is being offered to the national societies in the region in their own languages, and national editions are being encouraged, the regional delegation seeking to broaden readership to encompass governance, management, staff and volunteers from headquarters to distant branch level. Where no local language edition exists, national societies are being invited to translate *Bridge* articles for their own publications.

The regional delegation's web site has also undergone expansion and is becoming the region's major information resource.

Significantly in 2001, a Federation regional communications team was established in central Europe to strengthen cooperation and coordination between the regional and country delegations, and to create greater flexibility in the Federation's modus operandi. A shortage of funds for communications work has left Balkan posts dangerously insecure, but for now the team includes two Federation delegates (operating out of Budapest and Belgrade), three information officers (operating out of Budapest, Sarajevo and Skopje), and external consultants.

Among the consequences, the former information delegate post in the Federal Republic of Yugoslavia has become a regional one, strengthening the promotion of humanitarian values and principles in the Balkan sub-region and creating greater flexibility in central Europe at large. This is reflected in the 2002 plans for sub-regional training of trainers workshops and the establishment of sub-regional information emergency teams (see *Objectives and activities* below). Country delegation communication needs not covered by specific programmes are incorporated into the regional appeal, as are costs related to the Belgrade-based information delegate.

Goal To contribute to establishing high and positive profiles of the national societies in central Europe, and raise awareness of the humanitarian values and principles they reflect.

Objectives and activities

Objective 1 To develop and strengthen the communication capacities of national societies in the region.

Activities to achieve objective 1 are:

- Establish communication departments as effective and influential units within national societies.
- Develop and update communications programmes and strategies, assisting where necessary to assess public image, and supporting national societies to acquire maximum media exposure at national, regional and international level.
- Build communication skills throughout national societies, facilitating three sub-regional training of trainers workshops in 2002 to establish designated communications trainers within national societies in the region. Each national society will commit to subsequent training programmes, a time-table covering headquarters, branches, staff and volunteers, and targets.
- Support will be given to translate the Movement's new *Communicators' Guide* into the national languages of six national societies most advanced in communication activity. Contribute to the regional delegation's overall development goals with communications input to programme department capacity-building activity.

Objective 2 To promote understanding of Red Cross humanitarian values, principles, and work.

Activities to achieve objective 2 are:

- Provide a humanitarian component, starting in 2002, for the training programmes of the South-East European Network for Professionalization of the Media (SEENPM). SEENPM has 19 member centres in the region and works together with several European and global media training organizations. The network has welcomed a joint proposal from the Federation and ICRC regional delegations to provide content, lecturers and facilitators for its own scheduled seminars in its training centres. SEENPM will be an important partner in promoting humanitarian values on many platforms.

- With the ICRC, organize three individual national society media workshops each year to foster a closer relationship with national media, a better media understanding of the Red Cross, of the issues that face it, and its underlying principles and values. Content compiled with input from disaster preparedness and health and care delegates.
- Based on the traditional strength and activity of the Hungarian Red Cross, introduce in 2002 a regional Red Cross media award for humanitarian reporting.
- Maximize use of its own media in support of national society capacity building, and Red Cross campaigns and programmes.
 - ✓ Publication of four issues of *The Bridge* per year (in March, June, September and December), facilitating knowledge sharing, best practice sharing, the definition of issues, self-esteem building, and the promotion of humanitarian values, *Strategy 2010*, advocacy and regional thinking and action. During 2002, at least one national edition of *The Bridge* will be piloted.
 - ✓ Publish two issues of the Federation thematic *Insight* concept per year. In 2002, disaster preparedness and health and care issues will be embraced.
 - ✓ Publish programme brochures in 2002 on: disaster preparedness, health and care, resource development, Red Cross youth, logistics, and organizational development.
 - ✓ Establish the regional web site as the major regional information resource by mid-2002. Services provided will include constantly updated national society and Federation departmental profiles, programme and appeal updates, a news section, and links to all national society web sites. The operation, closely coordinated with the Federation secretariat's web site, will extend assistance to national society sites and host nascent ones until such time as they can be maintained in country, as is the case with Bosnia and Herzegovina's.
- Support the translation into national languages during 2002 of the CD-Rom *From Principles to Action*. The *From Principles to Action* project aims at designing comprehensive training material and gathering reference material. The CD-Rom seeks to enhance the level of understanding of the Movement participants, structure, statutes and mandate, guiding principles and policies, decision-making, cooperation, communications, relation with third parties, etc.

Objective 3 To establish information emergency teams formed by the Federation and national societies communications personnel.

Activities to achieve objective 3 are: to train sub-regional teams, providing clear roles and responsibilities for a planned response to natural or man-made disasters. The teams will be established in the closest cooperation with the regional disaster preparedness delegate and be part and parcel of wider disaster management. While fulfilling operational needs, they will also provide an important contribution to national society capacity building.

Objective 4 Advocacy and communications guidance for national society, country delegation and regional delegation programmes.

Activities to achieve objective 4 are:

- Organize two regional advocacy campaigns per year. In 2002, one campaign on HIV/AIDS (working with national societies on prevention, education and anti-stigma programme, beginning last quarter 2001), the other (related to the marginalization of vulnerable social and ethnic groups) to be confirmed after consultation with national societies.
- Organize public information social marketing programmes embracing advertising in print media, and on radio and TV, and posters, in association with a leading international advertising agency which has expressed interest in regional cooperation with the Red Cross and the donation of its expertise.

- Work on a major communications push on World AIDS Day as an annual December event.
- Promote first aid as a foundation element of national society programmes. Awareness raising of the need for better first-aid training and qualifications through marketing of Red Cross first-aid CD-Rom, interactive media, and media relations. Spotighting need for first-aid training through high profile First Aid Day in September. This will become a major Red Cross calendar event from 2002 onwards.

Expected results by end of 2003

- National societies will have begun to emerge as prominent actors in the strengthening of civil society, seen to respond to unmet social needs of the most vulnerable, and rapidly mobilizing when natural disaster occurs to mitigate the suffering of victims. The media and public will have begun to perceive them as responsible advocates of humanity, tolerance and social progress, working to prevent as well as to mitigate the misfortunes of the region.
- The governance and management of most national societies will have come to accept that effective communication is of the essence to a well-functioning organization. They will have seen professional communication emerge as a prerequisite for resource development - both financial and human - and recognition and influence within society.
- Promotion of the Movement's fundamental principles and humanitarian values will have been an intrinsic part of all communication activities but national societies will have also been provided with specific opportunity to enhance the level of understanding of the Movement.
- The media will have begun to perceive the Red Cross as a natural ally, a reliable source of independent information on humanitarian issues. Humanitarian reporting in the region will have gained ground, and many young journalists schooled in ethics and journalistic responsibility.
- The Red Cross will have been established as a prime source of information relating to all natural and man-made disasters in central Europe. The fast response of the Movement will have been reflected in the fast provision of breaking news, eye-witness accounts and assessments of need for media, donors and the humanitarian world. Information emergency teams will have been in a constant state of readiness to respond to disaster, ensuring a Red Cross information flow from outset to end of emergency, and into post-emergency operations.
- The Red Cross advocacy will have placed key social and health issues on national agendas, and contributed to a change of mindset and behavior for the public good. So doing, national societies will have acquired greater profile and standing.
- Individuals, private sector employers, community leaders and governments will have been motivated to prevent and respond to life- and health-threatening situations in the home and community. The marketing of Red Cross first-aid programmes and services will have added to the effectiveness of first-aid initiatives and raised the profile of National Societies.

Indicators

- There are structured national society communications departments, staffed by professionals, working towards defined strategic goals.
- There is an increased response to public visibility of the Red Cross and its programmes in media, fora and events, reflected in revenue generation, and volunteer and membership numbers.
- Increased media concern for humanitarian issues, and the responsible reporting of them

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- Reports; Programme Updates (Federation standards); Mission reports.
- Reports from specific projects; (regional fora, training workshops and network meetings); Specific reports from national societies, Field visits, Press releases

Evaluation of this programme will be carried out in the following ways:

- A mid-term review will be compiled at the end of 2002 and new image surveys undertaken in 2003.

Critical assumptions

- National society leaders are committed to the development of professional communications departments, and subscribe to the fundamental principles and humanitarian values these will promote.
- Integrity issues do not represent insurmountable obstacles.
- There is adequate staffing, both for Federation delegations and national societies.
- There is adequate and secured funding for programmes.

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5. Organizational Development

Background and achievements/lessons to date

Background

National Societies in the Central Europe region are confronted with two main challenges. They are coping with new and increasing needs among the population, and they have to respond to profound legal, political and economic changes.

The Federation's regional delegation for central Europe has been supporting the fifteen National Societies to manage this difficult transition. A new Institutional and Resource Development Programme (ID/RD) programme began in Autumn 1999, following a more structured and long-term approach. Its main focus was to support organizational change in the region's national societies, with the Federation delegation acting as a catalyst and coordinator of the change process.

National Societies that demonstrated a commitment to a holistic approach to strengthening their organizations were invited to participate. So far, seven national societies (Albania, Bulgaria, Estonia, Hungary, Lithuania, Poland and FRY) have joined the programme, and it is planned that all fifteen will join by 2005.

In 2000 and 2001, the ID/RD Programme, which now includes the Youth Development programme, has been concentrating on: assisting national societies to create strategies in compliance with Strategy 2010, providing training in project cycle management, and piloting innovative approaches to programme and community development at the branch level. All three components have been successfully implemented and have attracted considerable donor interest.

A financial management development component was added in 2001, providing support to national societies striving to make their financial management systems more transparent and effective. The ID/RD programme has also provided support to national societies not currently included in the core of the ID/RD programme, and to other Federation programmes in the region when requested.

There are areas that the ID/RD programme has recognized it will need to strengthen in order to be more effective. First, the programme needs to find ways of being more accountable and responsive to the needs of national societies. Second, the programme has not systematically measured or evaluated its impact. This is hard to do, but finding practical ways to assess impact will also be a priority. Finally, work on volunteer management - a priority for the Federation and for the National Societies in the region - has to date been insufficient. For real progress to be made, the programme will develop a new approach, from which, it is hoped, there will be greater impact.

From 2002, the programme will be referred to as the Organizational Development (OD) programme. The OD programme set out in this Appeal is based on key Federation documents: Strategy 2010 and the Characteristics of a Well- Functioning National Society, and will be guided by the emerging Capacity Building Framework. In addition it builds on existing policies and guidelines, and good practice from this and other regions.

Overview of OD Programme for 2002-2003

Building on the positive results of the work carried out during 2000-2001 and lessons learned, the Regional Delegation's Organization Development Programme for 2002-3 will focus on two key organizational themes -- accountability and effectiveness. As a result, national societies will be better

able to meet the growing needs of vulnerable people, while the regional delegation, in turn, will become more responsive to the needs of National Societies.

This challenge will be met through a long-term, systematic approach that integrates the work of its five components: organization development, financial management and resources development, volunteer management, youth development and programme development. A sub-regional approach has been initiated and will continue to be developed in the Baltic states, associated with the Nordic-Baltic Workplan.

Together, the programmes will assist National Societies in strengthening every organizational level, from the branch up to headquarters and the board, providing as many people as possible (from grassroots volunteers to department heads to board members) with the skills needed to make national societies more effective and accountable in a world of complex, constant change. Such a holistic approach also requires that the regional delegation's OD programme more systematically evaluates and measures its impact.

The OD programme will continue the previous work of assisting national societies in creating and developing/updating their strategies, thereby providing valuable assessment skills that will help staff and volunteers to adapt to their changing environments.

To ensure the quality of services and products provided by the regional delegation to national societies, greater involvement and sense of ownership from national societies is required in developing and steering the work of the OD programme. In this way, the OD programme will seek to increase its own accountability and responsiveness to the needs of National Societies.

The OD Programme is closely integrated both between its individual components, and with other Regional Delegation programmes:

- Work with national societies depends on them having clearly defined strategies, which the regional delegation then works to support the national society to achieve
- The resource development and financial management components are closely linked - competent financial management is seen as a precondition for successful funding strategies;
- Development of volunteer management will build on the experience of the youth development programme (regional network, skilled staff, tools and techniques)
- There will be close interaction between the two programme development projects - participatory community development (PCD) and the youth-oriented "From Needs to Action" project will be ensured.
- Close collaboration is developed with other regional programmes including:
 - ✓ Human Resources technical support from the regional recruitment programme.
 - ✓ The Project planning process, reporting support from the planning and reporting unit.
 - ✓ The health and care programme will work closely with the volunteer management component.
 - ✓ Disaster Preparedness programme will work together with, and build on the 'From Needs to Action' VCA project.
 - ✓ The communications programme will assist the OD programme in developing and interpreting national society public opinion surveys and advocacy campaigns for young people.

Realizing that organization development is a long-term process, the OD programme has as one of its priorities the development of an integrated five-year framework for providing national societies with improved assistance in developing their organizations.

As part of the holistic approach to strengthening national societies, the OD programme staff will work in teams with personnel from the regional delegation and country delegations. This "regional team" will also include key personnel from national societies and partners, with consultants contracted as needed.

This is in conformity with the new regionalism approach to the Federation's work, where the emphasis will be on using skills available in the region more widely.

Through these combined efforts, the OD programme is seeking a higher degree of effectiveness and accountability in helping national societies to better meet the needs of vulnerable people.

Goal To contribute to strengthening capacities and sustainability of national societies in the region to most effectively meet the needs of vulnerable people.

Objectives and activities

Objective 1 To assist Red Cross societies to develop strategies in line with Strategy 2010.

Activities to achieve objective 1:

- Identify a further five national societies who wish to develop their strategies, and are committed to implementation.
- Support development of skills in strategy identification and development.
- Support the development of strategies in the five national societies.

Objective 2 To further develop the accountability and effectiveness of the OD programme in its assistance to Red Cross societies.

Activities to achieve objective 2:

- Develop a framework for a five-year regional OD programme, based on national societies' priorities, required to implement Strategy 2010. A medium-term vision for the Federation's role and presence in the region will be developed in consultation with all partners, and will become the basis for future and regional and country assistance strategies.
- Develop a mechanism for assessing the impact of OD and other capacity building work in the region, to assist in measuring progress towards the implementation of Strategy 2010.
- Reinforce national societies ownership of the programme through the establishment of a OD national society advisory group to assist in the implementation of the OD programme.
- Further develop the regional team concept through a stronger network of OD delegates and resources persons in the region, to advise, to share experience, best practices and support each other in the implementation of their OD work.

Objective 3 To improve the ability of Red Cross societies to attract, manage and generate reliable funding for their services and programmes.

Activities to achieve objective 3:

- Assist national societies to improve the financial management systems and increase financial management skills in seven national societies.
- Support three national societies in developing effective financial resource mobilization strategies (funding and fundraising)

Objective 4 To improve the quality of volunteer management in Red Cross societies. Building on the very successful achievements of the regional youth programme (establishment of a strong and effective regional networks and partnerships, promoting development and increased knowledge sharing), the OD programme will develop and promote a new approach to volunteering and culturally sensitive management systems.

Activities to achieve objective 4:

- Use the experience from the pilot projects to develop tools and techniques to share with volunteer managers in national societies across the region.
- Design and implement pilot projects to improve the management of volunteers in specific national societies programme areas. Two national societies will be selected in 2002, with two additional ones in 2003. The home care programme will be one national society priority programme.
- Develop a 'volunteer expert network' in central Europe, in line with the Federation's plan 'Volunteer 2005'.
- Enhance the ability of six national societies youth sections to efficiently manage volunteers within national programmes and activities.

Objective 5 To improve the ability of Red Cross societies to identify the needs of vulnerable people, and to develop effective programmes and partnerships to meet those needs. Two approaches (participatory community development and vulnerability capacity assessment) developed at the regional delegation, will focus on assisting national societies to better identify vulnerable people and their needs, and to meet in more effective ways those needs.

Activities to achieve objective 5:

- Implement the participatory community development (PCD) project in six national societies bringing stakeholders together to build partnerships and implement micro-projects identified through needs assessments. The PCD methodology is based on participatory rapid appraisal techniques, and the use of micro-projects and future search conferences to address identified needs. Experience from the successful pilot project in Hungary will be used for replication of the programme in the region.
- Implement the Federation's VCA approach through the "From Needs to Action" project in a further seven national societies. This methodology is applied at the Red Cross branch level involving both staff and young volunteers in a gradual training and implementation process.
- Carry out further work to share the experience of both projects across the region, as well as with other regions.

Objective 6 To strengthen Red Cross Societies' youth sections to carry out effective services and programs that improve the lives of vulnerable young people.

Activities to achieve objective 6

- Strengthen national societies youth sections' involvement in information sharing and active cooperation.
- Raise the Red Cross profile in seven countries, through development of advocacy projects, public relations training and related support for Red Cross youth sections (this activity will be implemented in close collaboration by the Regional Communication Unit).
- Improve national societies' access to capacity building resources, through training, development of tools, and providing expertise and services.
- Support the integration of Youth sections into their national societies and help optimize their internal procedures. The regional youth programme has developed and tested methods to facilitate the design of the national youth development plans and policies. These methods encourage greater national society ownership and responsibility towards their youth programs.

Expected results

- Each of the five national societies are committed to a strategy development process.
- Key staff and volunteers in five national societies have improved skills in environmental analysis and organization strategy development.
- Five national societies produce strategy documents, with full commitment from their boards, and that set realistic and appropriate strategic goals for their organizations.
- A framework for a 5 year regional OD programme will have been developed in line with Strategy 2010.

- A simple mechanism indicating changes in national societies organizational capacity will have been developed.
- An OD steering group of 5 national society staff members will have been created.
- A regional pool of expertise will have been developed for mutual sharing and learning on best practices between societies across the region.
- Financial transparency and accountability of will have benefited the national societies in the region and will have resulted in increased confidence not only from national society senior management but also from Donors.
- national society will have designed their own resource development strategy and successfully diversified and increased their income.
- Volunteer management will have been improved in six national societies.
- The volunteer expert network will have been developed and used extensively by volunteer managers to share experiences tools and techniques across the region.
- Greater knowledge of vulnerable and their needs within local communities will have been gained by the stakeholders.
- A clear Red Cross role related to vulnerable people in the civil society will have been defined.
- Communities will have been better involved in Red Cross projects and will have resulted in increased partnerships within communities.
- Stronger regional networks and learning from each other will have been developed.
- The youth section will have been better integrated into national societies, and increased participation in national society programmes/activities will have been recorded;

Indicators

- Five signed agreements between national societies and the regional delegation, describing the main steps, and the commitments of both national society and regional delegation to the strategy development process.
- in a workshop self-assessment, participants report increased knowledge and confidence in analysing their environments, and understanding their organizations.
- Five strategy documents are produced, and each national society board formally adopts the strategy.
- The 5 year regional OD framework is available at the regional delegation.
- The impact of OD work on national societies in the region (programme-wise and service delivery to the vulnerable) is reported and analysed by the regional delegation.
- Meeting of OD steering group are organized at least once a year.
- Members of the OD regional team are involved in OD projects within the region using their particular expertise.
- The existence of financial management regional strategy and seven national societies having reinforced their financial skills and improved their finance systems.
- Increased financial support in three national societies as well as increased capacity to mobilize resources and to sustain income.
- Number of volunteers pilot projects developed in the region (reports).
- Document on volunteer participation and distribution in the six national societies selected.
- Self-assessments, numbers of programmes implemented in the region, reports, evaluation.
- Vulnerability and capacity assessment documents adapted/piloted/analysed - increased number of training workshops implemented in the region.
- Programme impact reflected in media or through increased number of partnerships within communities.
- Increased number of youth section's partnerships and cooperation by 50% within the region and by 20% outside the region.
- 2 advocacy campaigns are initiated/conducted in 8 out of 15 national societies in the region.
- Youth strategies and policies in compliance with Federation policies are adopted in 6 national societies

Critical assumptions

- Financial support is available on a timely basis for implementation of the programme
- OD delegates are made available to the programme at regional and country levels
- Openness to change within national societies
- National societies continue to be supportive of the regional delegation and are willing to dedicate time, energy and human resources to it (national society ownership of programme activities through establishment of their own OD programme)
- No major disaster or conflict in any part of the region, which could divert national society attention from OD.
- The political and socio-economic situation across the region remains relatively stable

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- Programme progress will be monitored against defined indicators at regular intervals (Regular delegation quarterly reports, including the mid-year review, national society quarterly reports on pilot projects, where applicable).
- ‘Scorecard’ of organizational capacity for national societies. This is a new, proposed mechanism to monitor the impact of all capacity building work by the regional delegation (see above). It is likely to become operational during 2002.
- Country visit report, mission reports, workshops/seminar reports.

Evaluation this programme will be carried out in the following ways

- An external review of the ID/RD programme from 1999 to 2001 is planned for the end of 2001. This will form a baseline analysis of capacity in the regional delegation;
- Joint Federation/external mid-term evaluation is planned for end 2003;
- Joint regional delegation and National Society self-evaluation of pilot projects in volunteer management, resource development and participatory community development;
- An external evaluation of the PCD programme is planned for the end of 2003;
- Mid-year evaluation of the youth programme conducted by external consultant and/or Secretariat evaluation unit; participatory self-assessment at the regional youth conference

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6. Regional Cooperation

Background and achievements/lessons to date

The regional cooperation programme is based on the third strategic direction of Strategy 2010: “to work together effectively through programme coordination, long term partnership and funding, as well as more active advocacy”.

Goal To continue to promote regional internal cooperation between national red cross societies of the region and other components of the Movement, as well as developing and strengthening partnerships with other institutions.

Objectives and activities

Objective 1 To contribute to the production of a regional assistance strategy (RAS) that will be the regional, long term (3-5 years) framework for co-operation and partnership in central Europe based on regional realities and needs within the framework of Strategy 2010 and the Federation global priorities.

The regional delegation will promote increasing national society participation and ownership through the process of building on national society strategies, priorities and needs for support and partnership in their change process as well as the legitimate interests and commitments of partner national societies. This framework will enable the Movement to use resources more efficiently and responsibly, bringing maximum impact to vulnerable groups in central Europe.

Activities to achieve objective 1 are:

- To continue through the steering committee (comprised of national society governance and senior management) to direct and guide the RAS process. To achieve this, regular supervision and consultations meeting will be organized and facilitated by the regional delegation.
- To collect, compile, analyze necessary information and document the process. This work will be achieved by two staff on loan based in the regional delegation assisted by an advisory group (resource persons).
- To translate the RAS into all relevant languages for promoting Movement cooperation in to stakeholders, potential external partners and to all involved governments.
- To present the RAS process to other European national societies when completed

Objective 2 To develop together with those national societies concerned the “second generation” of country assistance strategies in central Europe. The objective is to build the commitment of the Red Cross/Red Crescent Movement to a shared strategy that will strengthen the impact of national societies’ work in improving the lives of vulnerable people. This “new generation” is seen to be a more effective coordination tool and a resource mobilization tool.

Activities to achieve objective 2 are:

- Organize some kick off meeting of all partners to establish the requirements and involvement of partners and to agree on the process for developing the CAS.
- Pilot the project in one or two countries. Bulgaria has initially been selected as a country to pilot this new approach with the assistance of the regional delegation.

- Establish a plan of action for the remaining national societies to review their existing CAS or to start the process to develop it. Further work will be based on the experience gained through the pilot projects.

Objective 3 To support the reinforcement of regional exchange, cooperation and networking. Important in promoting and enhancing increased regional cooperation among the national society in the region are the various regional fora, to which support is provided by Budapest regional delegation. These include the Balkans Conference, the Central Europe Forum for Cooperation, the Nordic Baltic partnership, ERNA, the European First Aid Network, PERCO and the involvement of the national society in the Disaster Preparedness and Prevention Initiative of the Stability Pact for Southeast Europe.

Activities to achieve objective 3 are:

- Represent the Federation in the region in all appropriate fora and advocate for the core areas main issues (Health, HIV/AIDS, Population Movements, Disaster Preparedness, Humanitarian values) and build on new partnerships with national authorities, international and national organizations, donor Governments, international and national media.
- Develop good relationships and links with regional donor government representatives; share and distribute relevant documentation, and provide regular information on the Federation and regional web sites.
- Increase and build partnership with corporations, governmental and non governmental organizations, encourage sponsorship and direct contacts with the national societies in the region.

Objective 4 To build national societies' confidence in working as a Federation and establish a strong Red Cross network between all Movement in central Europe based on the needs to share knowledge and experiences. The regional delegation will provide a regional platform for national societies participation and strengthen relationships between themselves.

Activities to achieve objective 4 are:

- Organize a leadership meeting in cooperation with the ICRC in 2003. The second annual leadership meeting was organized in February 2001, in cooperation with the ICRC regional delegation. All national societies in the region were represented by their presidents and secretary generals. In addition partner national societies participated as did the Geneva Secretariats of both institutions. The main themes were the Federation change process in and the national societies expectations regarding it; national societies as auxiliaries to governments and advocacy.
- Organize partnership meeting once a year bringing together all 15 national societies in the region, the Federation (Secretariat, country and regional representatives) and ICRC regional representative as well as all participating societies interested in strengthening the Movement in. This meeting will aim to discuss and agree on short, medium term visions and actions plans and to look at the use of available and potential resources to achieve the defined goals, and increase the Movements' effectiveness at the programme delivery level.

Objective 5 To support the preparations for national society to enter the EU and to benefit from its cooperation. Special arrangements have been discussed and agreed with the EU Red Cross office in Brussels regarding EU enlargement. Ten of the 13 EU candidate states are in central Europe.

Activities to achieve objective 5 are:

- To provide national society with both information, contacts and briefings in the form of workshops and guidance into partnerships with present EU national societies. Almost all national societies have nominated contact persons for accession issues, who are key persons in the continued process.
- To develop in close collaboration with the Red Cross office in Brussels.

Expected results

- An inclusive regional assistance strategy will have been developed and formally agreed upon between partners.
- Some new generation country assistance strategies will have been developed (Bulgaria), process and plan of action for remaining national societies will have been developed and agreed upon.
- The image of the Federation will have been well known and recognized for its added value on all Red Cross key priorities and advocacy issues in all regional fora with partners, relevant documentation will be distributed regularly and accessible on the Web site.
- Coordination between national societies and partner societies will have been improved in quality and quantity. Joint activities in planning and technical cooperation take place on a regular basis.
- National societies from EU candidate states will have been prepared to enter the EU. Contact and partnerships will have been created and developed.

Indicators

- Steering Committee reports on RAS process, minutes of meeting, documentation available on the process, dissemination/circulation of drafts.
- Regional delegations reports, increased use of technical resources persons within the region to support the CAS process, dissemination/circulation of drafts.
- Increased number of having a better knowledge of the Federation, number of issues advocated in the region, documentation available on the web site.
- Number of national societies active in regional networks.
- Number of workshops, meeting, briefing organized by the regional delegation and attended by national societies, numbers of contact taken with EU office and partnerships developed.

Critical assumptions

- National societies view the Federation as the architect for cooperation and collaborate willingly and openly.
- National societies commitment to support the regional network.
- Sufficient funding is available at the regional level to facilitate regional cooperation

Monitoring and evaluation arrangements

Monitoring of the programme will be carried out through Federation standard reports (annual, programmes updates) but also through feedback from national societies in the region.

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7. Coordination and Management

Background and achievements/lessons to date

The Federation Secretariat in Geneva has undertaken a restructuring process in 2000 aiming at being better organized and structured to respond to the requirements for implementing Strategy 2010. This alignment has had an impact in the field in 2001 and the regional delegation has explored new ways of working (Action Research) in view of being ready to integrate the change process at the regional and national level. As an integral part of the regional delegation work and in the same respect as all technical programmes, co-ordination and management are essential elements of a well functioning delegation and must be given better attention from the Secretariat and donors.

The regional delegation in September 2001 comprised a total of 12 delegation-recruited staff, 2 staff-on-loan within the youth programme and 13 delegates. Two are based outside Budapest: the Nordic-Baltic coordinator in Riga and the population movement delegate in Zagreb working with the national societies of BiH, Croatia and FRY. The structure of the regional delegation was revised with all programme delegates/managers. Better strategic planning and coordination of regional support is the goal of these arrangements.

New services in financial development, health and care, in planning, and reporting have been added to the delegation's capacity providing support and advice not only to the national societies but also to other on-going regional programmes and to country delegations. A description of the delegation's co-ordination and management functions and activities follows below. Detailed strategies for each service/unit exist and are available at the regional delegation

Greater clarity in the role of the regional delegation has been achieved through Action Research. The regional delegation will have growing responsibilities in facilitating and delivering co-ordinated to national societies and in coordinating planning and implementation of programmes in the region together with the country delegations.

Since January 2001 the Albania and Macedonia delegations have reported to Budapest. The Albania delegation has gradually integrated their work with the national society which will be responsible for all programmes presented in this Appeal 2002-2003. The scenario is to introduce a Federation presence in FYRoM as of 2003, who will also be the focal point for Albania and facilitate support as needed. In the overall capacity building work in Albania, the regional delegates will provide support and back-up as agreed with the ARC.

The BiH delegation began reporting to Budapest in September 2001. With the gradual scaling down over the coming years, the regional delegation will be part of the 'exit strategy' in supporting and facilitating support for the new national society.

In view of the challenges facing the national society and the delegation in FRY, it has been agreed that the timing for change in reporting lines for the FRY delegation will require a longer transition. The delegation will, however, participate fully in the regional team concept and is increasingly relying on support and back-up from the regional delegation especially in long term capacity building activities of the YRC.

Goal To ensure efficient coordination and technical support of the regional delegation to the programme implementation and capacity building of the national societies, in order to improve

programmes delivery and services benefiting vulnerable people in central Europe. This will be achieved by enhancing partnerships and by optimizing regional resources.

Objectives and activities

Objective 1 To develop improved mechanisms for efficient coordination and management of the regional delegation vis a vis country delegations and national societies within the region.

Activities to achieve objective 1 are:

- Maintain the set up established for mapping all assistance to the national societies in the region, both through the Federation and bilateral assistance.
- Ensure more efficient coordination and cooperation between the Federation and ICRC in harmonizing development assistance to build capacities of the national societies in the region.
- Identify and seek to fill funding gaps in the regional and national society programmes through the mobilization of resources within the region (contact with embassies, UN partners, EU representatives, companies and marketing of Federation supported activities).
- Provide improved services to national societies through the focal point who will contribute to building knowledge about the national societies and promote the interests of the society. Overall, the regional delegation hopes to also better serve partner national societies with up-to-date information and knowledge about the programmes and needs of the national society.
- Reinforce the regional team concept maximizing the use of resources and capacities within the region. The regional teams for overall coordination as well as for programmes will be fully operational involving all respective sectoral delegates.
- Heads of delegations will meet five times during 2002 to ensure overall coordination of Secretariat support to national societies, and this support is in line with national society priorities and strategies.
- Roles and responsibilities between the regional and the country delegations will be clarified and agreed upon as part of transition arrangements in connection with changes in reporting lines between delegations and the Geneva Secretariat.
- Regional sectoral or programme teams in all Strategy 2010 core areas are functioning and involving special expertise from national society and partner societies.
- Regional delegates' or programme managers' roles and responsibilities vis-a-vis other delegates and Geneva based technical departments is clarified.

Objective 2 Provide cost-effective technical services to support all programme managers in national societies, country delegations and in bilateral Red Cross offices operating within the region.

Activities to achieve objective 2 are:

- Ensure an effective and efficient use of skills and expertise in the region and for international missions, through the improved management of human resources. A forum will be created for national societies human resource staff to encourage best practices, experience and skills exchange as well as to access suitable training opportunities for staff and volunteers.
- Ensure better programme planning in order to adopt a coherent integrated approach within the regional implementation of Strategy 2010. Maintain an effective regional reporting unit ensuring quality and timeliness of reports, and supporting regional delegation, country delegation and national societies staff in improving their reporting skills through adequate training.
- Operate a well functioning regional finance unit for processing of all financial information for the Federation activities in the region.
- Provide coordination and advice in logistics matters to all country delegations and national societies , promote the use of the regional logistics unit services (including the regional fleet, procurement, and transport), create regional emergency teams in collaboration with DP/DR unit, provide logistic training .

- To develop a mechanism for better coordination between the Federation, the ICRC and national societies in the event of disasters in the region

Objective 3 Contribute to the decentralisation and regionalization process initiated by the Secretariat.

Activities to achieve objective 3 are to communicate and liaise better with the Secretariat's various technical departments but also with other regional delegations, by sharing experiences and providing regular feedback on improved ways of working through the context of Action Research.

PROGRAMME BUDGETS - 2002								
Delegation: RD Budapest								
PROGRAMME	Disaster Resp	Disaster Prep	Health & Care	Human Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	0	0	90'000	0	0	90'000
Clothing & Textiles	0	0	0	0	10'000	0	0	10'000
Food & Seeds	0	0	0	0	5'000	0	0	5'000
Water	0	0	0	0	50'000	0	0	50'000
Medical & 1st Aid	24'000	0	5'000	0	25'000	0	0	54'000
Teaching Materials	0	0	85'000	0	10'000	0	0	95'000
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	576'000	0	5'000	0	20'000	0	0	601'000
Subtotal Supplies	600'000	0	95'000	0	210'000	0	0	905'000
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	4'500	0	1'000	0	12'000	0	16'900	34'400
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	4'000	1'000	1'000	0	7'900	0	11'000	24'900
Subtotal Capital	8'500	1'000	2'000	0	19'900	0	27'900	59'300
Programme Management	145'035	29'075	52'511	49'248	133'863	15'395	95'914	521'041
Technical Services	43'416	8'704	15'719	14'742	40'072	4'608	28'712	155'972
Professional Services	48'148	9'652	17'432	16'349	44'439	5'111	31'841	172'972
Subtotal Programme Support	236'599	47'431	85'662	80'339	218'374	25'114	156'467	849'985
Warehousing/Inspection	5'400	0	0	0	0	0	6'000	11'400
Transport & Vehicles	187'120	17'160	8'580	17'160	71'240	0	50'496	351'756
Subtotal Transport & Storage	192'520	17'160	8'580	17'160	71'240	0	56'496	363'156
Delegates & Expatriates	225'480	109'500	101'000	207'600	492'960	13'000	359'850	1'509'390
National Societies and Local Staff	491'640	76'000	25'000	89'850	199'765	46'795	375'234	1'304'284
Subtotal Personnel	717'120	185'500	126'000	297'450	692'725	59'795	735'084	2'813'674
Travel & Related Expenses	49'000	12'000	112'000	94'900	151'620	30'400	79'400	529'320
Information	145'780	10'000	75'000	149'855	117'300	37'700	30'160	565'795
Consultants	38'600	0	50'000	8'000	122'800	0	2'400	221'800
General Expenses	133'780	7'100	27'500	10'800	105'260	7'200	235'440	527'080
Training Workshops & Seminars	25'000	149'000	195'000	69'850	263'400	68'100	72'000	842'350
Security	4'000	2'000	2'000	2'000	12'600	0	27'080	49'680
Subtotal Training, Information & General	396'160	180'100	461'500	335'405	772'980	143'400	446'480	2'736'025
TOTAL BUDGET	2'150'899	431'191	778'742	730'354	1'985'219	228'309	1'422'427	7'727'140

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