

Appeal 2002-2003

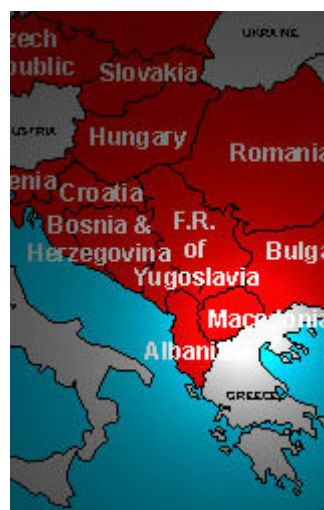
 International Federation
of Red Cross and Red Crescent Societies

FORMER YUGOSLAV REPUBLIC OF MACEDONIA

(Appeal No. 01.45/2002)

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

	2002 In CHF	2003 In CHF
1. Disaster Response	823,551	833,633
2. Disaster Preparedness	285,393	66,292
3. Health and Care	260,220	260,220
4. Organizational Development	0	0
5. Coordination & Management	155,955	131,557
Total	1,525,119	1,291,732



Introduction

National context

After war broke out in Slovenia and Croatia in 1991, the Yugoslav entity of Macedonia reached an agreement with Yugoslavia for the withdrawal of the federal army. In September 1991 independence from the collapsing Yugoslav federation was declared. In 1993, Macedonia joined the UN as “the Former Yugoslav Republic of Macedonia” (the FYROM).

Like other Balkan countries, in the early 1990’s the FYROM faced the challenge of making the transition to a free-market system. This task was made extremely difficult because of the political risks connected with the instability of the region, but also with the small size of the market.

With independence, ethnic Albanians, like other minorities in newly independent former Yugoslav states, feared that their position in society would worsen relative to the dominant ethnic group, the Macedonians. This erupted into riots in July 1997. In 1998 an armed conflict broke out in Kosovo, a province of Serbia where about 90% of the population were ethnic Albanians. After the formation of a

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

the Kosovo Liberation Army (KLA), Albanians in the FYROM stepped up their own campaigns for autonomy or even independence.

At the start of 2001, an internal insurgency by armed ethnic Albanian groups appears to have set the country back both economically and politically. The internal conflict has brought the country to the edge of civil war, increased ethnic tensions and brought an economic system that was starting to climb upward spiralling downward into unknown territory.

The political and economic situations are virtually in limbo as the international community attempts to negotiate a framework for peace which will disarm the Albanian groups and attempt to bring stability to this struggling country. At the same time, the complex changes within the constitution should give the large Albanian and other minorities more rights, while still satisfying the majority ethnic Macedonian need for national identity. It will not be easy to wave all these forces into a system that can meet the needs of all its citizens and begin the healing that this conflict has caused.

As of October 2001, the internationally brokered framework for peace resulted in a ceasefire that is holding and the decommissioning of arms by the Ethnic Albanian Armed Groups (EAAG) is proceeding well. The legislative part of the framework is slowly moving forward and a follow up NATO force will remain in the country to provide security for the OSCE and EU monitors that will oversee the peace process. Nevertheless, it is estimated that thousands of internally displaced persons and refugees in nearby countries will not be able to return to their homes.

Over 50,000 persons have been displaced to other areas of the country. Another 50,000 have gone to neighbouring countries, notably the UN administered Kosovo province of the Federal Republic of Yugoslavia. Thousands more are living in affected areas previously in the conflict zones. Refugees are still present from previous conflicts in nearby areas. It is estimated that around 30,000 persons will continue to be displaced in 2002.

While the situation of vulnerable Macedonian families has improved somewhat over the last year, there is still a level of truly vulnerable families. FYROM is also at risk from natural disasters: earthquakes, landslides, floods and forest fires.

National society priorities

While the outlook for the country is clouded, the future of the Macedonian Red Cross (MRC), which was established in 1991 as an independent fully functioning Red Cross society, is looking brighter. The MRC has 34 branches covering the whole country and has stood strong over the last several years.

In the early 1990s, MRC branches provided assistance to Bosnian refugees, working together with the International Federation and UNHCR.

In 1999, the experience from the Kosovo crisis has strengthened the national headquarters, and also increased the image of the MRC nationally (increased recognition of the Red Cross role from the government of Macedonia, and increased co-operation with partners such as UNHCR). It has also contributed to improve the headquarters' ability to deal strategically and efficiently with its branches. Throughout this period it served refugees from many different ethnic groups which in the eyes of the donor community gave it the highest credibility as a serving leader in its country.

During the latest crisis (spring 2001), the capacity of the MRC was tested again, this time with its own citizens being uprooted from ancestral towns and villages; a difficult test for any Red Cross society in a highly charged ethnic conflict. The MRC has done an effective job in serving all sections of the displaced persons with the support from the ICRC, the International Federation and its members.

The long awaited leadership changes are coming. Groundwork has been done by the International Federation and various participating national societies to develop its organizational structures, managerial capacity, programme development, ability to finance itself in a changing environment and to continue its march to a more inclusive National Society.

The goal is to make the MRC self-supporting in its country, which will mean that programmes should reflect that level of self-sufficiency.

Priority programmes for Federation assistance

The Federation reopened its delegation in the FYROM in 1998, working together with numerous PNSs on assisting the MRC to meet relief needs of refugees from Kosovo and southern Serbia, as well as vulnerable local populations. The Federation's status agreement with the FYROM in 1994 provided all entities of the of the Movement with favourable working conditions throughout 1999, 2000 and 2001.

The role of the Federation, as "serving leader" will be to:

- Facilitate the development process of the national society by building up its capacities and provide technical support in programme areas.
- Continue to provide services, co-ordination and management support to other in-country donors national societies supporting MRC.

In its assistance policy the Federation is directed by Strategy 2010, together with the long terms goals and directions of the MRC. 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 Federation plans to provide support to the MRC in the following priority programme areas for 2002 and 2003:

Programme area	Goal
Disaster Response	To improve the living conditions of vulnerable groups in Macedonia (refugees, minorities, newly displaced people, host families) through provision of relief aid
Disaster Preparedness	To further reinforce the Disaster Preparedness programme of the MRC as to increase its effectiveness in case of man-made and natural disasters
Health and Care	To contribute to providing assistance to refugees and IDPs in Macedonia through the national society's social welfare programme (Information centre)..
Organisational Development	To continue to further improve the overall capacity of the MRC through organizational change and long term development assistance, as to better respond to the needs of vulnerable groups.

This new appeal is a logical continuation of the previous one and is based on the priorities outlined by the national society. 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 the MRC operational capacities, including improved assistance to the prioritized vulnerable groups and its promotion in the society.

The Federation delegation in the FYROM has been successful in reassigning ownership of several ongoing programmes in Macedonia. The American Red Cross has assumed the responsibility for supporting the institutional and resource development programme, as well as part of the disaster response programme. The German Red Cross has assumed the leading role in disaster preparedness and is supporting actively the social welfare programme and its information centre.

The Federation representative together with the assistance of the regional delegates based in Budapest, will continue to co-ordinate the programme activities of PNS working in Macedonia and provide administrative support to them and stronger mechanisms to recover these management and co-ordination costs from PNS will be developed.

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1. Disaster Response

Background and achievements/lessons to date

The relief programme has been operational since the summer of 1998, when the International Federation of Red Cross and Red Crescent Societies returned to the Former Yugoslav Republic of Macedonia, where, together with the Macedonian Red Cross, they served the relief needs of refugees from Kosovo and southern Serbia, as well as vulnerable local populations. In early 2001, internal conflict racked the country, and the ICRC took the lead in addressing the needs of thousands of internally displaced person. The International Federation and the American Red Cross were uniquely positioned to support the overall operation with supplies and logistical support.

The main aspect of the International Federation's program in the FYROM is to support the MRC in serving 4,000 Kosovo refugees and their host families with hygiene parcels which compliment the food support provided every month by other donors. In 2001, under the supervision of the American Red Cross, over 40,000 family hygiene and baby parcels were distributed to refugee beneficiaries and internally displaced persons in the country.

As events took unpredicted course in March 2001, the Federation had to adapt quickly to the changed situation. With the ICRC taking the lead, co-ordination was established at different levels. Once the immediate needs were assessed Federation distributed hygiene parcels and food supplies provided by the ICRC. The registration of Internally Displaced People was conducted by the MRC and the Federation staff, and later by the MRC staff only. All 34 branches responded effectively, with the main burden on the Tetovo, Kumanovo and Skopje branches. Co-operation with the ICRC was very good at the branch level in all activities undertaken (registration, distribution as well as evacuation of civilians and visit of detainees). The Federation supported the response by supplying hygiene parcels. Escort to ICRC convoys were set up at the beginning of July and is continuing.

However, disaster preparedness activities continued in the branches in co-operation with the American Red Cross, focusing on emergency response, improvement of communication and co-ordination with the national society headquarters and ICRC. Shelter facilities were explored and discussions held together with the Ministry of Labour and Social Welfare. Additional warehouse facilities were identified.

Because of the deterioration of the security situation in the north-west and north-east part of the country, all shelters in the capital Skopje were fulfilled and many displaced people found temporary accommodation in the facilities offered by the Red Cross branches.

Although the situation calmed down with the signing of the Framework Agreement and the onset of NATO's "Essential Harvest" mission, and displaced people began to return to their homes, most of the IDP's still remained in the collective centres. Until the middle of September, continuous registration of IDP's occurred throughout the country. Regular distributions were carried out to all beneficiary groups (IDP's, Kosovo refugees and vulnerable population).

As the situation currently remains relatively calm, the Federation and the MRC continue to provide support to the remaining Kosovo refugees and most vulnerable families identified by the Ministry of Labour and Social Welfare. This programme is funded by ECHO through the NGO InterSOS. The Federation and the American Red Cross are uniquely positioned to support the overall operation with supplies and logistic support.

The Federation, in co-ordination with the ICRC, supported the MRC in dealing with the media interest on Red Cross activities. During the first phase (March-April) daily bulletins were released for the Macedonian press and media. Spokes person for the MRC was appointed to continue on carrying this information/communication task.

In 2002, consideration must be given to providing support to internally displaced persons and their host families. Even with a framework for peace in place, an estimated 10,000 persons will remain displaced for an indeterminate period of time. The Federation must be prepared to support these beneficiaries with hygiene items if the need exists. The MRC's 34 branches are considered by the Macedonian population as the premiere local organization because of its support to all the vulnerable in the country regardless of race, religion or ethnicity.

Also during the year 2001, 30,000 food parcels donated by the Croatian Red Cross through the Croatian Government were distributed to vulnerable citizens in the country, as well as several shipments of quality used clothing sent by the Swedish Red Cross.

The disaster relief programme forms the major part of the 2002 budget for 2002, primarily for funding the hygiene and baby parcels, and the distribution costs make up the bulk of the overall appeal for year 2002. Also included is the relief monitoring of refugees in host families and in collective centres. This is accomplished by a team of five monitors and one administrative person who survey refugees and produce a series of monthly reports on the relief and care being given to the refugees.

Goal(s) To improve the living conditions of vulnerable groups in Macedonia (refugees, minorities, newly displaced people, host families) through the provision of relief aid. The focus of the relief aid given to in-country beneficiaries is to work in co-ordination with the Red Cross Movement and others in supplying one or more aspects of support.

Objectives and activities

Objective 1 To continue to support the 4,000 remaining refugees and host families in Macedonia. with monthly distribution of hygiene parcels and with special emphasis on refugee minorities of Roma and Serbs who lack the social network that many of the Albanian refugees had and have in their communities. This relief work will be carried out in close co-operation with other operational partners (UNHCR/WFP).

Activities to achieve objective 1 are:

- Supply and distribute hygiene and baby parcels to refugees and host households.
- Supply and distribute hygiene parcels to the remaining IDP's.
- Provide non-food support for medium term IDP's.
- Secure financial support to Red Cross local branches for administration, storage, relief distribution

Objective 2 To continue to support Macedonian families considered most vulnerable by the Macedonian Social Welfare Ministry. In the past, ad hoc in kind donations have proved substantial in serving the needs of vulnerable persons in vulnerable areas of FYRoM.

Activities to achieve the objective 2 are:

- Purchase, store and distribute hygiene parcels for vulnerable families.
- Store and distribute to vulnerable families various non-food items (in-kind donations from sisters national societies, such as second hand clothes)

Objective 3 To maintain an emergency/contingency stock in the joint MRC and Federation warehouse. These items will be used for the next several years as backup for any natural or man-made disaster in Macedonia or the nearby countries.

Activities to achieve objective 3 are:

- To supply, store and maintain basic DP equipment and contingency stocks.
- To receive and store in kind donations to be used for completion of contingency stocks.

Expected results by end of 2002

- Distribution of relief supplies will have been completed to refugee and host families beneficiaries.
- Distribution of relief supplies to the most vulnerable families will have been completed.
- Financial aid to Macedonian Red Cross branches for the administration, storage and distribution of items to the remaining refugees and host families in Macedonia will have been provided.
- Basic DP emergency stocks will have been established in Red Cross local branches.

Indicators

- 97% of all beneficiaries received non-food relief item.
- 25% of registered social cases (vulnerable families) received support from MRC branches.
- Donated items for contingency stocks are in place.

Monitoring and evaluation arrangements

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

- Regular monitoring of the plan of action and regular progress reports to supervisor; reports shared with any additional interested body.
- Standard Federation reporting requirement will apply (programme updates, annual report, mission reports). In country field visits from regional delegates and other PNS.
- Local branches will report regularly on their activities.
- The progress of the programme will be reported to the donors based on their requirements.
- The UNHCR funded relief programme manager monitors will interview beneficiaries each month to determine if they are being supplied well, both in quantity and quality, plus the surveying of other key indicators. The evaluation will encompass both refugees/host families and social case beneficiaries.
- At the end of the year an evaluation will be performed by the delegation in close collaboration with other Red Cross partners, on how the work load of the delegation was performed in the year 2002. Key issues will be numbers served, appropriate quantities and budget situation.

Critical assumptions

- Refugee population remains stable throughout the year.
- Estimated population of IDP's (10.000) remains stable for most of 2002.
- The continuous ability of the national society to respond to changes that occur in the country.
- Timely and sufficient funding i.e. continuous donors support is provided.
- Mobility of staff and volunteers and continued commitment of national society staff and volunteers.
- Co-operation with the authorities and the public in general.
- No worsening of the general economic and political climate in the country.

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2. Disaster Preparedness

Background and achievements/lessons to date

The Federation disaster preparedness programme (DPP) has been operational since 1993. Together with the MRC and the German Red Cross, a disaster response and training programme was set up. Today, this programme is still serving the needs of the FYROM with its challenges (i.e. the waves of Kosovo refugees coming into Macedonia during the spring of 1999 and, now the ethnically charged internal conflict that has been on and off for most of 2001).

The main aspect of the DPP in FYR of Macedonia is to support the MRC in responding effectively to any event in the country and the region. The disaster preparedness programme has evolved into a fast moving network of teams that can react quite quickly. During the crisis period early this year, these units remained flexible implementing a large range of activities, from setting up reception posts, and distributing relief supplies to providing water systems.

Constructions work for a new Red Cross warehouse was started in early June. The project is mainly supported by the German, Canadian and Spanish Red Cross. Land is owned by MRC, and process of selecting bids for the construction company is completed. The works have proceeded well so far and final completion is expected end of September. This new warehouse is well located on the outskirts of Skopje and will meet the MRC's needs in term of storage but also for rental purposes.

This country and the region are still unsettled. The potential for man-made and natural disasters is high. The Red Cross Movement, especially the International Federation, ICRC and the German Red Cross, see the FYROM as a the key to a regional approach for this area.

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 organized an operational team (Federation, UNDP, NATO, US, Italy, Sweden, Croatia and Bulgaria) to assess needs and capacities (risk analysis, review of existing DP plans and recommendations for long term strategic planning).

The Federation Regional Delegate was appointed as Team leader. The team visited FYROM in mid-January 2001. The MRC and the Federation country head of delegation participated in various meeting as all this material constitute a good basis for future DP work.

Goal To further reinforce the Disaster Preparedness programme of the MRC and the national society capacities as to increase its effectiveness in case of man-made and natural disasters.

Objectives and activities

Objective 1 To prepare the MRC to respond in a timely, effective and focused manner to any disaster in the country and in nearby countries.

Activities to achieve objective 1 are:

- Ensure properly maintained DP basic equipment.
- Provide adequate training to staff.

- Maintain emergency stocks within the MRC.

Objective 2 To create DP training facilities at branches and at headquarters level to regularly train volunteers throughout the country and to mobilize them in times of disasters. This training module will be developed in close collaboration with the ICRC and will include conflict preparedness.

Activities to achieve objective 2 are:

- Facilitate the development of a training module to be used by every single volunteer, team leader and regional leader.
- Define and disseminate roles and tasks of DP volunteers in case of disasters.
- Organize two on-the-job training sessions in 2002.

Objective 3 To clearly define the role of the MRC in the national DP context but also in the regional context as recommended by the Stability Pact DPPI.

Activities to achieve this objective are:

- Start to negotiate, with the support of the regional delegation, the Red Cross role in DP/DR with the government authorities, as well as with non-governmental organizations present in the country.
- Identify and select one DP expert in the national society, who will be trained to join international response team. This in view of developing and increasing regional co-operation and network, as outlined in the DPPI report.
- Prepare and disseminate DP public information materials.

Expected results by December 2003

- Capacity of the MRC to respond quickly and effectively to disasters will have been increased.
- Training for Staff in DPP will have been completed both at local and central level.
- DP Training module for volunteers will have been prepared and used.
- Volunteers and staff dealing with DP will have increased their knowledge and capacity to handle emergency situations.
- Contact will have been established by the MRC with government official, and the role of the Red Cross will have been discussed and better defined.
- DP regional network will have been increased.
- DP policies and related public information will have been disseminated.

Indicators

- Adequate emergency DPP stocks are available in the warehouse.
- “on the job” training for volunteers are organized as well as training session at the branch level.
- Good results in simulation exercise of the newly trained volunteers.
- Meetings are organized with officials and NGO’s representative dealing with DP in Macedonia.
- Increasing number of interactions and partnerships with other national society DP co-ordinators in the region.
- Increased knowledge and understanding of disaster preparedness by volunteers.

Monitoring and evaluation arrangements

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

- Regular monitoring of the plan of action and regular progress reports to supervisor; reports shared with any additional interested body.
- Standard Federation reporting requirement will apply (programme updates, annual report, mission reports). In country field visits from regional Delegates and other PNS.
- Local branches will report regularly on their activities.

- The progress of the programme will be reported to the donors based on their requirements.

Critical assumptions

- Refugee population remains stable throughout the year.
- Timely and sufficient funding support is provided.
- Mobility of staff and volunteers and continued commitment of national society staff and volunteers.
- Co-operation with the authorities and the public in general.
- No worsening of the general economic and political climate in the country.

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3. Health and Care

• Social Welfare

Background and achievements/lessons to date

Health care in Macedonia has deteriorated considerably since independence. In the 1980s the state provided a guaranteed and comprehensive health care service, which in theory remains intact. In practice, it is being held back by an acute lack of funds and there are shortages of some medical supplies. Although international aid has made up for some of the shortfall in funding, Macedonia has been forced to scale back health and related social benefits.

The social welfare programme (SWP) in the MRC has been operational since 1994, providing assistance for the refugees from Bosnia and other areas of former Yugoslavia, including the vulnerable local population. The beneficiary structure had to be adjusted according to the past developments, bringing together refugees from Kosovo, southern Serbia and lately the internally displaced persons resulting from the ongoing conflict in FYROM.

The main aspect of the health and care programme in FYR of Macedonia is to support the Macedonian Red Cross in serving 4,000 Kosovo refugees and their host families, thousands of IDPs relocated throughout the country. The social welfare programme has been a prime example of how a Red Cross Society, working with the Federation, can develop and run a dynamic operation assisting a wide range of people.

The SWP operates from an information centre located in Skopje. It is run by staff which include a social worker, a counselor and a lawyer. After assessing problems and needs of the people asking for assistance, the team explores ways to assist them or act as an information point. In some cases, the MRC SWP organizes the supply of relief items, visits, medical care and/or medicines. Often, the client beneficiary is referred to a psychologist, a social worker or Red Cross volunteers who provide psychological support and counseling. The centre provides means for re-socialisation, education, social and recreational activities for beneficiaries.

The conflict in the northern part of the country resulted in a large number of internally displaced persons and their flow into the main cities and even to the south of the country. Both the war and the IDPs have put Macedonia's economy and political scene under heavy pressure. This information centre is one of the main counterparts for both ICRC and various government ministries and international organizations.

Goal To contribute to providing assistance to refugees and IDPs in Macedonia through the national society's social welfare programme (information centre).

Objectives and activities

Objective 1 To continue to provide basic information to people using the facilities offered by the information centre.

Activities to achieve objective 1 are:

- Maintaining the information centre, with appropriate staff and volunteers.

- Registering needs, queries of beneficiaries and to respond effectively to their demands.
- Referring beneficiaries when needed to relevant agencies or various governmental /non-governmental organizations.

Objective 2 To continue to support the beneficiaries with individual medical and social needs including the most vulnerable refugees, IDPs, host families and social cases with no access to medical services.

Activities to achieve objective 2 are:

- Purchase basic stock of relief and medical items.
- Advise and counsel the beneficiaries (problems solving and referral).
- Liaise with ICRC, UNHCR and other IO's and NGO's.

Objective 3 To increase the number of SWP trainers who will in turn provide training to the beneficiaries (teaching self-care for adults, courses for children and youth, vocational courses).

Activities to achieve objective 3 are:

- Recruit of volunteers for this aspect of the programme.
- Organize training of trainers sessions.
- Develop training material for the information centre.

Objective 4 To continue to provide psychological support to individuals.

Activities to achieve objective 4 are:

- Receive, listen, talk and advise individuals at the information centre.
- Refer individuals if needed in relevant organizations, hospital/clinics for advanced treatment.
- This activity will be implemented and co-ordinated by professional volunteers in close collaboration with services of the Ministry of Health and NGO's/IO's.

Objective 5 To provide recreational activities that involve re-socialisation.

Activities to achieve objective 5 are:

- Maintain a library at the disposal of the client of the centre.
- Organize social events (cultural activities, day trips and sports activities).
- Maintain kinder garden facilities in the collective centres for refugees.

Expected results by December 2002

- The information centre will have been fully operational during the year 2002, including the outreach programmes for the largest IDP community.
- Access to medical assistance activities by the beneficiaries will have been easy and satisfactory.
- The numbers of SWP trainers will have been increased.
- The psychological support programme targeting those suffering from the effects of the internal conflict and/or the overall social/economic situation in the FYROM will have been continuously fully operational.
- The stress factor of beneficiaries helped by the centre will have been reduced

Indicators

- Number of refugees, IDPs, vulnerable registered in the centre and service available at the centre (quantity of information provided, medical treatment, and distribution of relief items)
- Number of volunteers having attended the SWP training course.
- Number of beneficiaries treated for psychological support in the centre.
- IDPs and refugee families are integrated into the local community.

- The satisfaction of beneficiaries expressed and recorded through a questionnaire prepared by the centre, letters or feedback received from beneficiaries after their departure registered in the centre.
- Feedback from other working partners.

Monitoring and evaluation arrangements

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

- Regular monitoring of the plan of action and regular progress reports to supervisor; reports shared with any additional interested body.
- Standard Federation reporting requirement will apply (programme updates, annual report, mission reports). In country field visits from regional health delegates and other PNS.
- The information centre will report regularly on their activities.

Critical assumptions

- Refugee population remains stable throughout the year.
- Timely and sufficient funding support is provided.
- Mobility of staff and volunteers and continued commitment of national society staff and volunteers.
- Co-operation with the authorities and the public in general.
- No worsening of the general economic and political climate in the country.

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4. Organisational Development (OD)

- Institutional development (ID)
- Resource development (RD)

Background and achievements/lessons to date

The OD programme has been operational since the summer of 1998, and shifted into high gear at the start of 2000 with the arrival of an American Red Cross delegate who, in co-ordination with both the Federation's country delegation as well as regional delegation, started a full scale research of the national society and its ID potential.

As the only PNS currently working in the FYROM, the American Red Cross has built a strong working relationship with the MRC, and recognizes the long-term commitment of the American Red Cross to working in the country. The Federation's 2002-2003 Appeal will further improve the American Red Cross and MRC relationship and increase the organizational capacity of the national society to better assist the population of the FYROM. The OD programme is a logical continuation of the current OD programme and activities, targeting the relevant national society departments with the MRC leadership engaged on governance issues.

The programme was developed from an OD programme carried out by the American Red Cross in Bosnia and Herzegovina (BiH). Delays resulting from a large turnover of delegates, lack of ownership of the project by the MRC, and the full-time engagement of the MRC in responding to the civil conflict that began in February 2001, have caused some delays in the implementation of the activities. The programme functions mainly through an OD board, rather than through a designated national society counterpart.

The OD programme was based on an assessment of the organizational system performance: constituency satisfaction, resource acquisition, internal process and goal attainment. The OD concepts were introduced at an early stage to various departments in the MRC, including members of the executive board, senior management, youth, presidents and secretaries of branches. An ID/OD board was formed as the body responsible to discuss and develop OD issues. A memorandum of understanding (MoU) was signed between the American Red Cross and the MRC on the functioning of the ID/OD board. Other progress to date is summarized below:

- *Internal Constituency Satisfaction Assessment* - Various CAPI (customized assessment and performance indicators) and SWOT (strengths, weaknesses, opportunities and threats) self-analyses were conducted at local and central level and are currently being analyzed. Surveys are also conducted with branch personnel during the on-going branch visits.
- *Internal Constituency Satisfaction Assessment, Branch Focus Groups & Profiles* - Individual assessments of 35 branches have begun, but have been seriously disrupted by the ongoing civil conflict; findings from completed visits conducted will be completed at a later stage.
- *Resource Acquisition* - Information about resource acquisition has been gathered during focus group sessions in NHQ and branches based on a standardized questionnaire. The branch visits are on-going, though they have been delayed due to the security situation.

Goal Attainment - SWOT analyses have been conducted with the national headquarters and branch personnel. Focus groups in the headquarters and branches have looked at ways to strengthen programme activities, and at mission statement possibilities. Information gathering and subsequent analysis has been delayed due to the conflict situation. Most of the internal capacity and goal attainment assessments carried out during this first phase will be analyzed.

Goal To contribute to further improving the MRC's delivery of assistance to the vulnerable population in Macedonia through the organizational change and long term development assistance.

Objectives and activities

Objective 1 To map OD resources available in Macedonia and to promote during the mapping exercise greater understanding of the local environment by the Red Cross OD team.

Activities to achieve objective 1 are:

- Review coordination of staff , training/development, volunteers, and branch activities/development by MRC leadership working group.
- Develop generic job descriptions for all staff and organograms to detail staff roles, responsibilities and relationships by MRC leadership working group.
- Review staff training & development needs in headquarters and branches; development of staff performance evaluation and training strategy by MRC leadership working group.
- Facilitate OD training of MRC leadership in participatory planning, financial management, fund raising, and human resource development.

Objective 2 To increase ability of the MRC to obtain short-term and long-term funding in both the headquarters and branches.

Activities to achieve objective 3 are:

- Form a fund-raising working group with the American Red Cross, the Federation and the MRC (including non-MRC fund-raising experts) to discuss fund-raising strategy.
- Establish an MRC advisory board on fund-raising and financial management.
- Review policies on membership dues, blood donation fees, possible government tax exemption from donations to MRC and other sources of income generation by the advisory board.
- Determine current and potential future local fund-raising initiatives through the MRC branch visits. Share information gathered with other branches and headquarters.
- Conduct 2 pilot studies with a large and a small income MRC branch to test strategies for raising short- and long-term funds.
- Conduct focus/working groups with department heads and senior management to identify donor outreach strategies and to determine the interests of corporations and individuals in supporting MRC.
- Produce a 2-year fund-raising plan.

Objective 3 To raise the MRC public and internal profile.

Activities to achieve objective 3 are:

- Form a promotion working group to review the MRC's public and internal profile, involving the MRC, the American Red Cross, the Federation, the ICRC and non-MRC advisors and develop a "quick hits" programme of informative media/information broadcasts by the promotion working group.
- Develop a promotion/marketing plan, including the identification of training needs.
- Hire a consultant to develop a web site for the MRC, based on other Red Cross web sites.

- Complete translation, publication and distribution of the Sphere Project Handbook from English into Macedonian.
- Conduct follow up public and sector opinion surveys.

Objective 3 To Improve the MRC branch services, management, and co-ordination.

Activities to achieve objective 3 are:

- Continue branch visits to directly gather survey information.
- Collate all branch visit reports into one central resource that can be easily shared.
- Identify staff training needs and conduct training in administration, financial and resource management.

Objective 4 To increase youth participation in management of the MRC and empowerment to assess issues and develop programmes concerning youth vulnerability in Macedonia.

Activities to achieve objective 4 are:

- Form the youth working groups and assess current youth involvement, membership, roles and responsibilities in MRC.
- Draft an annex to the statutes related to the youth council positions in governance at the MRC headquarters and in branches.
- Develop a strategy to increase numbers of youth in the MRC and involvement of youth in the MRC governance.
- Review, sponsor and promote youth activities exploring vulnerability, including art projects, such as painting, photography and drama.

Expected results by December 2002

- Available OD resources and training needs will have been identified.
- MRC programme funding will have been increased.
- The role of the MRC will have been better defined within the civil society and the image of the national society will have been raised .
- Management and co-ordination skills of Red Cross branch staff will have been improved.
- Youth sections will have been better integrated in MRC management and programme.

Indicators

- OD assessments are completed, reports available and shared with interested parties, training strategy is in place.
- Fund-raising working group in place by end of November 2001, two year fund-raising plan in place by the end of 2003; donor outreach strategies are available at the national society.
- Promotion working group is in place, meetings are held at least once a month; web site available; “Quick hits” ideas are promoted internally; Sphere Project Handbook available in Macedonian.
- Public and sector opinion surveys available; detailed profile available for every branch, with information about staff, resources, programmes, financial situation by end of project.
- The MRC youth working group are in place and meetings are held every month. Assessments of current youth involvement, membership, roles and responsibilities in MRC available.

Monitoring and evaluation arrangements

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

- Through regular OD board and working group meetings, regular quarterly project reviews and reporting on progress of the objective indicators and ongoing dialogue.
- The American Red Cross OD delegate will report monthly and quarterly on project activities, progress made, constraints and concerns, as well as recommendations for improving the project.

- Standard Federation reporting requirement will apply (programme updates, annual report, mission reports). In country field visits from Regional Health Delegates and other PNS.

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

- Conduct regular reviews of MRC fund-raising strategy and evaluation of independent income generation activities.
- Through a joint American Red Cross and MRC team, regular evaluation will be planned and conducted. Recommendations from these evaluations will be shared with working group members, and the timetable altered accordingly.

Critical assumptions

- Timely and sufficient funding support is provided.
- Continued commitment of national society staff; willingness of the MRC to share the ownership in the OD activities.
- Continued donor support to the programme.
- Co-operation with the authorities and the public in general.
- No worsening of the general economic and political climate in the country.

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5. Coordination and Management

Background and achievements/lessons to date

For the last several years the main focus of the Red Cross Movement has been the response to the needs within the country and to back up the MRC which continues to be the leader in distributing humanitarian aid given out in the country, the premiere local organization because of its support to vulnerable regardless of religion or ethnicity

During 1999, the focus of support to the MRC has been on large-scale emergency relief programme or Kosovo refugees, which at its height, in June 1999, provided assistance to more than 140.000 refugees staying in host families, as well as health and water/sanitation assistance in the refugees camps.

Working together with ICRC and others PNSs operating bilaterally in the region, the Federation continues in 2001 to support the Macedonian Red Cross in assisting a large population of internally displaced persons which resulted from the ongoing conflict in FYRoM, as well as the remaining Kosovo refugees.

The Federation's delegation has become last year less operational and more a service and co-ordination unit. Using its favorable status agreement with the Republic of Macedonia, the Federation has been encouraging donor national societies to support the MRC with component of the overall programmes. This approach has been successful. The result is a much smaller delegation that works with PNSs in covering the needs of the MRC in its core areas through bilateral or project delegation structures.

In 2002-2003, the Federation will continue to provide support to the MRC through with the assistance of the regional delegates based in Budapest, and probably a delegate based in the FYROM.

Goal(s) To ensure efficient and effective resource support and technical support for the sustainable development of the MRC and its programme; to ensure that national societies partners and supporters in the FYROM work together effectively, through programme co-operation, long-term partnership and funding, and more advocacy.

Objectives and activities

Objective 1 To continue strengthening the capacity of the MRC, and assisting the national society in the core areas: disaster preparedness and relief activities, in health through its social welfare programme and in the organizational development programme. To achieve this, the delegation with the support from the regional delegation for central Europe will provide assistance to the national society through the development of a Country Assistance Strategy, training in identified areas of activities, continuous information-sharing and co-ordination of international support to the MRC programme. The gradual handover of specific responsibilities will continue according to a mutually agreed plan.

Activities to achieve objective 1 are:

- For programme activities, please refer to programme sections.
- For the CAS process, please refer to the central Europe regional appeal for 2002-2003.

Objective 2 To assist the MRC in securing sufficient resources for the programme implementation and their efficient management.

Activities to achieve objective 2 are:

- Pursue, with help of the regional delegation, fund-raising activities.
- Promote the efforts of the MRC with the Government, local and international organizations, and the donor community, to raise its profile and seek support for its activities.
- Provide training and advice in developing contact with donors and partners.

Objective 3 To co-ordinate and assist interested participating national societies in supporting key aspects of the national society's capacity building and improvements in management. To allow PNS to focus on programme activities in a cost effective manner, the Federation delegation will continue to offer administrative services to national Societies operating under the already signed Status Agreement.

Activities to achieve objective 3 are:

- Ensure co-ordination and liaison between Red Cross partners in the FYROM (planning meeting, operational meetings, and joint workshops).
- Provide administrative and logistic support (including banking accounts, customs clearing, VAT refund and transportation needs).
- Organize the exit strategy of the Federation's delegation.

Objective 4 To provide overall co-ordination and management for Federation supported programmes and operations in Macedonia. This objective will be achieved with the support of the regional delegation for central Europe.

Activities to achieve objective 4 are:

- Continue to monitor programme implementation, income and expenditure and provide training in various aspects of programme management.
- To facilitate, in co-ordination with the regional delegation, the integration of the MRC into regional co-operation initiatives.
- Co-ordinate planning and reporting, ensure timely and adequate reporting in accordance with Federation standards.
- Ensure proper financial management according to Federation standards.
- Provide administrative support to staff and operations.

Expected results by end of 2003

- Continuous improvements in specific areas will have been demonstrated by the MRC resulting in a gradual taking over of certain responsibilities previously held by the Federation or PNSs.
- Funding will have been increased through a better programme and resource management. Financial and technical support from donors will have been available to secure a smooth implementation of the MRC programmes/activities.
- Successful handover of programmes will have been made to interested PNSs and quality services will have been provided by the Federation office.
- A well functioning Federation office will have been established

Indicators

- Exit strategy of the Federation in place and completed by end of 2003.
- Good coverage of the appeal, new funding, partnerships.
- Increased participation of the PNSs involved in MRC programmes, PNSs satisfaction for support and services received from the Federation. Good, regular and effective relationship and collaboration with ICRC.
- Cost effective Federation office reflected by donor and customer satisfaction

Monitoring and evaluation

Monitoring of the programme will be carried out by the delegation with the support of the regional delegation through documents such as Federation or donor reports, mission reports, review, correspondence, but also through field visits, meetings, debriefings. External experts, regional delegates and external evaluators will be called upon if required

Critical assumptions

- The unstable political situation in Macedonia does not deteriorate further, leading to new humanitarian disasters.
- The good co-operation between ICRC, supporting national societies, the Federation and the MRC continues, enabling a productive working relationship.
- Donors interest is increased.
- Secured funding for the core functions of the Federation delegation.

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PROGRAMME BUDGETS - 2002								
Delegation Macedonia								
PROGRAMME	Disaster Resp	Disaster Prep	Health & Care	Human. Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	50'000	0	0	0	0	0	50'000
Clothing & Textiles	0	120'000	0	0	0	0	0	120'000
Food & Seeds	0	0	95'292	0	0	0	0	95'292
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	0	0	0	0	0	0	0
Teaching Materials	0	0	0	0	0	0	0	0
Ustensils & Tools	0	0	0	0	0	0	0	0
Other Relief Supplies	312'000	0	0	0	0	0	0	312'000
Subtotal Supplies	312'000	170'000	95'292	0	0	0	0	577'292
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	0	0	0	0	0	0	0
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	0	0	0	0	0	0
Subtotal Capital	0	0	0	0	0	0	0	0
Programme Management	55'532	19'244	17'547	0	0	0	10'516	102'839
Technical Services	16'623	5'761	5'253	0	0	0	3'148	30'785
Professional Services	18'435	6'389	5'825	0	0	0	3'491	34'140
Subtotal Programme Support	90'591	31'393	28'624	0	0	0	17'155	167'763
Warehousing/Inspection	102'120	0	0	0	0	0	0	102'120
Transport & Vehicles	135'840	25'000	26'800	0	0	0	17'724	205'364
Subtotal Transport & Storage	237'960	25'000	26'800	0	0	0	17'724	307'484
Delegates & Expatriates	60'000	40'000	20'000	0	0	0	67'800	187'800
National Societies and Local Staff	89'000	5'000	51'880	0	0	0	21'600	167'480
Subtotal Personnel	149'000	45'000	71'880	0	0	0	89'400	355'280
Travel & Related Expenses	0	0	3'720	0	0	0	4'996	8'716
Information	0	0	5'120	0	0	0	0	5'120
Consultants	3'000	1'000	2'600	0	0	0	3'000	9'600
General Expenses	23'000	11'000	25'184	0	0	0	20'040	79'224
Training Workshops & Seminars	0	0	0	0	0	0	0	0
Security	8'000	2'000	1'000	0	0	0	3'640	14'640
Subtotal Training, Information & General	34'000	14'000	37'624	0	0	0	31'676	117'300
TOTAL BUDGET	823'551	285'393	260'220	0	0	0	155'955	1'525'119