

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

RUSSIAN FEDERATION

(Appeal 01.49/2002)

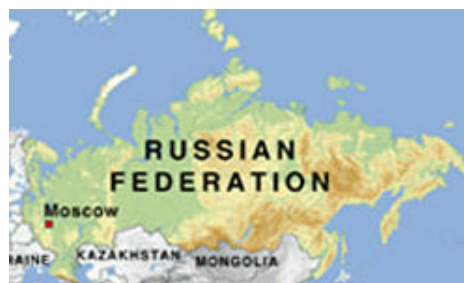
Click on programme title or figures to go to the text or budget

	2002	2003 ¹
	In CHF	In CHF
1. Disaster Response	1,134,845	1,139,206
2. Disaster Preparedness	600,734	624,445
3. Health and Care	2,875,805	3,071,768
4. Humanitarian Values	254,929	175,277
5. Organizational Development	551,381	512,832
6. Co-ordination & Management	586,650	586,650
Total	6,004,344	6,110,178

Introduction

National context

Russia, the world's largest country, covers one sixth of the world's land surface. It has an extremely heterogeneous population of over 145 million people spread across 12 time zones. Following the break up of the Soviet Union in 1991 the Russian Federation embraced a policy of economic reform including price liberalization, privatization and currency convertibility.



This sudden transition from a command to a market economy, with its effects on the nation's economic, social and other infrastructures, was disastrous for

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

millions of Russians. The collapse of the Russian rouble in 1998 plunged the Russian Federation into further economic and political uncertainty, with dire consequences for the population.

Russia's previous economic system initiated a strategy of development of the Far North and the Far North-East regions, based on the centrally-managed transfer of resources to the northern territories for geopolitical reasons. This resulted in a large population attracted by government subsidies, incentives and privileges for employment in state supported industries. With the disintegration of the Soviet Union, almost all commercial and state enterprises collapsed, leaving behind the results of gross environmental mismanagement. The few remaining enterprises are faced with massive restructuring, including factory closures and layoffs.

According to the UNDP Human Development Index data, 45 million, or one third, of Russia's population live below the national poverty line, while more than 10 million have to survive on USD 1 per day. According to official Russian statistics, the average monthly pension is RUR 690 (USD 23) which only covers the basic food basket. Every tenth person among the working population of the country is unemployed, and there are still considerable salary arrears to state workers.

The transition period has particularly affected those on fixed incomes, such as the elderly, disabled, large families, single parents and orphans. The harsh living conditions of many vulnerable people have been further aggravated by natural and technological disasters. Annual spring floods in several parts of the country take away people's lives and possessions and cause severe damage to infrastructure, land and housing.

The country's health service is severely under-resourced, and is responding slowly to much needed reforms. Diseases, like tuberculosis, which once were under control, are now thriving, and the rapid increase of HIV/AIDS causes grave concern. According to the UNDP 2000 report, 160,000 Russian people are living with HIV/AIDS, while the tuberculosis incidence rate is 90.7 per 100,000 population. One third of the population has no access to essential drugs. According to official statistics, the average life expectancy is falling, from 70 years of age in 1987, to 66.1 in 1999, and the population is falling by up to one million per year.

While the government is being severely stretched by finding global solutions to the socio-economic crises in Russia, there is an undeniable need for humanitarian organizations to fill the gaps and provide vital support and hope to the most vulnerable.

National society priorities

For the last three years, the Russian Red Cross (RRC) has been developing tools for its own reform and restructuring while, at the same time, responding to the steadily increasing humanitarian needs. Under the internationally funded programmes, the national society has provided humanitarian assistance to over five million of Russia's most vulnerable citizens.

The national society is represented throughout the country with 100 regional and 1,321 district committees or branches, as well as over 18,000 grassroots organizations. The existing structure enables the implementation of activities at both federal and regional level. A total of 1,293 people are employed by the Russian Red Cross.

In 1998, the Russian Red Cross launched a three-year strategic work plan. It provided a direction for the national society reform process, focusing on the need for a proper legal status, revised constitution and statutes and decentralization. The decentralization corresponds to the new administrative division of the country and includes eight Russian Red Cross zones, namely the North-West, Central, North Caucasus, Volga, Ural, West Siberia, East Siberia and Far East.

The 1998-2001 strategic work plan is to be followed by the 2010 strategic plan of development. The 2010 strategic plan of development focuses on effective preparedness and response, capacity building through institutional and resource development, effective co-operation and long-term partnerships with the authorities and international organizations as well as sister national societies.

The 1998-2001 strategic work plan and the 2010 strategic plan of development provide a concept for zonal management of the Russian Red Cross activities. Through zonal decentralization, the authority and responsibility was delegated to the regional Red Cross branches and a standardized approach was established at federal and regional levels. The zonal approach:

- Improves the effectiveness and efficiency of the national society in assisting the most vulnerable at zonal level.
- Improves assistance to zonal Red Cross branches in their day-to-day work, institutional and resource development, and implementation of the national society resolutions.
- Improves communication, raises awareness of the public and promotes the national society's capacity building at zonal level.

New partnerships have been established with the partner national societies at zonal level. As these partnerships require a new way of working, the Federation and partner national societies will share the responsibility for providing a coherent, co-ordinated and relevant support to the national society both at national and zonal levels. It is anticipated that within their zone, each partner national society will commit to the provision and management of funds and delegates. The Federation delegation in Moscow will, therefore, increasingly switch from programme implementation to national society support and partner national society co-ordination.

In 2002, priorities of the Russian Red Cross will be further considered and they will be reflected in the country assistance strategy (CAS) to which all partners will be invited to contribute.

Priority programmes for Federation assistance

In order to support the Russian Red Cross, the Federation will focus on the following activities within the four core areas:

- **Disaster response** Support to refugees, asylum-seekers, forced migrants and internally displaced persons (IDPs) in Russia and public awareness campaigns on their behalf as well as assistance to the most vulnerable people in Russia through the population movement and food security programmes.
- **Disaster preparedness** Support to regional disaster preparedness through first aid and lifeguard training.
- **Health and care** Support to the health sector and the most vulnerable of the Russian population, particularly the elderly and the TB/HIV/AIDS patients through the visiting nurses service, Tuberculosis/HIV/AIDS/visiting nurses programme, HIV/AIDS youth peer education and blood donor recruitment.
- **Organizational development** Support to the Russian Red Cross institutional and resource development including the 2010 strategic plan of development, further development of the national society legal status and financial management systems as well as marketing of the first aid programmes.
- **Humanitarian values** Support to public awareness campaigns through the Russian Red Cross web site and magazine, to legal counselling and recruitment of volunteers.
- **Co-ordination and management** Support to the Russian Red Cross in its development efforts and co-ordination of the Movement activities.

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1. Disaster response

	2002	2003
	<i>In CHF</i>	<i>In CHF</i>
• Population Movement	660,537	794, 923
• Food Security	474,308	344,283

Background and achievements/lessons to date

This programme responds to major social and economic problems in the Russian Federation including the problems of forced migrants, displaced persons, refugees and the most vulnerable and poor people living mainly in Siberia and Northern and Far Eastern regions.

Population movement

According to the 1999 UN High Commissioner for Refugees' global report, three to five million people migrated since 1991 to, in or from Russia, either as refugees, involuntarily relocated persons (IRP), internally displaced persons (IDPs) or formally deported persons. In 2000, Russia accommodated 116,000 refugees, 12,500 asylum-seekers, 965,000 IRPs, 200,000 IDPs (from Chechnya) and 15,000 deported persons. Refugees originate mainly from the Commonwealth of Independent States (CIS) while smaller numbers are from Africa and Asia. The involuntarily relocated persons - the majority of whom are ethnic Russians - are from Kazakhstan, Chechnya, Uzbekistan, Tajikistan and Azerbaijan. In 1999, UNHCR noted a 30% increase in the number of newly arriving asylum-seekers, with the majority of them arriving from Afghanistan.

Processing of people continues very slowly and refugee status is granted very selectively. Federal and regional authorities lack resources and capacity to implement adequate procedures for determination of a refugee status. Even with the confirmed status, many refugees from the CIS countries are not permanently registered and cannot obtain Russian citizenship resulting in discrimination, housing problems, unemployment and ineligibility for social benefits and pensions.

Armed conflicts in Daghestan and Chechnya resulted in a massive influx of IDPs into the neighbouring republics of Ingushetia, North Ossetia, Daghestan, and Russian regions.

The population movement (PM) programme was initiated in early 1998 in 14 Red Cross and Red Crescent Societies in the CIS and Baltic countries. The purpose of the programme is to support the governmental assistance provided to refugees, asylum-seekers, internally displaced persons, formerly deported persons, involuntary relocated persons, unregistered forced migrants and ecological migrants.

A range of projects, designed by the national society population movement co-ordinators, were set up to enable durable solutions including emergency relief distributions, health projects, psycho-social support, legal counselling, public awareness campaigns and seminars to raise awareness of refugee issues.

A CIS/Baltic population movement conference was held in Gudauri, Georgia, on 23-25 May 2000, and defined the following strategic directions for all 14 Red Cross and Red Crescent Societies from the CIS and Baltic countries and the participating governments:

- Improve identification of the most vulnerable groups among displaced populations.
- Improve legal protection of displaced populations.

- Improve psycho-social rehabilitation and integration of displaced populations.
- Promote the community-based approach.
- Promote the capacity building through training of the national society staff and volunteers.

Assistance provided to beneficiaries in 12 regions included: 6,972 food coupons; 18,666 family food parcels; 2,965 medical prescriptions; 12,771 medicine kits; 19,383 hygiene parcels, 5,423 legal and 4,969 psychological consultations, as well as clothing and bed linen sets.

Food security

One of the objectives of the national society strategic work plan is to render effective support to the vulnerable people in emergency situations. In the last decade, the Russian Red Cross has implemented their medical, educational, development and relief programmes in close co-operation with the Federation and gained valuable experience. Gradually, assistance was replaced with a development concept, with participatory approach in relief activities.

Goal To contribute to alleviating the suffering of the most vulnerable people in the Russian Federation and supplement the government activities in that regard.

Objectives and activities

Population movement

Objective 1 To facilitate integration of 12,000 forced migrants and refugees in the society.

Activities to achieve objective 1 are:

- Continue and improve counselling (legal, psychological and social) activities in 10 regional reception points.
- Integrate the Moscow reception point in the regional support structure.
- Train staff members of three regional branches that will be working at railway stations at the border with Central Asia in 2002.
- Organize workshops for the national society legal and psychological counselling staff in 2002-2003.

Objective 2 To strengthen the network of psycho-social counsellors in regional reception points for forced migrants and refugees.

Activities to achieve objective 2 are:

- Organize two seminars for the national society psycho-social counsellors in 2002 and two seminars in 2003 (possibly with the participation of other national society experts).
- Organize two seminars within the “Tolerance as a way to mutual adjustments for residents and forced migrants” programme in 2002, and two seminars in 2003.
- Organize two seminars for 60 national society employees working with forced migrants.
- Analyze and respond to possible needs for psycho-social support of the national society regional activists working as support staff within the population movement programme.
- Publish four information bulletins on experiences gained within the programme.

Objective 3 To promote socialization and integration of approximately 800 local residents, forced migrants and migrant children.

Activities to achieve objective 3 are:

- Organize six Red Cross summer camps in 2002 and 2003.
- Continue co-operation with local administrations for shared funding.
- Organize two seminars on the programme results in 2002 and 2003.

Objective 4 To provide rehabilitation and physical training for 1,500 pre-school children from IDP camps in Ingushetia.

Activities to achieve objective 4 are:

- Continue to support the activities in 10 Red Cross playrooms for migrant children in four IDP camps in Ingushetia.

Objective 5 To further strengthen the capacity of the national society.

Activities to achieve objective 5 are:

- Promote the Fundamental Principles and humanitarian values of the Movement as an integral part of the population movement programme.
- Prepare for possible increased migration movements from Central Asia to the Russian Federation.
- Continue co-operation with governmental structures, notably with the successor of the federal migration service - the ministry for federal affairs, nationality and migration policies.
- Following the recommendations from the Gudauri and Kiev conferences, organize a sub-regional workshop for the population movement departments of the Russian Red Cross and Central Asian Red Cross and Red Crescent Societies.
- Organize a seminar for the national societies in Central Asia and Baltic states in Moscow.

Food security

Objective 1 To assist 5,000 beneficiaries in targeted areas.

Activities to achieve objective 1 are:

- Procure and distribute 80 fisherman sets to fisherman teams in four regions (Taimyr autonomous oblast, Magadan and Kamchatka regions) in May-July 2002.
- Transfer a portion of their catch to local Red Cross branches for humanitarian needs according to the agreement between the local authorities, fisherman teams and local Red Cross branches.

Objective 2 To provide hot meals for vulnerable people, mainly children, in Red Cross canteens.

Activities to achieve objective 2 are:

- Establish Red Cross community centre canteens in two regions (Tuva and Khakassia Republics).
- Serve 100 hot meals a day in each canteen.
- Make the Kamchatka canteen self-sustainable by the end of 2002.
- In 2003, establish a Red Cross canteen in one more region (either Penza or Magadan).
- Make Tuva and Khakassia canteens self-sustainable by the end of 2003.

Objective 3 To produce bread for the most vulnerable.

Activities to achieve objective 3 are:

- Establish a mini bakery within the Kamchatka community canteen in 2002.
- Produce 100 loaves of bread (1 kg each) a day, or 2,200 loaves per month.

Expected results by 2003

- The psychological state of the beneficiaries will have improved.
- Psycho-social counselling will have become a priority component of the population movement programme.
- The professional quality of psycho-social counselling will have increased and services will have expanded beyond the programme.

- Services provided through reception points for forced migrants and refugees will have been gradually integrated into the existing Red Cross response mechanisms.
- The counselling network will have strengthened the capacity of the national society and its programmes.
- Social tensions will have decreased.
- Communication and understanding among local and refugee children will have increased.
- The integration of young IDPs into the society will have improved.
- The lives of children living in IDP camps in Ingushetia will have improved.
- Some small-scale (emergency) refugee projects at branch level will have been initiated.
- The operation capacity of the national society in the programme will have improved in general.
- By the end of 2002, 5,000 people will have received fish.
- Three Red Cross canteens and one mini bakery will have been operational.
- In 2002, 900 vulnerable people will have received hot meals.
- A total of 13,200 loaves of bread for 300 people will have been produced in 2002.
- By the end of 2003, 1,800 vulnerable people will have benefited from hot meals.
- A total of 39,600 loaves of bread for 900 people will have been produced.
- By the end of 2003, a fourth canteen will have become operational.

Indicators

- A number of refugees, asylum seekers, forced migrants and internally displaced persons successfully integrated in the society.
- Preparedness and skills of the local population movement programme staff.
- Good contacts with local administration.
- A total of 7,700 beneficiaries covered by the food security programme by the end of 2003.
- Increased awareness and acceptance of social and humanitarian needs of refugees and migrants among the Red Cross staff and general public.

Critical assumptions

- Situation in Central Asia is stable in 2002-2003.
- There is continuous and timely financial support.
- Co-operation and support of regional and local authorities.
- Continuous support of the national society to the programme.

Monitoring and evaluation arrangements

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

- Monitoring visits are planned throughout 2002 and 2003.
- The population movement programme assistants will assess the progress during monitoring visits to selected facilities once every two months.
- Monitoring reports will be analyzed i.e. the programme objectives will be set against the achievements.

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2. Disaster preparedness

	2002	2003
	<i>In CHF</i>	<i>In CHF</i>
• Preparedness to Emergency Situations	353,770	415,676
• First Aid Training	124,630	109,020
• Lifeguard Training	122,334	99,749

Background and achievements/lessons to date

Preparedness for emergency situations

An extremely high number of natural disasters and industrial emergency situations combined with a serious socio-economic crisis puts thousands of people in need of humanitarian assistance. The analysis of natural and technological disasters in Russia over the past five years proved a steady continuation and tendency to increase.

According to the ministry for emergencies (EMERCOM), there were 1,236 technological disasters and emergency situations (728 district, 359 local, 148 territorial and 1 regional) in Russia in 1999 with a total number of 19,000 victims. Over 100,000 people were affected by natural disasters such as floods, fires, landslides, hurricanes and mountain torrents. The highest number of technological emergencies were registered in North-Western and Central regions while the number of natural disasters was the highest in Central, Northern Caucasus, Siberian, and Far-Eastern regions.

In 1999-2000, the Russian Red Cross humanitarian programmes supported by the Federation assisted over three million vulnerable people in Siberia, Far North and Far East.

The evaluation of results showed that the national society responded effectively to the socio-economic crisis in Russia and strengthened the capacity of its regional branches. The Russian Red Cross proved to be a reliable and effective partner to the government bodies and local authorities in the field. Their relations have been stipulated in co-operation agreements in many Russian regions.

First aid training

The national society first aid programme started in 1995 with financial support from the Canadian Red Cross. Sixteen hour training courses have been developed as well as the methodology of training.

Since 1997, over 600 trainers and 150 trainers of trainers in 30 Russian regions have been trained. Approximately 29,000 individuals have been trained in first aid skills through this programme.

Forty sets of training equipment, including adult and child mannequins, accessories, projectors and boards have been purchased for the national society regional branches. One hundred thousand first aid manuals, 5,000 books on child safety, 5,000 instructor manuals, 50,000 pocket-size brochures, 21,000 certificates and 20,000 leaflets on healthy lifestyle have been printed. In November 1998, the 16-hour first aid courses received a European certificate on first aid.

Currently, 30 regional Red Cross branches are involved in the first aid programme. In September 2000, a pilot cost-effective first aid programme was prepared in close co-operation with the Red Cross

training centre for five pilot regions - Irkutsk region and Khakassia Republic in the East Siberia zone, Murmansk in the North West zone, Krasnodar in the North Caucasus zone, and Chelyabinsk in the Ural zone. The Red Cross headquarters financially support the programme in Arkhangelsk and St. Petersburg (North West zone), Buryatia, Krasnoyarsk and Yakutia (East Siberia zone), Kemerovo, Novosibirsk and Tomsk (West Siberia zone), Nizhny Novgorod and Tatarstan (Volga zone), Tula (Central zone), and Khabarovsk (Far East zone).

The first aid programme expands rapidly into other Russian regions. In December 2000, a workshop for first aid trainers and trainers of trainers supported by the Swedish Red Cross was held in Vologda (North West zone). The programme has been also initiated in Chuvashia and Mordovia Republics (Volga zone).

Lifeguard training

The number of accidents on water has sharply increased in the Russian Federation. In the summer of 2001, over 320 people drowned in Moscow alone. In total, 13 out of 26 state-owned lifeguard stations were closed down due to deterioration of technical facilities and a lack of trained staff. While swimming was officially prohibited in many places, it did not stop people from swimming resulting in an increase of accidents. The government is presently not in a position to support lifeguards, repair works on lifeguard stations or provide training. The Red Cross is therefore welcome to supplement the government activities and by doing so to promote Red Cross in the community.

From June to September 2001, a Moscow region Red Cross lifeguard team operated from four lifeguard stations on the Klyazma river. Eleven lifeguards were patrolling the beaches during daytime, saved 16 people from drowning, prevented 27 accidents on water and provided first aid assistance to 32 people. Lifeguard stations were decorated with the Red Cross emblem and flag. The lifeguards were equipped with three motor boats, one rubber boat, 11 life jackets, first aid kits and mobile radio stations.

Goal To contribute to the overall disaster preparedness in the Russian Federation, especially at zonal and regional levels.

Objectives and activities

Preparedness for emergency situations

Objective 1 To establish the Red Cross disaster preparedness structure at national, zonal and regional levels.

Activities to achieve objective 1 are:

- Integrate the Federation logistics/relief experience more closely with the Russian Red Cross headquarters relief department in order to transfer experience and carry out effective training for the national society staff.
- Establish disaster preparedness departments at zonal and regional levels: 2002 - East Siberia zone: Irkutsk region and Khakassia Republic; Far East zone: Kamchatka region; Far East zone: Primorski Krai and in 2003 - East Siberia zone: Tyva Republic; Volga zone: Penza region; North Caucasus zone: Kabardino-Balkaria Republic; West Siberia zone: Altai Krai; and prioritize the East Siberia and Far East zones.
- Manage and co-ordinate activities of disaster preparedness departments at zonal level.
- Provide necessary training in operational planning, reporting and data collection.
- Organize training in relief programme planning, implementation, reporting.
- Collect information, analyse it and develop a data base.
- Train local personnel and volunteers.

- Organize and co-ordinate action in emergency situations under the supervision of the headquarters.
- Purchase a vehicle (4x4 truck), a generator and a mobile kitchen for two zonal disaster preparedness departments (Irkutsk region in 2002, and Primorski Krai in 2003).

Objective 2 To provide training for the national society staff.

Activities to achieve objective 2 are:

- Organize three training workshops/ seminars for the national society staff from national, zonal and regional branches: February-March 2002 - a workshop for the staff from the first four regions; January-February 2003 - a workshop for the staff from the remaining four regions; December 2003 - sum up the results and make plans for the future.

Objective 3 To establish emergency stocks in selected warehouses.

Activities to achieve objective 3 are:

- Pre-position the stocks in the Eastern Siberia zone - Irkutsk region in July 2002; and in the Far East zone - Primorski Krai in July 2003.
- Procure new blankets, bed linen, warm coats, hygiene kits, candles, oil lamps, multi-fuel stoves, and kitchen utilities including plastic and metal jerry cans and mobile kitchens in order to assist 500 disaster victims in the radius of 1,500 km from each warehouse.

First aid training

Objective 1 To improve the first aid skills of the Red Cross staff and the general public.

Activities to achieve objective 1 are:

- Prepare the first aid training courses for different target groups.
- Organize training for new first aid trainers and trainers of trainers and evaluate the skills of the programme staff.

Objective 2 To improve the effectiveness of the first aid programme in the Russian regions prone to disasters.

Activities to achieve objective 2 are:

- Establish and improve the first aid training centres in the Far East and in Northern Caucasus.
- Sign agreements with the government representatives and authorities at national and local levels.
- Purchase the first aid equipment, mannequins, accessories and educational materials and distribute them in the target regions.

Objective 3 To organize information campaigns in order to promote the first aid programme at national and local levels.

Activities to achieve objective 3 are:

- Centralize printing of booklets and posters.
- Organize presentations, advertising activities and Internet conferences.
- Network with mass media at national and local levels.

Lifeguard training

Objective 1 To decrease the number of accidents, especially those in water during the summer season.

Activities to achieve objective 1 are:

- Establish a lifeguard team of volunteers in the national society headquarters.
- Provide a minibus in order to transport the team and volunteers to their stations.

Objective 2 To provide lifeguard services on the Klyazma river in the city of Moscow and in Moscow region.

Activities to achieve objective 2 are:

- Establish a national society lifeguard station in the city of Moscow.
- Establish Red Cross lifeguard stations in four resort areas along the river in the Moscow region.
- Organize a daytime duty at lifeguard stations.

Objective 3 To involve new Red Cross members (youth and students) in lifeguard activities.

Activities to achieve objective 3 are:

- Conduct 12 training seminars on safety on water for target students in Moscow, Sochi and Pskov.
- Train 100 students and 10 instructors each year.

Objective 4 To promote the Red Cross lifeguard activities nationally and internationally.

Activities to achieve objective 4 are:

- Apply for membership in the International lifeguards organization.
- Participate in lifeguard competitions.
- Present the national society lifeguard activities and the intention to apply for the membership in the International lifeguards organization to the Russian ministry of foreign affairs and to the international organizations.

Expected results

- The disaster preparedness structure will have been established and functioning in the Eastern Siberia zone by the end of 2002.
- One zonal and three regional disaster preparedness departments will have been established by the end of 2002.
- One warehouse will have been established and operational by the end of 2002.
- Two zonal and six regional disaster preparedness departments will have been established and operational by the end of 2003.
- Two warehouses will have been operational by the end of 2003.
- A total of 10,000 people from different target groups and 50 trainers and trainers of trainers will have been trained in first aid by the end of 2002.
- A total of 20,000 people and 100 trainers and trainers of trainers will have been trained in first aid by the end of 2003.
- First aid training centres will have become operational in the Northern Caucasus and Far East.
- Regional Red Cross branches will have received the first aid equipment, mannequins, accessories, and educational materials.
- New volunteers will have been recruited for the first aid programme.
- By the end of 2002, the Red Cross lifeguard team will have become a member of the International lifeguards organization.
- By the end of 2002, six lifeguard training seminars will have been conducted in Moscow, Sochi and Pskov for 100 students and 10 trainers.
- By the end of 2003, 200 people will have become lifeguards.
- Twenty trainers will have been trained and received certificates from the International lifeguards organization.
- Four lifeguard stations will have been established in the Moscow region in 2002.

Indicators

- The pre-positioned emergency supplies are stocked in the selected warehouses.
- The number of trained people in first aid from different target groups.
- The number of trained first aid trainers and trainers of trainers.
- The lifeguard team is operational.
- Four Red Cross lifeguard stations are operational in the city of Moscow and in the Moscow region.
- The Red Cross lifeguards participate in the competitions organized by the international lifeguards organization.

Critical assumptions

- There is continuous financial support to the programme..
- There is continuous support and interest of the authorities at all levels.
- The national society continues to support this programme.
- There are no changes in the Russian legislation.
- There are no changes in the conditions for membership in the international lifeguards organization.

Monitoring and evaluation arrangements

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

- Monitoring of preparedness for emergency situations will be carried out by the joint national society/Federation teams as appropriate and approved by the national society headquarters and the Federation delegation in the Russian Federation.
- Monitoring in first aid will be conducted jointly by the national society headquarters and the first aid training centre at least two times a year in each region. Monitoring will include the quality analyses, re-certification of trainers and trainers of trainers, analysis of the legal status and financial issues.
- Monitoring of the national society lifeguard team work will be carried out by the national society headquarters with the support of the Federation delegation. Reports will be submitted every three months.
- The seminars will be monitored according to the training plan approved by the national society headquarters and the Federation.

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3. Health and care

	2002	2003
	<i>In CHF</i>	<i>In CHF</i>
• Health Strategy and VNS Development	564,145	878,622
• TB/HIV/AIDS/VNS	2,033,963	1,907,283
• HIV/AIDS youth peer education	162,760	190,876
• Blood Donor Recruitment	114,938	94,987

Background and achievements/lessons to date

Health strategy and the visiting nurses service

Support to the Russian Red Cross health-related activities, including the visiting nurses service (VNS) is an integral part of the country assistance strategy (CAS) for the Russian Federation. The visiting nurses service represents one of the four core areas of the national societies in the Commonwealth of Independent States identified as priorities by the Almaty declaration (1996) and confirmed by the Copenhagen declaration (1998).

Health and care activities are traditional for the Russian Red Cross. In the soviet era they were considered a high priority for the national society. Valuable institutional and individual experience was gained in the health and care sector. As an auxiliary to the ministry of health (MoH) and the ministry of social welfare, the national society was well-recognized.

The Red Cross visiting nurses have traditionally provided home care, social support and medical care to the elderly and disabled individuals through the network of medical/social rooms. The problem of the elderly and disabled individuals remains acute in the Russian Federation.

After the break up of the Soviet Union, the Russian Red Cross experienced difficult times. The economic problems affected the visiting nurses service and the staff decreased from 6,400 in 1991 to 2,000 nurses in 1996. The number of the national society branches with VNS reduced from 89 to 76.

At present, 2,040 nurses work for the national society VNS in 76 regional branches. They take care of 500,000 patients at home, in Red Cross hospital wards and in 142 medical and social rooms. As a result of the joint Russian Red Cross/American Red Cross basic home care programme, a unique methodology of providing care at home was incorporated into the VNS. Four training centres were established at the beginning. In 1999-2001, eight additional training centres were established and equipped. By now, the national society has trained about 300 visiting nurses, 143 state social workers, 192 health staff, 840 community representatives and 57 VNS trainers.

Today, the VNS explore new areas such as TB, HIV/AIDS, health education, migration, psychological support, distributing humanitarian assistance, and working in the Northern Caucasus. New economic and political realities require a clear vision of the VNS role, with a modern approach to management, a high level of professionalism, and a place for nurses within the national primary health care system.

There is a need for a comprehensive Red Cross health strategy which would identify the principles and priorities in the health and care activities based on the Federation health strategy. This strategy will represent the basis for the health programme within the Russian Red Cross 2010 strategic plan of

development. In September-October 2001, a planning session was organized on identifying an RRC health strategy including the VNS .

Tuberculosis/HIV/AIDS/ visiting nurses service

During the last decade, tuberculosis (TB) has become one of the main problems of the Russian public health. In 2000, the TB incidence was 90.7 per 100,000 people and became 2.5 times higher than in the early '90s. The mortality rate was 20.4 per 100,000 people. The main causes of TB have been inadequate treatment, irregular drug supplies and non-observance of treatment requirements by TB patients from the socially vulnerable groups. In prisons, TB incidence and mortality are reported to be 30 to 40 times higher than in the community. These factors combined with the increase of drug-resistant forms of tuberculosis and HIV/AIDS have made TB and HIV the main national and international health challenges.

Since March 1999, the Russian Red Cross, supported by the Federation, has been implementing the TB/HIV/visiting nurses service programme in seven Russian regions (Murmansk, Arkhangelsk, Pskov, Astrakhan, Tomsk, Kemerovo and Republic of Buryatiya). In 1999-2000, the programme was funded by ECHO through the British and Danish Red Cross Societies. In September 2000, the programme was extended to include the Oryol region, and is presently implemented in co-operation with WHO/CDC/USAID.

According to the programme results, over 85% of TB patients completed their treatment within the programme while only 2-7% of patients interrupted the treatment course (compared to 15-20% before the Red Cross programme). This was achieved through direct observation of TB treatment (DOTS) by the Red Cross visiting nurses, combined with the social support as incentives for the most vulnerable TB patients.

Health education is considered one of the main programme areas. The health information strategy and 20 different sorts of information materials have been prepared on TB/HIV/AIDS and the promotion of a healthy lifestyle as well as a new manual for nurses on "Care for TB patients at home". Eighty nurses have been supported within the programme, while 10 new medical and social rooms and three VNS training centres have been established and equipped.

The programme has played a strong advocacy role towards the recognition of the internationally approved guidelines in TB control. Presently, six of eight regions involved in the programme officially follow the international guidelines. The programme strengthened the national society and raised its image in the society. In order to achieve the programme sustainability, the Russian Red Cross has developed strategic plans at regional and national levels and identified the ways for mobilizing local resources over the next three years.

HIV/AIDS youth peer education

In the last four years, the number of HIV cases grew sharply. On 1 January 2000, there were 29,190 HIV positive cases registered in Russia, while on 1 April 2001, there were already 103,024 infected individuals, mainly young people. About 80% of them were injectable drug users. It is estimated, however, that the figures are 8 to 10 times higher. The first cases of a mixed TB/HIV infection have also been registered in Russia. The combination of these two infections together with the problem of MDR-TB might soon become the main health threat in the Russian Federation.

The HIV/AIDS prevention was initiated in 1993 when a special youth manual on HIV/AIDS prevention and peer education was translated into Russian, and training workshops were organized for youth leaders with the support of UNICEF.

Six Red Cross youth AIDS prevention centres were established and equipped between 1998 and 2000. Their activities were initiated in Moscow, Kaliningrad, Krasnodar, Sochi, Murmansk and Arkhangelsk with the Swedish and Norwegian Red Cross support. The programme continues bilaterally in Murmansk and Arkhangelsk.

In 2000, the new edition of the youth manual on HIV/AIDS was printed in Russian. It was funded by the Swedish Red Cross. It introduced the modern methodology of peer education training. In 2001, the new methodology was extended to include eight regions with the TB programme. The trainers were retrained in peer education and initially started working in five Russian regions.

Non-remunerated blood donor recruitment

Currently, the Russian Federation experiences a shortage of blood products. In the past, blood donor recruitment in Russia was a responsibility of the Red Cross. In 1993, the ministry of health announced its monopoly in blood donation although regional Red Cross branches continued their co-operation with the state blood transfusion services. In 1997, the ministry of health requested the Red Cross to assist in non-remunerated blood donor recruitment and promotion and confirmed the role of the national society in the Russian law on blood donation.

The number of reliable non-remunerated donors decreased due to the general economic situation, concerns over blood safety and increased HIV/AIDS incidence, increasing the need to involve more young people as potential donors.

The national society has strengthened its contacts and co-ordination with international and UN agencies such as WHO, UNAIDS, MSF and Merlin. Co-operation agreements have been signed with WHO and MSF. The Federation and the Russian Red Cross have initiated inter-agency co-ordination meetings on TB and hosted the first meeting. Presently, these monthly meetings are co-ordinated by the WHO office in Moscow.

The national society health and care activities have been recognized and supported by the ministry of health, local administration, health authorities and the public. The national society has been officially invited to co-operate with the ministry of health in blood donor recruitment (stipulated in the law on blood donation), TB control and social welfare. Detailed agreements have been signed between the Russian Red Cross and the ministry of health as well as the Russian Red Cross and the ministry of social welfare. The Red Cross advocacy campaign resulted in government commitment and financial support to the national society health activities at regional level.

Difficulties in programme implementation occurred due to the unstable funding that made planning complicated. At the beginning, the health authorities and local administration have shown little support and understanding of the Red Cross activities. Nevertheless, the need for strategic planning is obvious. The planning process will include external and internal donors, programme consultants and local support. Within the programme, HIV/AIDS prevention including youth peer education will be the priority. Co-operation between TB services will be improved as well as the targeting of the most vulnerable TB patients. The HIV/AIDS programme will be implemented through visiting nurses or youth. The input of the Red Cross AIDS co-ordinator will be incorporated into all health programmes with HIV/AIDS component.

Goal

To contribute to the efforts of the federal authorities (ministry of health and ministry of social welfare) to improve the quality of life and life expectancy of the most vulnerable groups of population.

Objectives and activities

Objective 1 To improve the national society health strategy and the concept of the VNS and to introduce new forms of medical, social and psychological assistance to the most vulnerable groups of the population.

Activities to achieve objective 1 are:

- Organize round table discussions with Russian specialists and consultants on the VNS participation in health protection and social support to the vulnerable groups.
- Select 7 pilot regional Red Cross branches for study and evaluation of VNS activities (6-7 months).
- Analyse VNS activities and prepare proposals for the engagement of the VNS within the state medical services (3 months).
- Award grants to medical and social programmes in seven pilot regional Red Cross branches.
- Improve the capacities of the VNS to provide assistance to vulnerable groups of the population.
- Establish 10 medical and social rooms and provide medical equipment for them.
- Purchase 1,000 nursing kits for visiting nurses.
- Improve health education of the population.
- Publish information and methodological materials on the VNS activities.
- Establish 3 and support 12 existing Red Cross VNS educational centres.
- Conduct 8 workshops for visiting nurses and trainers, 2 workshops for trainers-methodologists and 2 workshops for the Red Cross VNS managers and senior visiting nurses.

Objective 2 To raise youth awareness through a system of preventive actions, based on the principles of youth peer education.

Activities to achieve objective 2 are:

- Prepare a unified approach in the implementation of HIV/AIDS programmes for the youth.
- Organize a round table discussion on the programme implementation and share the information about the project (mass media and educational institutions).
- Train trainers-volunteers and trainers of trainers.
- Organize campaigns for youth at national level and involve all institutions working in the field of HIV/AIDS prevention.
- Organize workshops on HIV/AIDS prevention for youth and recruit youth volunteers and Red Cross members.
- Establish regional youth HIV/AIDS prevention centres and publish educational materials.

Objective 3 To promote non-remunerated blood donor recruitment among youth.

Activities to achieve objective 3 are:

- Organize a discussion about safe blood donation in all participating regions.
- Organize seminars on blood donation and HIV/AIDS for youth using methodology suggested by the national society headquarters (three seminars per year in each region).
- Distribute a questionnaire to the target group (1,500 students) to define their motivation for blood donation and their knowledge about it in general.
- Contact potential donors on regular basis.
- Translate materials on blood donation suggested by the Federation.
- Identify methods of work with youth of different age groups.
- Prepare information and education materials on blood donation and HIV/AIDS for youth of different age groups.

Objective 4 To complement the efforts of TB services in eight Russian regions.

Activities to achieve objective 4 are to:

- Promote health education.
- Print and distribute various educational materials on TB and HIV/AIDS for the general public, TB patients and members of their families, as well as for specific risk groups (HIV-positive individuals, ex-prisoners).
- Organize information campaigns in mass media, at competitions and through social mobilization.
- Organize training workshop on HIV/AIDS for youth leaders based on the manual “Youth against AIDS”.
- Provide directly observed treatment of vulnerable TB outpatients and trace those who have interrupted their treatment.
- Provide vulnerable TB patients and their families with social support (food parcels, hot meal/daily food parcels and hygiene kits).
- In co-operation with the AIDS centre, train the Red Cross visiting nurses on TB control and HIV/AIDS prevention.
- Train the Red Cross volunteers on TB and HIV/AIDS.
- Continue advocating for the implementation of international standards in TB control.
- Improve relations and co-operation between the Red Cross regional branches and local authorities.

Expected results by December 2003

- A relevant health strategy and a concept of VNS will have been developed.
- The image of the Russian Red Cross and the professional status of the visiting nurses will have improved.
- A basis for additional financing of VNS will have been established.
- Ten medical and social rooms will have been equipped and 1,000 nursing kits distributed.
- Three new educational centres for visiting nurses will have been established.
- Twelve workshops for VNS will have been organized.
- Supportive literature for VNS will have been published.
- A unified approach in the youth peer education programme will have been established.
- Three workshops will have been organized for 72 peer education trainers-volunteers.
- Two workshops in peer education will have been organized for 36 trainers of trainers.
- About 850 workshops on HIV/AIDS prevention will have been conducted for 17,000 participants.
- At least 200 information-sharing meetings with teachers and parents will have taken place for 2,500 participants.
- Nine regional HIV/AIDS campaigns and one national campaign will have been organized.
- Five hundred people will have become permanent youth volunteers.
- One thousand people will have become Red Cross members.
- Nine regional Red Cross youth HIV/AIDS prevention centres will have been established.
- Eighteen thousand copies of information materials on blood donation will have been published.
- The number of young non-remunerated blood donors will have increased.
- Blood donor recruitment at federal and local level will have improved.
- Potential donors’ knowledge of safe blood donation will have increased.
- The number of TB patients under directly observed treatment and members of their families benefiting from the programme will have increased to 22,200.
- At least 85% of TB patients will have completed their treatment within the programme.
- International standards for TB control will have been introduced in all 8 regions.
- The TB and HIV/AIDS awareness in the selected regions will have increased.
- The local administration support to the program will have improved.

Indicators

- The Red Cross health strategy is in place.
- The VNS development strategy is in place.

- There are regional programmes implementing the VNS development strategy.
- The number of patients included in the VNS in the selected regions.
- The number of nurses supported by the regional budgets.
- There is a unified approach in the implementation of the Red Cross HIV/AIDS programmes.
- Methodological recommendations for HIV/AIDS prevention are available.
- There is an increased number of Red Cross volunteers working on HIV/AIDS prevention.
- The number of workshops for trainers-volunteers and trainers of trainers.
- The number of trained trainers-volunteers and trainers of trainers.
- The number of regional and national campaigns within the peer education programme.
- The number of established HIV/AIDS prevention centres for youth.
- The number of young people aware of the HIV/AIDS and STDs risks at the beginning and at the end of the programme.
- The number of HIV/AIDS prevention workshops for youth.
- The number of young people trained at HIV/AIDS prevention workshops.
- The number of information meetings with parents and teachers.
- The number of participants at the Red Cross information meetings.
- The quantity of printed and distributed methodological materials on HIV/AIDS.
- The number of young non-remunerated blood donors in target regions.
- The number of training workshops for potential blood donors.
- The number of new information and education materials on blood donation.
- The number of TB patients who successfully completed their treatment under visiting nurses control and with the Red Cross social support.
- Percentage of TB patients who interrupted their treatment.
- The number of TB patients whose diagnosis was re-confirmed.
- The number of hot meals and daily food parcels arranged for vulnerable TB patients and their families.
- The number of distributed food parcels and hygiene kits to TB patients and their families.
- The number of TB patients who received social support.
- The number of trained Red Cross TB visiting nurses, trainers, volunteers.
- The number of home visits to TB patients made by visiting nurses.
- The number of beneficiaries processed in medical and social rooms, at distribution points or at home.
- The number of registered TB cases.
- The number of people aware of TB symptoms, the way of transmission and prevention.
- The number of people aware of Red Cross programme activities.
- The number of discussions, lectures, activities and information on TB in mass media.

Critical assumptions

- Adequate funds are available for the programme.
- The political, social and economical situation in the country is stable or improving.
- The national society remains committed to the programme.
- The authorities take the responsibility to provide the regions with sufficient medicaments against TB.
- The health authorities remain interested in co-operation with the Red Cross and understand its role.
- The national and local health authorities remain committed to international co-operation and recommendations in the health sector.
- Regional authorities continue respect the federal legislation on Red Cross and blood donation.

Monitoring and evaluation arrangements

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

- Regular activity reports will be prepared in the regions for the national society headquarters and the Federation delegation in the Russian Federation.
- Regular visits to pilot regions will be organized by the national society programme team and the Federation delegation health department.
- Visits will be organized every six months for the Federation representatives and independent consultants providing the continuous external monitoring of the programme progress.

Evaluation of the programme will be carried out in the following way:

- At the end of the second year of the programme implementation, an evaluation team including the Russian Red Cross representative, Federation representatives (Federation delegation health department, the Federation secretariat health department) and representatives of other interested parties will carry out an evaluation.

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4. Humanitarian values

	2002	2003
	<i>In CHF</i>	<i>In CHF</i>
• Russian Red Cross Web-Site	39,957	22,126
• Youth Supplement to the RRC Magazine	60,259	60,202
• Legal Counseling	154,713	92,950

Background and achievements/lessons to date

Russian Red Cross web site

Within its strategic work plan, the RRC has acknowledged the increasingly important role communication plays in supporting institutional and operational objectives. Proactive and well-planned communication has a direct impact on building a positive image of the national society as well as on its ability to mobilize financial and technical resources required for the implementation of the national society programmes.

Socio-political changes in Russia, organizational changes inside the national society, development of its international contacts as well as the Federation standards in the field of communications and information, have generated new challenges for the national society press service and resource development department. They started searching for new forms of public relations activities and media contacts and introduced the latest communications technologies. Although the capacity of the Russian Red Cross has improved substantially, there was little professional promotion in the past and the image of the Red Cross has changed very slowly.

The Federation delegation in the Russian Federation has closely co-operated with the national society press service and participated in a number of public campaigns, establishing and maintaining relations with the international media and, promoting the Russian Red Cross/Federation programmes.

Additional financial, technical and human resources would enable the national society to improve its public relations service in order to build further the profile of the Red Cross both in Russia and abroad, thus contributing to building of a civil society as set out in the *Strategy 2010*. The starting point in a professional public relations campaign will be the Russian Red Cross web site.

Youth supplement to the Russian Red Cross magazine

The Red Cross magazine “Krasny Krest Rossii” (*Red Cross of Russia*) is a primary advocacy and communications tool of the national society. By promoting the Fundamental Principles and its humanitarian values, the magazine makes a significant contribution to the effort of building a civil society.

The magazine has been published since 1923. Although its circulation has dropped from 1,5 million copies per month in the soviet times to 10,000 copies on 32 pages every two months in recent years, the magazine remains a strong link between the Red Cross branches and the headquarters and is a significant tool for promoting the Red Cross values and experience in the society.

The magazine is distributed across Russia, to 725 Red Cross branches, 175 regional administrations and 20 mass media offices. There are 2,000 subscribers to the magazine, including some in the

Commonwealth of Independent States'. The price of one copy is RUR 10 (USD 0.4). Its annual budget is USD 110,000 including USD 58,000 for printing and distribution. Since 1997, the magazine has been funded by the ICRC which decided to decrease its support in 2001 causing financial and printing difficulties.

The Red Cross youth conference held in July 2001 and workshops organized by the Red Cross for youth leaders in various Russian regions stated that the Russian Red Cross youth do not have proper communication channels. The editorial board has recently acknowledged the need for a specialized youth edition as an instrument for promoting ideas and experience of youth and volunteers.

Legal counselling

Three years of experience within the population movement programme showed that legal support is vital for the vulnerable people. In most cases, these groups cannot afford expensive official legal counselling. Sometimes they do not have relevant documents to claim assistance directly from the state or they are simply not familiar with the Russian legislation. It is essential to introduce a neutral and impartial legal assistance to represent their needs.

Both migrants and the local population have highly appreciated the Russian Red Cross legal counselling carried out on the basis of neutrality and impartiality. Legal assistance has improved the image of the national society and brought many vulnerable to the Red Cross regional reception points.

The target groups include vulnerable groups of local population (disabled, the elderly, large families); forced migrants; economic and ecological migrants; people in emergency situations and the Red Cross patients.

The main partners include the local authorities; regional departments of labour and social welfare; regional structures of the ministry of internal affairs; local departments of the ministry for federal affairs and NGOs working with forced migration and human rights.

Goal To increase the profile of the Russian Red Cross in the community and promote humanitarian values and Fundamental Principles.

Objectives and activities

Russian Red Cross web site

Objective 1 To establish the national society web site.

Activities to achieve objective 1 are:

- Find an Internet service provider (ISP) for the web site.
- Engage a web programmer.
- Identify a company that will develop the structure and design of the web site.

Objective 2 To fill the web site with relevant information, including the social data base that already exists in the Federation delegation and to provide further information support.

Activities to achieve objective 2 are:

- Prepare an information concept of the national society web site.
- Engage a web site editor.
- Import the social data base into the Red Cross web site and organize an information update system.
- Establish a Russian version of the social data base (the English one already exists).

- Establish and support information exchange with Russian Red Cross web site users.

Objective 3 To advertise the Red Cross web site and promote the Russian Red Cross/Federation activities.

Activities to achieve objective 3 are:

- Develop an information exchange system and identify potential recipients of the Russian Red Cross web site banner to provide a direct link to the Red Cross web site.
- Inform other national societies, donors, embassies and the media about the Red Cross web site.
- Use the Red Cross web site in awareness and fund-raising campaigns and post news, appeals, reports as well as photographs and maps on it.

Youth supplement to the Russian Red Cross magazine

Objective 1 To provide the Red Cross youth with a channel of communication within the national society and with third parties.

Activities to achieve objective 1 are:

- Develop a concept and design the supplement.
- Inform the target groups about the supplement and recruit young correspondents from the regions.
- Prepare and produce a pilot supplement inside the existing magazine or as a separate edition - 10,000 copies with 8 to 12 pages.
- Make a mailing list and introduce the supplement to other NGOs youth leaders.
- Collect feedback from the regions.
- Prepare the supplement on regular basis.

Objective 2 To make the supplement an effective tool of advocacy and dissemination of Red Cross values among the Red Cross youth and new members.

Activities to achieve objective 2 are:

- Organize trips to different regions, collect ideas, recruit the best correspondents from among the youth movement and make them known in the Russian Red Cross.
- Collect information on humanitarian issues from other NGOs.
- Collect feedback from and exchange information with partner national societies involved in the Red Cross youth.

Objective 3 To use the supplement as an international communication channel.

Activities to achieve objective 3 are:

- At the end of each year, prepare an English edition of the supplement that would summarize the contents of the previous issues.
- Translate into Russian and publish articles of the colleagues from other national societies and from the Federation web site.

Objective 4 To use the supplement as an education tool for the youth.

Activities to achieve objective 4 are:

- Develop and publish the basic lessons/ useful tips in English and journalism.
- Discuss the most acute youth issues related to the Red Cross programmes (HIV/AIDS, life safety and first aid for parents)

Legal counselling

Objective 1 To include other vulnerable groups into the list for legal counselling and protection (up to 70% of the beneficiaries).

Activities to achieve objective 1 are:

- Identify the needs of the vulnerable groups in need of legal protection.
- Organize additional training in human rights and social protection for local legal representatives.
- Disseminate information on the Russian Red Cross legal network.

Objective 2 To organize legal training for the Red Cross lawyers.

Activities to achieve objective 2 are:

- Ensure the participation of governmental officials in the Red Cross workshops.
- Plan a workshop on current problems in legal counselling for the vulnerable people.
- Organize an informal round table discussion on legal priorities.

Objective 3 To complete legal methodology for the Red Cross lawyers working at reception points.

Activities to achieve objective 3 are:

- Improve the questionnaire for local vulnerable people and migrants and identify their legal problems.
- Consult lawyers about the Red Cross mandate.

Expected results

- The Russian Red Cross web site will have been established by December 2002.
- The web programmer and web site editor will have been engaged by December 2002.
- The information concept will have been prepared by December 2002.
- The social data base on the web site will have become functional by December 2003.
- A system of information exchange will have been developed and potential recipients of the Red Cross web site banner found by December 2003.
- Other national societies, donors, the media and embassies will have been informed about the web site by December 2003.
- The web site will have become an awareness and fund-raising tool by December 2003.
- The Red Cross youth will have become stronger - the leaders and volunteers will have had their own rostrum and sources of information.
- The supplement to the Red Cross magazine will have become a dissemination tool among the Red Cross youth and Russian youth in general.
- The supplement will have been become a tool for international communication.
- The partner national societies and others will have got an opportunity to send their messages in Russian to young Red Cross leaders throughout Russia and get a feedback.
- The number of subscribers to the magazine will have increased by 30%.
- By the end of 2002, local vulnerable groups will have represented half of the Red Cross legal counselling beneficiaries. By mid-2003, their number will rise to 70%.
- By mid-2002, a legal workshop will have been organized for seven local branches. By mid-2003, the Russian Red Cross will have organized a round table discussion on the priorities in legal counselling both for lawyers and regional programme co-ordinators.
- By the end of 2002, reporting formats and questionnaires for the local population and migrants will have been approved. At the beginning of 2003, lawyers will have completed a database on beneficiaries and rendered assistance.

Indicators

- A higher awareness level about the Red Cross in the community.

- Successful local fund-raising through the web.
- Information on the Russian Red Cross/Federation activities is disseminated through the Internet.
- Increased interest in the Red Cross work .
- Higher number of subscribers to the Red Cross magazine.
- Improved feedback from readership of the Red Cross magazine.
- An increased number of the Red Cross members and volunteers.
- Improved coverage of youth/volunteers activities in the Red Cross magazine.
- The number of publications and references in other media.
- A minimum of 75 persons per month receives assistance in each legal reception point.

Critical assumptions

- Sufficient funding is available.
- Sufficient human resources are available.
- There is continued commitment of the national society staff and volunteers.
- The co-operation with the government structures and local NGOs is maintained.
- The situation in the country does not deteriorate.

Monitoring and evaluation arrangements

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

- Narrative and financial reports will be prepared in accordance with the Russian Red Cross/Federation procedures and at donor's request.
- Narrative and financial reports will be submitted to the Russian Red Cross/Federation in regular programme intervals.
- Feedback will be available through questionnaires from the regional youth leaders and Red Cross branches.
- The partner national societies will organize regular visits to the field and prepare their own feedback.
- Monthly monitoring trips to the regions will be organized for the representatives from the Red Cross headquarters.
- Monthly reports will be prepared on the beneficiaries of the Red Cross legal counselling.

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

- Local management will be evaluated on monthly basis by the Red Cross co-ordinators from the headquarters.
- Training results will be evaluated through questionnaires.

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5. Organizational development

	2002	2003
	<i>In CHF</i>	<i>In CHF</i>
• Operational Plan of Action - SPD	53,991	0
• Legal Base	125,953	121,568
• Financial Management	311,288	391,264
• First Aid Marketing	60,149	0

Background and achievements/lessons to date

In 1998, the Russian Red Cross launched a three-year strategic work plan which initiated a reform process in the national society. It focused on the need to establish a proper legal status, to improve the national society activities at regional and local levels and to develop self-sustainability resources. The strategic work plan is followed by the 2010 strategic plan of development (SPD 2010) which continues to focus on the Russian Red Cross reform process.

The reform process within the Russian Red Cross includes the establishment of eight Russian Red Cross zones. The eight zones territorially correspond to the Russian Federation federal okrugs established by the Russian Federation president as basic components of the new administrative division of the country. The major aim is to respond more efficiently to disasters and to improve assistance to the most vulnerable. The zones are: North-West, Central, North Caucasus, Volga, Ural, West Siberia, East Siberia and Far East.

The zonal division will improve the effectiveness and efficiency of the Red Cross activities in assisting the most vulnerable at zonal level and ensure improved assistance to zonal branches and promotion of the Red Cross at zonal level.

To that end, the Russian Red Cross has identified six objectives:

- To carry out vulnerability and needs assessment at zonal level in order to better assist the most vulnerable.
- To ensure co-ordination and improve communication between the Russian Red Cross zonal branches and the Russian Red Cross headquarters, especially with regards to issues concerning advocacy, dissemination and reporting.
- To promote constructive relationships between the Russian Red Cross zonal branches and regional EMERCOM centres and regional health and social welfare departments.
- To provide a mechanism for regional fund-raising.
- To provide guidance and support for recruitment of new Red Cross members and volunteers including development of the Red Cross youth.
- To provide support to local organizational and resource development, including training for the Russian Red Cross zonal staff and volunteers.

Following the directions provided by the two strategic plans, the organizational development programme includes four areas: plan of action for the 2010 strategic plan of development, the national society legal status, financial management systems, and the first aid programme marketing.

The 2010 strategic plan of development

The SPD 2010 focuses on three objectives: to efficiently alleviate the human suffering, to strengthen the Russian Red Cross through institutional and resource development and to achieve effective co-operation and establish long term partnerships with the authorities and international organizations as well as with sister national societies.

The Russian Red Cross is presently working on a plan of action for the implementation of the 2010 strategic plan of development. The plan of action will cover the period 2002-2004 and will include those objectives from the 1998-2001 strategic work plan which, for various reasons, have not been achieved earlier.

Legal status

Upon the adoption of the new statutes, the Russian Red Cross will need to adjust and change its legal status. This change will require experience of international legal consultants. In 2001, the Danish Red Cross legal consultants participated in the preparation of the new statutes. The Danish and Russian Red Cross co-operation had a significant impact on the quality of documents.

The lack of professional legal documents in line with the international practice and the Russian legislation norms represent a hindrance for the implementation of the Russian Red Cross activities.

The employees of the Russian Red Cross zonal and regional branches will be involved in the preparation of further legal documents. This will increase the quality of documents and facilitate their introduction at regional and local levels.

Financial management

The Russian Red Cross is currently going through a process of legal reform and restructuring in order to separate management and governance. Zonal branches are introduced as a part of this process, supported by a number of partner national societies. In 1997, the British Red Cross assisted the Russian Red Cross to install computers and accounting software in the Red Cross headquarters and well as in the Moscow branch. The system is still in use. However, it is now necessary to take the next step in this process by upgrading the current system and extending it throughout the organization.

Increasing demands for improvements in accountability and efficiency are being made to the Russian Red Cross both by the Federation and by the donor partners. Currently, the Russian Red Cross operates a combination of manual and computerized systems, with no overall standard systems strategy. There are different versions of software, with no integration, and no standard financial procedures to guide the process. Reporting requirements continue to become more stringent placing increasing demands on the Russian Red Cross to provide more accurate and more relevant reports. Increasingly, differences between requirements placed to the Russian Red Cross from external sources (donor partners and the Federation) and domestic sources (tax authorities) will require the Russian Red Cross to report accordingly to both international standards as well as domestic standards. With increasing demands being placed on financial management, there is also the need to introduce improved budgeting and cost control capabilities. Effective and consistent chart of account structures will play an important part in this process.

The Russian Red Cross needs to review its financial information systems in order to improve its efficiency and effectiveness, and the quality of financial reporting. Where appropriate, this may include the introduction of integrated financial software. These financial systems should also include those processes relating to human resources (payroll), procurement, logistics, banking, inventory, fixed assets and administration (e-mail communication). In addition to this, there is a long-term requirement that the Russian Red Cross produces financial reports that meet international accounting standards requirements.

It has been recommended that review and implementation of a new financial management system should start with the Russian Red Cross headquarters in Moscow and two zonal branches (East Siberia and North Caucasus/Stavropol).

Resource development - First aid marketing

The first aid programme marketing started in 2000 with the financial support of the Canadian Red Cross Society and the purpose to improve the programme, and reach partial cost-recovery by conducting commercial first aid courses. The programme was also focused on institutional development in and support to its five pilot regions (Krasnodar, Murmansk, Chelyabinsk, Khakassia and Irkutsk). It was meant to develop and test a programme model for cost-recovery by conducting first aid courses in the regions in order to achieve self-sustainability for the regional branches and stop their financial dependency on external support.

The Russian Red Cross training centre has worked out and tested several experimental and traditional models of turning regional branches' activities to cost-recovery. Different training and methodological manuals and materials have been developed and delivered to the regions. The initial cost of first aid courses has been calculated, regional branches' trainers have been provided with training and model schemes for offering and selling first aid courses to state and private organizations and individuals.

The Red Cross training centre provided co-ordination and planned monitoring of the programme, legal and financial support to regional branches and organized re-certification of first aid trainers.

Since the beginning in 2000, an increasing number of first aid courses has been sold. However, due to the socio-economic situation in Russia and certain gaps in the economic grounding of the Red Cross regional staff, the planned objective of gaining cost-recovery has not been achieved.

There are as well valuable positive sides such as the new and organized system of selling first aid courses at regional level, the availability of new qualified first aid trainers, adequate equipment and organized documentation. The hold-up in the programme implementation will put at risk the above mentioned results.

Goals

To further contribute to the organizational development of the Russian Red Cross.

Objectives and activities

The 2010 strategic plan of development

Objective 1 To prepare a plan of action for SPD 2010 for the period 2002-2004.

Activities to achieve objective 1 are:

- Conduct a survey of the Russian Red Cross management structure at federal, regional and local levels in order to promote the division of governance and management.
- Conduct a survey of capacities within the Russian Red Cross management.
- Establish a task force within the Russian Red Cross headquarters to follow up the results of the survey and prepare a proposal to the Russian Red Cross Presidium.
- Consult the Russian Red Cross management at federal, regional and local levels with regards to the proposed plan of action in order to gain support for the plan at all levels of the national society.

Objective 2 To ensure that objectives of the plan of action are communicated to all levels of the national society.

Activities to achieve objective 2 are:

- Prepare copies of the plan of action 2002-2004 and distribute it to the Russian Red Cross regions and branches.
- Conduct training on the implementation of the plan of action for the Russian Red Cross management at federal, regional and local levels.

Legal status

Objective 1 To collect information about the needed legal documents.

Activities to achieve objective 1 are:

- Interview Russian Red Cross management at federal, regional and local levels on legal requirements.

Objective 2 To prepare legal documents in the identified areas.

Activities to achieve objective 2 are:

Prepare the following:

- Rules of admission and dismissal of a Russian Red Cross member.
- A document on the status of the Russian Red Cross members (individual, collective, honourable) and volunteers.
- A statement on co-operation between the governance and management.
- A statement on the Russian Red Cross headquarters relationship with zonal and regional branches; their rights and duties.
- A statement on the Russian Red Cross arbitration commission.
- Job Description for the Russian Red Cross director general.
- Job Description for the Russian Red Cross zonal branch executive director including a standard job contract.
- An organizational chart of the Russian Red Cross, including a chart for the Russian Red Cross headquarters.
- An organizational chart of the Russian Red Cross zonal branch, including the regional, railroad and local branches.
- Standard statements on inspection commissions at all levels.
- Standard regulations of inspection commissions.
- A statement on the Russian Red Cross property.
- A standard statement on the Russian Red Cross property assigned to the Russian Red Cross regional branches.
- A standard statement on the property rights of the Russian Red Cross regional branches.
- A standard zonal branch rent agreement.
- A statement on the Russian Red Cross financial activities.
- A statement on economic societies, fellowships and other forms of commercial enterprises established by the Russian Red Cross or with its participation.
- A standard agreement on co-operation between a Russian Red Cross regional branch and local authorities.
- A standard agreement on co-operation between a Russian Red Cross regional branch and other NGOs.
- A standard agreement between a Russian Red Cross regional branch and donor organizations.

Objective 3 To provide a handbook for chair persons.

Activities to achieve objective 3 are:

- Prepare legal and financial documents necessary for the implementation of the Russian Red Cross regional branches' activities.

Financial management

Objective 1 To undertake a review of the Russian Red Cross current business processes and systems environment.

Activities to achieve objective 1 are:

- Train a Russian Red Cross project officer.
- Map and document the current business processes and business environment.
- Organize a workshop for senior management.

Objective 2 To develop an information systems plan and a set of revised business processes.

Activities to achieve objective 2 are:

- Identify the information needs.
- Organize a strategy workshop for senior management.
- Prepare an information strategy document.
- Prepare an implementation plan document.

Objective 3 To develop a set of technical and functional requirements for key software solutions.

Activities to achieve objective 3 are:

- Define the revised business processes for the Russian Red Cross.
- Remove the inefficiencies and problems noted in the initial business process review.
- Prepare a revised business processes document.
- Organize a Russian Red Cross senior management workshop overview.
- Prepare a functional requirement document for each software component.
- Prepare a technical requirements document for each software component and the entire system.

Objective 4 To develop a “request for quotation” for software suppliers.

Activities to achieve objective 4 are:

- Prepare a request for quotation covering all requirements of the financial information system for distribution to suitable software vendors.
- Document the request for proposal.
- Develop criteria for the evaluation of vendor information and proposals so as to make the evaluating process easy, consistent, appropriate and objective.
- Evaluate the proposals against the requirements.
- Make a cost/benefit analysis.

Objective 5 Evaluate and implement software solutions.

Activities to achieve objective 5 are:

- Develop an implementation plan.
- Carry on the implementation.
- Prepare a post implementation review document.

Resource development - first aid marketing

Objective 1 To establish a sustainable fund-raising system for the first aid programme in 5 pilot regions.

Activities to achieve objective 1 are:

- Use and further improve the experience gained in commercial first aid courses supported by the Red Cross headquarters and the training centre.

Objective 2 To find a platform for extending the first aid programme into two new branches by the end of 2003.

Activities to achieve objective 2 are:

- Introduce to other regions a sustainable first aid course model used in 5 pilot regions.

Objective 3 To ensure orders from the state for the first aid courses in 5 pilot regions.

Activities to achieve objective 3 are:

- Improve the first aid courses.
- Establish prerequisites to conclude agreements between regional administrations and Red Cross branches on first aid courses.

Expected results

- The priorities for the SPD 2010 will have been identified.
- The three year SPD 2010 plan of action will have been prepared.
- Responsible staff and resources will have been identified.
- The 2002-2004 plan of action will have been disseminated and agreed by the Russian Red Cross management at national, regional and local levels.
- Over 100 legal documents in eight major legal areas will have been prepared.
- A handbook for the Russian Red Cross chair persons will have been prepared.
- The Russian legal acts regulating the activities of public and non-commercial organizations will have been distributed to all at national, regional and local levels.
- The electronic versions of all standard statements, agreements and contracts will have been prepared.
- A selected software will have been installed at various levels of the Russian Red Cross (priority will have been the headquarters, West Siberia and North Caucasus).
- Effective and consistent chart of accounts will have been implemented.
- Procedure manuals (financial manual) will have been developed.
- The Russian Red Cross will have had the capacity to consolidate financial reports produced by the branches at zonal and headquarters levels.
- The technical skills of the Russian Red Cross financial staff will have improved.
- Non-financial managers will have improved their financial skills.
- All trained staff will have had increased exposure to international accounting standards and requirements of external donors.
- The first aid programme in five pilot regions will have achieved cost-recovery by the end of 2002.
- The first aid programme will have achieved full cost-recovery in at least two other regions by the end of 2003.
- Agreements will have been signed between the Russian Red Cross branches and state authorities supporting the first aid programme in the region.
- Optimal conditions for the programme development will have been created at national and regional levels.

Indicators

- Plan of action is approved by the Russian Red Cross Presidium.
- All relevant levels are familiar with the recommendations from the plan of action.

- The number of participants at training workshops for the Russian Red Cross management.
- All Red Cross levels are familiar with developments in the legal sector.
- The number of the financial staff trained.
- The number of non-financial managers trained.
- The number of systems installed and their geographical coverage.
- The standard reporting formats are available.
- An accounting system for branches is in place and functional.
- The improved quality of the financial reports produced by the system.
- The financial system is simple and user-friendly.
- A system for consolidating the data is in place and functional.
- The quality of training.
- By the end of 2002, the programme income exceeds expenses in five pilot regions and there is no external funding in 2003.
- By the end of 2003, the income exceeds expenses in at least two other regions while external funding for staff salaries in the Red Cross first aid training centre is reduced by 70% at the beginning of 2003.
- Staff salaries are higher within the self-sustainable first aid programme.
- State authorities represent customers in the first aid programme.
- The number of people trained in the first aid (please refer also to first aid in disaster preparedness programme).

Critical assumptions

- Sufficient and continuous funding and human resource support.
- Continuous interest in and support by the national society at all levels.
- There are no unplanned changes within the national society.
- There are no changes in the Russian Federation legislation.
- There is no deterioration in the socio-economic situation in Russia.

Monitoring and evaluation arrangements

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

- At the end of the Spd 2010 programme, the programme co-ordinator submits a final report to the Russian Red Cross management, the Federation programme co-ordinator and the donors. Interim reports, narrative and financial, will be submitted quarterly.
- The activities within the legal status project are divided into eight major areas. It is planned to organize working meetings to discuss each area, assess the progress and prepare reports for the Russian Red Cross management and donors.
- Monitoring in the financial management will be done by a Federation project manager and a Russian Red Cross project officer. The project officer will travel extensively to the branches where the system will be implemented. A steering committee will provide reviews of the project results and will make recommendations on key decisions. The work of the project manager will be monitored by the Federation head of delegation and the secretary general of the Russian Red Cross. Additional guidance and monitoring will be provided by the Federation secretariat.
- Monitoring in first aid marketing will be conducted once in five pilot regions and twice in other regions. It will include quality evaluation, re-certification of trainers and trainers of trainers, discussions on the programme implementation in the regions, analysis and evaluation of the legal status and financial issues. Financial reporting will be performed in line with the standard financial procedures and requirements of the national society headquarters.

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

- The programme evaluation will be based on indicators described above.

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6. Co-ordination and management

	2002	2003
	<i>In CHF</i>	<i>In CHF</i>
• Delegation General	586,650	586,650

Background and achievements/lessons to date

The Federation established its delegation in Russia in the autumn of 1991, just before the break up of the Soviet Union. The history of the delegation has been chequered with widely varying shifts in its objectives and available human and financial resources. There has also been inconsistency on the part of the Russian Red Cross in articulating its goals and objectives to make an effective transition from the Soviet era. However, in 1998 the national society prepared a three-year strategic work plan that, for the first time, incorporated a clear set of objectives and action plans that would set the national society firmly on the path to once again taking its place as a strong and self-sufficient national society. This progressive step, in turn, served to provide both the impetus and a supportable rationale for the Federation's renewed commitment to strongly support the Russian Red Cross in all of their activities.

The strategic work plan sets out a number of critical objectives for the reform process, focusing on the need to establish a proper legal status, to dramatically revise its constitution and statutes (to include the division between the governance and management) and to effect appropriate decentralisation to better functioning regional and local components. Similarly, the key Red Cross leadership have consistently shown willingness to embrace and implement key elements of other initiatives (such as the Almaty and Kiev conference declarations and the *Strategy 2010*).

Due to its scope of responsibility, arising from both the relief operations as well as the increased support to the national society's institutional development and capacity building needs, the delegation has provided an increasing level of technical and financial support over the last several years. However, recently there has been a large cut back in the amount of available funding and resources.

In 2001, the delegation has decreased its number of delegates from eleven to seven, comprising the head of delegation, programme co-ordinator, finance/administration delegate and four delegates working with the American Red Cross and Canadian Red Cross projects. The delegation will in the future move further away from the implementation of relief programmes to support the Russian Red Cross in its development and its co-ordinated interaction with the partner national societies.

The progress made by the national society in the last several years is impressive but less than conclusive. While support to several large relief appeals was more modest than one would have wished, the programmes were still substantial. Although a lot of planning and preliminary steps have been undertaken to realize the organizational shifts within the national society, there are still gaps. The leadership is committed to make the necessary changes, but, the impediments of the country's and national society's own history, severe financial and human resource limitations and the vastness of the country represent challenges which will require attention for many years.

The delegation has, however, made significant progress in its ability to provide timely and effective support to the national society. Despite swiftly decreasing resources, it can be assumed that joint planning, counterpart and donor confidence, clarity of respective roles and noticeable improvements in the quality of professional inputs have all made a positive impact which needs to be maintained.

Goal(s) To continue working assertively and transparently with the Russian Red Cross at all levels, including the branch and zonal/community levels, in order to move the reform process ahead as quickly and as effectively as possible. A complimentary goal is to effectively utilize the potential for the ongoing activities as a catalyst for improving the national society image within Russia.

Objectives and activities

Objective 1 To provide timely, consistent and competent support to the Russian Red Cross.

Activities to achieve objective 1 are:

- Consolidate the transfer of resources and expertise from the delegation relief and logistics to their counterparts in the Russian Red Cross headquarters.
- Continue developing comprehensive processes with the national society leadership on key issues concerning resource management.
- Periodically jointly examine progress to date on strategies and programmes.
- Ensure programme objectives are met and that they follow required reporting and monitoring procedures.

Objective 2 To establish productive co-operation with external partners.

Activities to achieve objective 2 are:

- In co-operation with the Federation secretariat and partner national societies, identify the key role of the Federation in support of joint activities in Russia.
- Assist and co-ordinate activities of the partner national societies in the country, particularly in support to the national society reform process and the projects implemented in different zones.
- Work with the partner national societies to ensure consistent standards of development across all Russian Red Cross zones, in line with the agreed country assistance strategy.
- Recruit new Red Cross and other partners who will work with the national society in Russia.
- Broaden the range of partnerships to include areas such as advocacy, research and technical exchanges, by exploring partnerships with commercial and academic sectors.

Expected results

- The delegation will have been obtained an appropriate structure for organizational planning, general organization and human/financial resource management and will have maintained good control and reporting mechanisms.
- The Russian Red Cross will have been able to demonstrate an increased capacity in effective management and further development of available resources in the context of its own objectives.
- Success in this arena will have produced a variety of results such as stronger financial and political support, improved profile of the Red Cross, access to important dialogues and establishment of crucial relations with the larger community.

Indicators

- Appropriate and positive physical work environment.
- Regular and broad-based knowledge-sharing.
- Programme outcomes are consistent with plans and budgets.
- Audits reflect adherence to the management standards of the Federation.
- Improved confidence, capacity, efficiency and effectiveness in planning, implementation and reporting.
- Positive co-operation with external partners and increased confidence by donors.

- Appropriate flows of information and media clippings demonstrating increased visibility for the Russian Red Cross.

Critical assumptions

- Regular and timely funding is available for this programme.
- The national society is continuously interested in and committed to the programme.
- Russia continues to be the regional focal point at many levels: political, economic and cultural.

Monitoring and evaluation arrangements

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

- The ongoing discussions within the delegation and with the national society will continue to be the basis of general monitoring capacity - supplemented in key areas, such as disaster response and disaster preparedness, organizational development and health and care in the community, with specific assessment and monitoring efforts.
- Control mechanisms recently introduced will ensure that standards of accountability in financial resource management are maintained.
- Bi-annual individual assessments of the programme and management staff will serve to examine leadership responsiveness to stated objectives, plans and effectiveness of resource management.
- Regular reporting on all delegation activities will provide objective tracking data at both the programme and general management levels.

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PROGRAMME BUDGETS - 2002								
Delegation Russia								
PROGRAMME	Disaster Resp.	Disaster Prep.	Health & Care	Human Values	IDRD	Reg. Co-operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	0	0	0	0	0	0
Clothing & Textiles	0	19'578	0	0	0	0	0	19'578
Food & Seeds	195'150	0	623'469	0	0	0	0	818'619
Water	0	2'000	0	0	0	0	0	2'000
Medical & 1st Aid	0	0	229'250	0	0	0	0	229'250
Teaching Materials	8'033	0	103'225	0	0	0	0	111'258
Ustensils & Tools	0	10'750	0	0	0	0	0	10'750
Other Relief Supplies	41'600	5'600	39'396	0	0	0	0	86'596
Subtotal Supplies	244'783	37'928	995'340	0	0	0	0	1'278'051
Land & Buildings	0	0	0	0	0	0	0	0
Vehicles	0	12'000	0	0	0	0	0	12'000
Computer & Telecom	2'888	2'451	15'050	21'018	43'978	0	0	85'385
Medical Equipment	0	0	2'625	0	0	0	0	2'625
Other Capital Equipment	70'500	53'613	26'425	0	875	0	0	151'413
Subtotal Capital	73'388	68'064	44'100	21'018	44'853	0	0	251'423
Programme Management	76'523	40'508	193'916	17'190	37'180	0	39'558	404'873
Technical Services	22'907	12'126	58'048	5'146	11'130	0	11'842	121'198
Professional Services	25'404	13'447	64'375	5'707	12'343	0	13'132	134'407
Subtotal Programme Support	124'833	66'081	316'339	28'042	60'652	0	64'532	660'479
Warehousing/Inspection	1'500	15'757	19'740	0	0	0	0	36'997
Transport & Vehicles	77'190	42'841	79'460	7'350	0	0	11'400	218'241
Subtotal Transport & Storage	78'690	58'598	99'200	7'350	0	0	11'400	255'238
Delegates & Expatriates	9'165	0	0	0	120'000	0	347'460	476'625
National Societies and Local Staff	303'098	164'415	698'509	90'591	150'413	0	74'016	1'481'042
Subtotal Personnel	312'263	164'415	698'509	90'591	270'413	0	421'476	1'957'667
Travel & Related Expenses	33'550	23'750	66'526	11'375	14'601	0	6'600	156'402
Information	14'355	6'087	120'401	27'090	34'094	0	3'840	205'867
Consultants	10'000	876	38'613	16'100	28'245	0	300	94'134
General Expenses	113'058	75'258	259'612	42'149	43'384	0	76'103	609'565
Training Workshops & Seminars	80'000	73'250	110'863	0	36'750	0	2'400	303'263
Security	49'925	26'428	126'306	11'215	18'390	0	0	232'264
Subtotal Training, Information & General	300'888	205'649	722'320	107'929	175'464	0	89'243	1'601'494
TOTAL BUDGET	1'134'845	600'735	2'875'808	254'930	551'382	0	586'651	6'004'351