

# Appeal 2003-2004



International Federation  
of Red Cross and Red Crescent Societies

## FEDERAL REPUBLIC OF YUGOSLAVIA/ KOSOVO

Appeal no. 01.75/2003



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

	2003 (In CHF)	2004 <sup>2</sup> (In CHF)
1. Health and Care	2,204,814	1,718,191
2. Disaster Management	2,448,302	774,225
3. Organizational Development	2,077,999	1,729,524
4. Humanitarian Values	128,503	135,000
5. Federation Coordination	104,813	110,000
6. International Representation	43,850	46,000
<b>Total</b>	<b>7,008,279<sup>1</sup></b>	<b>4,512,940</b>

### Introduction

The Federal Republic of Yugoslavia has experienced a succession of conflicts and natural disasters over the last decade. The disintegration of the former Yugoslavia combined with years of industrial and agricultural slowdown, sanctions, NATO bombing and international isolation have increased greatly the hardship of the vulnerable. Although overall economic growth is beginning to rise, this is having little impact on the poor, whose situation gets worse as factories and state-owned enterprises close and unemployment increases. Continued support by donors, the creation of a convertible Dinar and economic restructuring promise improvements in years to come, but continued hardship for the poor in the immediate future. Markets overflow with food, which the poor cannot afford to buy; the gap between rich and poor in this formerly egalitarian society continues to grow. The situation in Kosovo remains very difficult, with large socio-economic problems; half of the population of Kosovo is unemployed.

Europe's largest population of refugees and internally displaced people continues to seek durable solutions, and though some have returned to Bosnia-Herzegovina and to Croatia, the majority need support for local integration, and return to Kosovo remains highly problematic. All this, in a context where humanitarian aid is reducing much faster than the ability of the government to take over

<sup>1</sup> USD 4,808,482 or EUR 4,762,265.

<sup>2</sup> These are preliminary budget figures for 2004, and are subject to revision.

responsibility for the vulnerable. The social security safety net remains weak and under-funded. Meanwhile, humanitarian needs remain.

Politically, the decision has been taken to change Yugoslavia into a union of Serbia and Montenegro; a permanent resolution of the position of Kosovo remains a long way off. The post-Milosevic government in Belgrade, though generally felt to be an improvement, has yet to deliver the economic improvements which many had hoped for. Weak coalitions and internal tensions characterise the political scene, amid continued pressure from Kosovo and Montenegro for independence.

### **Country Strategy - (Serbia and Montenegro)**

Traditionally a donor society, the Yugoslav RC has during the past ten years become a major partner in relief distributions at home which at their height reached twenty thousand tonnes per month. A still considerable two thousand tonnes per month is distributed to refugees, the internally displaced and the socially vulnerable through a network of soup kitchens and branch level distribution points. However, as donors withdraw the needs remain and the local branches are left to cope. Significant efforts have been made to establish linkages with local government and local and international partners, to ensure that branches can continue to play a vital role in support to the vulnerable. Targeted relief activities and innovative food security projects will be needed for some time to come.

As, politically, the federal Yugoslav government becomes an umbrella structure dealing with areas such as external relations and defence, so the Yugoslav RC at federal level is redefining its role as a co-ordinating body, focussing on issues of strategy, policy and external relations while operational programme responsibilities are increasingly delegated to the republican bodies, the Red Cross of Serbia and the Red Cross of Montenegro. References in this document to the National Society and Yugoslav RC include the Red Cross of Serbia and Montenegro; the Federation delegation will co-operate in different ways and at different levels with the components of the National Society.

Valuable linkages have been established with the Red Cross societies in Croatia and Bosnia-Herzegovina concerning support to refugees wishing to return to their former homes. Partnership has also been begun with the government concerning Yugoslav RC's place in disaster preparedness, which will be co-ordinated within the country with the United Nations and other actors, and outside Yugoslavia through regional partnerships.

Yugoslav RC has for many years played a key role in social welfare at community level, and runs valuable activities for refugees, the internally displaced and the socially vulnerable including home care for the elderly. This has been part of a review of the National Society's role as it makes the transition from an externally-funded relief distribution agency, towards one which provides sustainable community-level volunteer-based services in disaster preparedness, health and care.

Partnerships with local municipalities, central government, non-governmental partners, the ICRC and other Red Cross societies have greatly improved the situation of the Yugoslav RC, which has embarked upon an ambitious change and organisational development process.

The Federation delegation has also changed its approach; for many years running operations in parallel with the Yugoslav RC, the delegation has now taken on a support and advisory role. A key aim during the coming two to three years will be support to the National Society as it establishes its place in civil society and develops further its network of partnerships, so that the delegation can down size and hand over. Already active, the regional delegation in Budapest will play an increasingly important role in the future in supporting the Yugoslav RC.

#### **Development Indicators for the Federal Republic of Yugoslavia**

*(Source: World Development Indicators database, [www.devdata.worldbank.org](http://www.devdata.worldbank.org))*

Indicators	2000	2001
Life expectancy at birth (years)	72	-
Illiteracy rate, adult female (% at age 15 and above)	-	-

Illiteracy rate, adult male (% at age 15 and above)	-	-
GNI per capita (US\$)	-	-
Population total	10'637'000	10'644'731
Population growth (annual %)	-	-
Urban population (% of total)	52	52

NB: GNI- Gross National Income

## National Society Priorities

**The Yugoslav RC Mission Statement** In accordance with the basic principles of the Movement, the Yugoslav Red Cross works to improve the level of awareness about humanitarian needs, to protect dignity and improve vulnerable people's lives, by means of developing its resources and building partnership relations with other organizations and institutions.

The Yugoslav Red Cross defines its programme priorities until 2005 as the promotion of humanitarian values, ideas and principles of the Red Cross; dissemination of knowledge about international humanitarian law for specific target groups (army, police forces); disaster preparedness and response; health and care for people in the community; and the tracing service.

The main priority of the Yugoslav RC still remains the provision of humanitarian relief items to the poorest people. The Serbian RC and the Montenegro RC have established and valuable partnerships with ICRC, WFP and UNHCR. ECHO, through the German Red Cross, support a major soup kitchen project in Serbia excluding Vojvodina. Additionally the Red Cross of Vojvodina, supported by the Austrian RC and other donors, runs a soup kitchen and bulk food project for which they have already established some government and other local funding.

The social welfare project has good understanding and ownership in the branches and is extremely low cost. The relatively new home care project has gained considerable grassroots support, is volunteer based and has great potential for government support.

## Red Cross and Red Crescent Priorities

British, Swedish, Norwegian, Danish and Finnish RC have all contributed multilaterally to the Federation appeals and it is hoped that this support will continue in the medium term.

American RC and Canadian RC are working together, providing support to the National Society in the development of three sustainable food security pilot projects. They are also working on macro food security issues and exit strategies for the soup kitchen project.

The Spanish RC supports the Yugoslav RC in home care, closely co-ordinated with the Federation supported home care project. Spanish RC have also rebuilt a RC children's home, are supporting the social welfare project for handicapped children, are planning to donate disaster preparedness stock and have also been involved in school twinning. German Red Cross has been running soup kitchens in four regions of the country and has also been involved in a winter heating project, rehabilitation of facilities in institutions, support to medical projects in seven hospitals, and a project against violence among youth.

The Vojvodina soup kitchen project has been supported by the Austrian RC over the winter as this region was not covered by German RC. They are also planning the provision of furniture and equipment to the children's home rebuilt by Spanish RC. Danish RC have a regional delegation for the Balkans in Belgrade and run two psycho-social support projects for children affected by armed conflict (CABAC). Finnish RC recently reconstructed a hospital in central Belgrade that was badly damaged during the NATO bombing.

Norwegian RC rehabilitated the emergency ambulance centre in Belgrade and a follow-up project is anticipated. Norwegian RC and the Yugoslav RC also co-operate on a "friendship without borders" project. Belgian RC (Flemish section) are running a CABAC project, in the region of southern Serbia

which has a mixture of Albanian and Serbian ethnic groups. Belgian RC (French section) are involved in a project to improve conditions in five Roma settlements in Belgrade. They have also been running a school snack project funded by Luxembourg RC. Luxembourg RC also run a micro-credit project for asylum-seekers returning from Luxembourg, and for other vulnerable groups. Icelandic RC has a twinning project with two Serbian branches for which they have built a warehouse, renovated a branch building and supported refugees in a collective centre. French RC were present until very recently, and have renovated a children's institution, worked on youth projects, provided equipment to orphanages and a geriatric centre, rehabilitated a branch soup kitchen and donated a toy library.

The International Committee of the Red Cross (ICRC) has an active delegation in Yugoslavia, working on many of the areas of its mandate related to the conflict in Kosovo and the subsequent crisis. Shedding light on the missing is a major activity, focussing on collecting information from families, submitting information to the authorities, facilitating the process of identifying mortal remains, and supporting family associations. Visiting prisoners, maintaining links between separated family members and protecting civilians are all major activities. ICRC and the republican bodies of the Yugoslav RC distribute humanitarian assistance to 50,000 vulnerable internally displaced persons, run community-based projects to reduce social isolation, and continue to develop income-generating projects for the internally displaced. ICRC is developing, in partnership with the Ministry of Health, the Public Health Institute and the Health Insurance Fund (with the cooperation and support of the World Bank), a basic health service project in Kraljevo, which has the country's highest population of internally displaced people, and is active in promoting International Humanitarian Law. ICRC actively supports and builds the capacity of the Yugoslav RC in the areas of dissemination, tracing, conflict preparedness and enhancement of its legal base.

A first-generation Cooperation Agreement Strategy exists for Yugoslavia; however it is intended to work towards a new Cooperation Agreement Strategy during 2003. During 2002 an innovative project to increase dialogue between the many bilateral National Societies operational in Yugoslavia was undertaken with support from Danish RC. The aim of this project was to see how their activities could be better integrated with the strategic priorities of Yugoslav RC, and how they could better support capacity building at headquarters and particularly at branch level.

## **Priority Programmes for Secretariat Assistance**

The Federation Delegation phase out is planned by the end of 2004 and the goal, continued from 2002, is to assist the National Society in its transition from relief distribution to development programming during that period. The Federation Secretariat's development priority will be to assist the National Society to develop sustainable, needs-led, branch-based and volunteer-delivered services primarily in disaster preparedness, and health and care. Assistance will also be provided in volunteer recruitment and the development of relationships with government and other partners to achieve sustainable funding.

The regional population movement project focusses on Bosnia & Herzegovina, Croatia and Yugoslavia. Increasing numbers of asylum-seekers, migrants and increased human trafficking have led to the need for advocacy for national legislation on asylum. Networking between National Societies of the region, and raising public awareness within each country, are key. The programme is setting up a cross-border information network between Croatia and Yugoslavia, which may be extended to Bosnia & Herzegovina, to provide information for those considering return to their homes. Linkages with other projects in Yugoslavia such as social welfare will be key. The regional project will hand over to the Yugoslav RC in September 2003 and the regional and country delegations will continue to support the National Society with advice thereafter.

The regional participatory community development project is working in three branches to identify community needs and develop micro-projects. This process strengthens the link between the local Red Cross branch and its community, and develops the capacity of the branch to assess and address the needs of the vulnerable. It is planned that this project will give rise to a needs assessment and

planning tool that can be rolled out to other local Red Cross branches in the future. An evaluation of this project is planned for late 2002, after which a decision will be made regarding future activities.

The country delegation will phase out based on indicators such as the National Society's ability to take over project design and planning, proposal writing, report writing, donor relations, financial management and reporting, in addition to project implementation. It is anticipated that the regional delegation will increasingly provide support in areas such as reporting and appeals, communications and humanitarian values, disaster preparedness, human resources and training, as the country delegation phases down.

The continuation of political uncertainty regarding Kosovo and the future of Yugoslavia, and continuing humanitarian and organisational development needs not just in Yugoslavia but also in neighbouring countries, may see the need for a Federation representative office in the Balkans beyond 2004, however, this will also be influenced by any eventual decision about regional structures and capacity.

**About the programmes in Serbia and Montenegro:**

Health and Care	The incidence of HIV/AIDS and substance abuse is reduced in particular amongst young people; the psychological and social well-being of vulnerable groups in particular the elderly, handicapped children, refugee families in collective centres and Roma people is enhanced. The population's capacity regarding First Aid is strengthened.
Disaster Management	The country's most vulnerable refugees, internally displaced and socially vulnerable people maintain their dignity, their minimum living standards and are well nourished. The effects of local and national disasters are mitigated by a rapid, well resourced and co-ordinated response mechanism.
Humanitarian Values	Civil society in post-conflict Yugoslavia has become more tolerant and respectful of humanitarian values; the needs of the internally displaced, refugees and the socially vulnerable are recognised and met as far as is possible.
Organisational Development	Before the end of 2004, the National Society has a significantly improved image and reputation among its key stakeholders (including beneficiaries, local government, the international Red Cross and Red Crescent Movement, media, and Ministries of Social Welfare and Health) for the quality and integrity of its work.
Federation Coordination	The Yugoslav RC and its republican entities have a well-functioning network of partners and donors who are committed to helping the National Society achieve its strategic development aims and through increased capacity better assist the most vulnerable people in Yugoslavia.
International Representation	The policies and fundamental principles of the Federation are reflected in the values of civil society and in the policies of government and other key actors in Yugoslavia, leading to a more stable, peaceful environment where the needs of the vulnerable are addressed.

## 1. Health and Care W [<Click here to return to the title page>](#)

### Background and achievements/lessons to date

Health and care services of social welfare, home care and health promotion are outlined in the Yugoslav RC development plan and, as important, are felt by branches and volunteers to be one of their primary tasks.

The social welfare service has adapted over time to changing needs and increased branch capacity since 1993. It is now a volunteer and branch owned social care and service to the most vulnerable groups, and was able to continue service delivery by volunteers despite poor funding in early 2002. It has become more focused following a review of target groups. Psychological support to Red Cross volunteers to prevent burnout and address psychological trauma is also an important activity.

The home care service has proven to be remarkably successful. After only two years of project development it now provides 24,000 home visits each month to 6,000 of the most vulnerable people in Serbia and Montenegro. The service has tightened its targeting and reduced external financial support to become more sustainable and to ensure that volunteers and not paid staff are delivering services.

The National Society forms part of the inter-agency UNAIDS theme group on the reduction of HIV/AIDS in Yugoslavia. HIV/AIDS awareness training has been provided to all Red Cross youth attending summer camps, a team of motivated and well trained youth peer educators work in schools and youth clubs to disseminate HIV/AIDS messages and promote healthy and safe behaviour and there is even a travelling theatre play.

For many years the Yugoslav RC has run First Aid activities, and many branches have active teams providing both First Aid training and also urgent assistance to the injured. They won the international First Aid competition in 2002. There is now a need for a review to determine what equipment is available, how many trained volunteers there are, and what the needs are for new training materials, new equipment and further training. The issue of commercial First Aid training also needs to be reviewed and recommendations made. First Aid project management, standardisation, equipment and the development of manuals should now be areas of priority.

The main lessons learnt by the National Society and the delegation are that human resources are key to programme success, that the recruitment procedure must be robust and transparent and the staff well supported and managed. Regardless of the availability of funding from donors and the time bound aspect of donations, the projects must develop at a sensible and sustained pace; too much funding will lead to short term service peaks through employment but long term sustainable growth relies on gradual volunteer recruitment and training.

### Overall Goal

**The incidence of HIV/AIDS and substance abuse is reduced in particular amongst young people; the psychological and social well being of vulnerable groups in particular the elderly, handicapped children, refugee families in collective centres and Roma people is enhanced. The population's capacity regarding First Aid is strengthened.**

### Programme Objective and Expected Results

#### Programme Objective

To ensure active Red Cross volunteers in the local community are empowered, identifying the needs of the vulnerable in their community and responding with high quality social welfare, home care, First Aid and health promotion services in branches and the community in order to strengthen coping mechanisms and reduce vulnerability.

**Expected Results:**

- The National Society is able to collect and analyse information on the vulnerability of people in the community using the grassroots network of Red Cross branches and involves beneficiaries in order to identify and communicate their needs.
- The National Society has a clear health and care role auxiliary to government which is recognised and valued by the government and the community.
- HIV/AIDS and substance abuse awareness among targeted youth is increased and their sexual and other at-risk behaviour is positively modified.
- The mental health and quality of life of 12,000 targeted refugee families in collective centre accommodation, handicapped children and Roma people have improved.
- 250 Red Cross volunteers are supported by a psychological support system which reduces the incidence of burnout and helps them in case of psychological trauma.
- Empowered local communities working through the Red Cross branches identify and reach out to up to 20,000 vulnerable elderly people, providing them with the support to maintain the dignity of their lives in their own homes for as long as possible.
- The Yugoslav RC provides high-quality First Aid training on a voluntary and commercial basis and a network of trained volunteers is available to assist in emergencies.

**2. Disaster Management W** [\*<Click here to return to the title page>\*](#)**Background and achievements/lessons to date**

The distribution of relief items is a source of pride for both the RC of Serbia and Montenegro. Additionally it is what most people know the Red Cross does. Seventy-nine per cent of members of the public and ninety-one per cent of refugees and the internally displaced associate the Yugoslav RC with humanitarian aid<sup>3</sup>. After the recruitment of blood donors the next best known activity is the provision of hot meals through soup kitchens. The German Red Cross (funded by ECHO) and the Austrian Red Cross are the major supporters of the soup kitchens, currently supporting 46,000 beneficiaries, a number which may rise during the winter.

A disaster preparedness concept paper was adopted in June 2002. The major partner is the Civil Protection Section of the Federal Ministry of Defence with whom the Yugoslav RC has signed a letter outlining the role of the National Society in the disaster response system. The Yugoslav RC has an agreement with the country's main ski resort to provide mountain rescue, and the RC of Montenegro has an agreement with the Montenegrin Ministry for Tourism to provide a life saving service on the beaches during the tourist season. Additionally the Yugoslav RC has provided input to United Nations Development Programme (UNDP) in the planning of a UN regional disaster management training programme. It is intended to co-operate closely with the ICRC's conflict preparedness activities so that both international Red Cross bodies within their mandate and competence can assist the Yugoslav RC in a co-ordinated manner.

The outstanding achievement of the Serbia RC and Montenegro RC in disaster response during 2002 has been the distribution of more than 2,000 metric tonnes of humanitarian aid each month from local and regional warehouses to 151,000 vulnerable refugees (WFP/UNHCR project) and 70,000 internally displaced people (on behalf of the ICRC).

The ICRC is planning to cease distribution of food and hygiene parcels to the internally displaced in September 2003; ICRC remain, however, committed to an active protection and advocacy role for the internally displaced, to ensure that the government will take over responsibility for this caseload in due course.

During 2002 a new relief distribution management system was established in the Serbian RC with better monitoring and control functions. The vehicle fleet has been reviewed, the logistics control and computerised relief monitoring system was upgraded and training provided. The RC of Serbia has

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<sup>3</sup> Yugoslav RC - Public Opinion Poll, SMMRI, Dec 2000

taken over the contract, management and monitoring of the UNHCR fuel donations for vehicles involved in the distribution of humanitarian aid. The RC of Serbia has also begun to engage in direct relief monitoring throughout the republic by engaging nine field officers who also act as a focal point between the branches and the headquarters.

The National Society is experienced in responding to disasters. During 2002 they responded to a strong earthquake in Kosovo, a fire in a Roma settlement in Belgrade and flooding in central Serbia. During 2002 the Serbian RC and Montenegrin RC nominated disaster response counterparts to join the Yugoslav RC disaster preparedness manager. A large range of disaster preparedness equipment is being purchased and stored throughout the country, from mass water and sanitation equipment to uniforms and equipment kits for volunteers. Stock monitoring teams are also being established to ensure that stocks are maintained and emergency access established.

Disaster preparedness training is being provided for water lifesavers, disaster preparedness trainers, branch secretaries, field officers and water and sanitation experts. Training has also been provided by Austrian RC in its water sanitation Emergency Response Unit and Norwegian RC in its field hospital, so that the Yugoslav RC can more easily receive and integrate these units in case of emergency. Simulation exercises have been successfully run in partnership with government and other actors.

The distribution management control centre was a joint effort between Serbian RC, the Federation and the ICRC, and provided intensive training, support and management assistance to the newly developed Serbian RC relief department. Management was handed over to the Serbian RC in May 2002. The experiences and training have resulted in relief departments with much better systems, procedures and monitoring in place. There is an upgraded computer-based national relief distribution system with trained operators and invoice and payment tracking software. The National Society now has a better image with donors and can provide an effective response to disasters. Close co-operation will be maintained with the regional disaster preparedness programme in advocacy work with the government in the framework of the Stability Pact for Southeast Europe, and in regional networking and co-operation.

Finally, the participatory community development projects and food security pilot projects which cover six branches during 2002 are expected to lead to a series of recommendations on food security, community needs assessment and the future for the vulnerable after the closure of the soup kitchens in spring 2003.

### **Overall Goal**

**The country's most vulnerable refugees, internally displaced and socially vulnerable people maintain their dignity, their minimum living standards and are well nourished. The effects of local and national disasters are mitigated by a rapid, well resourced and co-ordinated response mechanism.**

### **Programme Objective and Expected Results**

#### **Programme Objective**

To ensure the National Society continues to provide food and non-food items through a professional and well-functioning relief system. The National Society has a clear role in disaster response and provides a rapid, skilled, well-resourced response to victims of disasters.

#### **Expected Result(s)**

- A well-integrated disaster response system with a clearly identified and understood role, effective management and activation system supported by appropriate stocks and equipment.
- A network of disaster response teams is trained, equipped and able to provide rapid assistance and host international relief teams and Emergency Response Units.
- The basic food needs of 120,000 refugees in Serbia between January 2003 and June 2003, followed by a reduction to 60,000 refugees from July 2003 until December 2003 are met.

- The basic food needs of 4,000 refugees in Montenegro between January 2003 and June 2003, followed by a reduction to 3,200 from July 2003 until December 2003 are met.
- Soup kitchens meet the basic food needs of 11,000 beneficiaries in Vojvodina during the winter.
- 48,000 old, very young and most vulnerable refugees able to more comfortably get through the winter with warm winter jackets, boots and blankets.

### **3. Organisational Development W** [\*<Click here to return to the title page>\*](#)

#### **Background and achievements/lessons to date**

The National Society has been supported by Federation organisational development work since 1998. In 2001 two reports (Hurford, Wiles) recommended changes to the approach of the organisational development programme, suggesting that it become more holistic, that it include more support to programme development and that it become more advisory and less operational. The transition took place in 2002, with the development of a new organisational development approach. This consists of an overall set of objectives and a series of projects to achieve the objectives. Projects developed so far include finance development, youth, human resources (staff), and funding. Further projects are being elaborated in branch development and information technology and communications. The shift in approach has involved the Federation delegation itself making fewer organisational decisions affecting the National Society - particularly over resource allocation to branches - and supporting the National Society to both design and implement the organisational development projects.

The two most significant issues that the National Society continues to face are the development of independent and sustainable sources of funding, and the further development of skilled and motivated people - staff, volunteers and governance.

The statutes of the National Society are also proving an obstacle to change and development. Reform is widely perceived to be a priority throughout the National Society. Assistance to the National Society is being led by the Joint Commission and the ICRC and Federation country delegations.

The organisational development programme has facilitated some significant changes. In early 2002 a new strategy was adopted by the governance of the National Society. The finance development project has developed improved financial and business procedures and a new chart of accounts. It is now on course to enable the National Society to manage its finances more efficiently and to be more accountable to its stakeholders. A tailor-made training programme for 20 staff and volunteers run by the Belgrade University Faculty of Economics has created a team of internal 'consultants' who are exceptionally useful in identifying and devising solutions to organisational problems.

Since 1998, the organisational development programme has provided a significant input to the infrastructure of the National Society, including pre-fabricated offices and computers. A key part of the former strategy was the development of income-generating projects in branches. These projects, and the sustainable funding of the National Society generally, were reviewed in September 2002, and the recommendations will be incorporated into the funding project for 2003.

The Federation and ICRC country delegations have made significant developments in their working relationship, especially with regard to supporting National Society capacity building. Work in 2003 and 2004 will see continued close cooperation between the two institutions, and much of the capacity building support will be jointly planned, in line with the new joint ICRC and Federation guidelines on harmonization of capacity building planning. The ICRC is also supportive of the Federation's branch capacity building fund initiative.

Young people represent a significant proportion of Yugoslav RC volunteers. There has been a youth delegate in Yugoslavia for two years to concentrate assistance on renewing Yugoslav RC's strategy towards young people, and beginning its implementation. In 2002 the Yugoslav RC youth development strategy 2005 was adopted. The emphasis of the strategy is the development of the National Society's services for young people, delivered by young volunteers. It will do this through improved recruitment, training and motivation. One of the key concepts in the strategy is the

development of a unified training system. This system, which is under development, will eventually provide consistent training for all new youth volunteers. For 2003 and 2004, the youth development programme will be integrated with the organisational development programme, particularly in the area of volunteer development. The organisational development programme therefore aims to provide holistic support to the development of volunteer management for volunteers of all ages.

One of the key constraints to changing the approach of the organisational development programme has been the nature and pattern of its funding. Short-term funding which is confirmed mid-year, and has to be spent by the end of the year, does little to support sustainable organisational change. The organisational development programme in Yugoslavia is determined to attract long-term, dependable support for its work. It has so far attracted some very helpful donor support towards this aim.

Planning activities in organisational development is very dependent on the priorities and resources of the Yugoslav RC, the Serbian RC and Montenegrin RC. Much effort has been directed in 2002 at identifying the priorities and ensuring the commitment of the leadership to organisational development initiatives. The initiatives themselves are intended to be largely managed and driven by National Society staff: the role of the Federation delegation is to support these initiatives with advice, resources and links to expertise elsewhere.

The organisational development programme is, inevitably, very dependent on changes in the country. Funding from government remains uncertain at both federal and republican levels. The changing constitution of Serbia and Montenegro, and especially the changing responsibilities for policy in the key areas of health and social welfare, are very destabilizing. This has an effect on the national society's strategy. The strategy adopted in early 2002 has, in part, been overtaken by events. More work needs to be done to assist the National Society to quickly identify and resolve strategic issues that arise as a result of a fast-changing political and legislative environment. The organisational development programme aims to develop strategic thinking and decision-making.

### **Overall Goal**

**Before the end of 2004, the National Society has a significantly improved image and reputation among its key stakeholders (including beneficiaries, local government, the international Red Cross and Red Crescent Movement, media, and Ministries of Social Welfare and Health) for the quality and integrity of its work.**

### **Programme Objective and Expected Result(s)**

#### **Programme Objective**

To improve the National Society's management of human and financial resources, ability to make and implement strategic decisions, and capacity to develop delivery of community services.

#### **Expected Results:**

- The National Society has improved financial systems and management of its financial resources, with new financial management procedures and standard computerised accounting systems.
- The Yugoslav RC has more effective staff performance; the human resources project has developed commitment to good human resource management practices, including recruitment, reward and development of key staff.
- More suitably qualified and motivated volunteers are available, and the use of volunteers in services is improved; the volunteering project has developed better volunteer management practices at the level of service delivery. Young people have become the mainstay of the national society's volunteers.
- The National Society has an increased level of reliable and sustainable funding; the funding project has analysed the total funding requirements of the National Society, and identified work to be done to ensure the sustainability of the National Society after the end of the relief distribution.
- Branches have a methodology that can be locally resourced, to analyse local vulnerability and develop services and projects which address local needs.

- The National Society has a transparently managed fund which supports the development of new and existing community services in the branches; the Branch Capacity Building Fund has developed the National Society's decision-making capacity, distributed funds according to its strategic priorities, and ensured the accountability of decision-making. The National Society has improved communications between branches and headquarters; the Federation has assisted the National Society to identify ways in which appropriate technology can improve the ways in which the headquarters level can communicate quickly and directly with branches.
- The National Society delivers improved community services by and for young people; the Federation's support to the National Society's youth programme has become an integral part of the organisational development programme. Resources and development work are shared in the areas of volunteer management and training. The organisational development programme has encouraged links between the National Society's main services and its young volunteers.

#### **4. Humanitarian Values** w [<Click here to return to the title page>](#)

##### **Background and achievements/lessons to date**

The legacy of war in the Balkans is not only the largest number of refugees and internally displaced people in Europe, but also a deterioration in ethnic and cultural tolerance in civil society. The integration of vulnerable refugees and the internally displaced into a society hardened by years of conflict, ethnic tension and socio-economic hardship remains a very difficult process. In addition to coping with being far from their homes in desperate circumstances many people also have to deal with ethnic intolerance. Economic transition, poverty, unemployment and discrimination add to the tension. Humanitarian programming itself can become highly politicised if one ethnic group receives more assistance than another, or if the needs of refugees, the internally displaced and the socially vulnerable among the local population are not addressed equitably. The Yugoslav RC clearly recognises the need to raise public understanding about the problems encountered by the vulnerable, and to raise awareness of humanitarian values.

In reacting to the crisis, the Yugoslav RC has had to emphasise its relief activities, and has struggled with limited human and financial resources; raising public awareness and promoting humanitarian values has not always been the priority. Additionally the Yugoslav RC is in a post socialist transitional environment where it is shaking itself free of the image of being close to the state, and seeking to promote itself as a neutral volunteer-based non-governmental organization. In addition to a campaign against small arms and publications such as the annual report and the new Development Strategy, the Yugoslav RC has continued to develop its web site in Serbian and English. The dissemination of humanitarian values has been included in training courses such as the new unified training for youth volunteers.

The role of Yugoslav RC in relief distribution is well known and much appreciated. There is a concern that the Yugoslav RC is perceived as the organization responsible for meeting the needs of the socially vulnerable, rather than the authorities who are rightly charged with this responsibility. As the volume of humanitarian assistance decreases and the Yugoslav RC makes the transition towards longer-term programmes, a key aim will be to promote the Yugoslav RC's image, its new strategy and its core of volunteer based health and care services in the branches at community level. Yugoslav RC will be assisted to promote itself as a key auxiliary and voluntary service provider in the areas of disaster preparedness, and health and care at community level.

The communications strategy, which will be supported by the Federation's regional delegation in Budapest, will include a number of co-ordinated initiatives ranging from volunteer recruitment posters for local branches to media training and advocacy. Close linkages will be maintained with the ICRC in order to ensure that activities are complementary and mutually supportive, and that they link with the strategic priorities of the Yugoslav RC.

##### **Overall Goal**

**Civil society in post-conflict Yugoslavia has become more tolerant and respectful of humanitarian values; the needs of the internally displaced, refugees and the socially vulnerable are recognised and met as far as is possible.**

### **Programme Objective and Expected Result(s)**

#### **Programme Objective**

To create respect for the Yugoslav RC is as a neutral and impartial promoter of humanitarian values and a key provider of volunteer-based services to the vulnerable at community level.

#### **Expected Result(s)**

- The Yugoslav RC with support from the Federation has developed a communications strategy and operational plan to strengthen its image in the media and elsewhere as both an effective deliverer of relief assistance and an organization which delivers essential volunteer based community level services especially in health and care.
- The Yugoslav RC is a persuasive and influential advocate for the needs of the vulnerable, especially as an advocate against the stigmatisation of migrants and those with HIV/AIDS.
- Humanitarian values are effectively disseminated in training courses, web sites, the media and publications, in order to promote tolerance and diversity and foster conflict resolution.

## **5. Federation Coordination W [<Click here to return to the title page>](#)**

### **Background and achievements/lessons to date**

Yugoslavia has enjoyed a high level of bilateral involvement by partner National Societies (PNS) in recent years. Eight PNS offices currently exist in Belgrade, and the ICRC also has an active delegation. Additionally two PNS have implemented bilateral construction projects without a permanent presence on the ground, and several maintain branch twinning projects. These initiatives are much appreciated by the Yugoslav RC, though in the past some have been rather uncoordinated, and some have lacked the developmental impact upon the Yugoslav RC that would have added value.

The Federation and the Yugoslav RC both appointed PNS coordinators in 2002, who undertook a process of dialogue with the PNS to foster understanding of each others' activities and aims. This led to a series of co-operation meetings, with the strong support of ICRC, which emphasized the importance of placing the Yugoslav RC's strategic aims and programmes in support of the vulnerable at the centre of PNS project planning, and the importance of emphasizing the developmental impact of PNS programming at branch and headquarters level.

While there is no defined lead agency (see 1997 Seville Agreement) the ICRC nonetheless plays a leading role in the co-ordination of Movement approaches to activities linked to the conflict in Kosovo and the subsequent humanitarian crisis. These include traditional ICRC activities such as tracing, detention and the dissemination of International Humanitarian Law, but in addition embrace activities associated with missing persons and their families, the security of Red Cross and Red Crescent personnel in southern Serbia, and their activities within Kosovo itself.

Two PNS bilateral programmes have taken over delegated responsibility for parts of the Federation appeal. The next step will be to build on this increased trust and understanding, and together with all the partners move into a Cooperation Agreement Strategy process during 2003.

### **Overall Goal**

**The Yugoslav RC and its republican entities have a well-functioning network of partners and donors who are committed to helping the National Society achieve its strategic development aims and through increased capacity better assist the most vulnerable people in Yugoslavia.**

### **Programme Objective and Expected Result(s)**

**Programme Objective**

To develop and fulfill the responsibilities outlined in a Cooperation Agreement Strategy between the Federation Secretariat delegation, the Yugoslav RC together with the ICRC, all Red Cross and other partners and donors to support the Yugoslav RC.

**Expected Result(s)**

- A Cooperation Agreement Strategy with clear commitment from the partners is in place.
- Participating National Societies active in Yugoslavia acknowledge the central place of the Yugoslav RC, its developmental needs and its assistance strategies, in their plans and projects.
- Cooperation with ICRC is maintained and improved; ICRC is consulted with respect to all activities linked to the ongoing Kosovo crisis.
- Services are provided by the delegation to assist partner National Societies operating in Yugoslavia.

**6. International Representation****Background and achievements/lessons to date**

The Federation Secretariat has been a major actor in Yugoslavia over the past ten years, and as one of the largest channels for external humanitarian assistance has had influence upon the decisions of government and of other agencies. This influence remains and must be used to promote the aims and policies of the Federation as a whole, with particular reference to the re-establishment of peaceful and durable solutions in this post-conflict environment, and to addressing the needs of the vulnerable. The National Society also enjoys significant influence, both in civil society, with government and at the municipal level. One of the key aims of the delegation in its international representation has been to promote the image and reputation of the National Society, and to assist in positioning it in civil society as an essential provider of services to the vulnerable. In the past this has mostly involved the National Society's role in distributing humanitarian aid, and the efforts of the Federation and the ICRC to protect the image of the National Society during a series of integrity crises. Increasingly now the aim is to position the National Society as a volunteer-based organization which delivers vital services at community level, particularly in the field of health and care.

**Overall Goal**

**The policies and fundamental principles of the Federation are reflected in the values of civil society and in the policies of government and other key actors in Yugoslavia, leading to a more stable, peaceful environment where the needs of the vulnerable are addressed.**

**Programme Objective**

To ensure that the Yugoslav RC is well-positioned in civil society as a respected provider of services to, and advocate for, the needs of the vulnerable.

**Expected Result(s)**

- Government and UN policy acknowledge the need for durable solutions for refugees and the internally displaced and the place of the Yugoslav RC in working towards those solutions.
- Government and UN policy acknowledge the needs of socially vulnerable and the place of the Yugoslav RC and in meeting those needs.
- Government and UN policy acknowledge the role of the Yugoslav RC in disaster preparedness.
- The profile of the Federation and the Yugoslav RC is enhanced and their policies and activities promoted by participation in Red Cross Red Crescent Day, the launch of the World Disasters Report, First Aid Day and HIV/AIDS Day.
- The Yugoslav RC and the Yugoslav government prepare for active participation in the 2003 International Conference of the Red Cross and Red Crescent.
- The Federation and the ICRC work together increasingly effectively in the above areas.

# ***KOSOVO***

## **Local Context**

Continuing efforts by the Federation and the ICRC to create conditions to build a single multiethnic Red Cross structure for Kosovo have so far been significantly challenged by much heavy ballast of the past. Neither the Red Cross of Kosova (RCK), affiliated with the Albanian majority of the population of the province, nor the Red Cross of Kosovo and Metohija (RCKM), representing mostly the Serb minority, have found themselves willing or able to initiate a process of approaching each other. Halfway through 2002, three years after the International Community took over Kosovo, first realistic signs of willingness to study the common ground can be seen. Both local Red Cross groups have expressed their willingness to solve the situation of parallel RC structures in Kosovo.

Simultaneously the process of returning internally displaced persons within the boundaries of Kosovo as well as in Serbia, Montenegro and even further away have begun on a significant scale. This development underlines the necessity of creating normal working conditions for the Red Cross Movement.

Kosovo faces large socio-economic problems which need the urgent attention of both domestic and international communities. Half of the population of Kosovo is unemployed and unemployment rates are expected to grow as the main employers of the population to date have been the various international organizations and NGOs which have now gradually begun winding down their operations. At the peak of international community involvement salaries were paid to some 50,000 Kosovars - this is expected to decrease to a four-figure level very soon.

Current industry in Kosovo is primarily service oriented to serve the needs of the international community. The huge industrial enterprises inherited from Tito's Yugoslavia styled Trepca Mines and Ferronikel aluminum production facilities are not functional and hopelessly outdated. Manufacturing of goods ceased and has yet to be revived.

Much of Kosovo's labour is unskilled. Costs of living are unrealistically high forcing would-be employers to count on relatively high labour costs. Transport connections are very difficult. Local energy suppliers can not guarantee electricity. Most of the neighbouring countries are considered by Kosovars to be hostile towards Kosovo and protection of private property is unclear. Assuming that tens of thousands of internally displaced people from Kosovo's neighbouring countries will eventually return, the number of poor will multiply. In most cases, returnees will be coming home to circumstances of utmost poverty.

In this demanding environment the local Red Cross has been able to contribute significantly to vulnerable populations despite their own internal struggles and difficulties.

In April 2002 an earthquake of 5.2 on the Richter scale hit Kosovo with the RCK responding quickly to this emergency. Jointly assessing the community needs in the effected area the RCK and Psycho Social Programme (PSP) staff planned interventions accordingly and mobilized RCK volunteers to participate in PSP activities organized for children and elderly who were staying outside their damaged homes as aftershocks continued. During the earthquake First Aid teams were also available to assist those in need.

## **Priorities for the RCK and RCKM**

Since the end of the conflict in Kosovo, there have been two local Red Cross organizations operating within the boundaries of Kosovo. The Red Cross of Kosova (RCK) with 26 branches, who work on behalf of 90 per cent of the population while the Red Cross of Kosovo and Metohija (RCKM) works with six branches that form part of Serbian Red Cross within the YRC structure. In most cases these two organizations work in separate geographical areas, both with population basis representing their

'own' ethnicity. In some of RCK activities at the branch level, Serbs and Roma have occasionally been involved.

### **Red Cross of Kosova (RCK)**

The main challenge for the Red Cross of Kosova has been the struggle with their organisational structure. The RCK leadership has recognised that the organization is too heavy, expensive, and lacking in clear roles for different levels of the organization. Nevertheless positive signs of progress can be seen with work beginning on the RCK statutes and structure and a clear willingness to co-operate with the Serb minority also exists providing a positive foundation to establish one Red Cross in Kosovo.

#### Programmes

- Organisational Development including a large Youth component
- First Aid programme
- Disaster Preparedness (DP)
- Psycho Social Programme (PSP) through the new Community Resource Centre Initiative (CRCI) including social welfare

### **Red Cross of Kosovo and Metohija (RCKM)**

The overall situation of the Red Cross of Kosovo and Metohija is challenging. Location of the branches makes the cooperation between them and with the headquarters difficult, sometimes impossible. In many cases scheduled trainings and meetings require extra arrangements due to the unstable security situation.

The relationship RCKM has with the Serbian Red Cross has become very tense. Recently RCKM has faced a strong pressure from the Serbian RC to change the management of the RCKM in order to strengthen the activities carried out by the Serb part of the Red Cross. At the same time RCKM wants to participate in the process of developing one Red Cross in Kosovo, a process not supported by Serbian RC.

#### Programmes

- Organizational development including a Youth component
- First Aid programme

## **Red Cross and Red Crescent Priorities**

A Cooperation Agreement Strategy (CAS) process has not been carried out in Kosovo, instead a strong focus has been put on creating a single multiethnic Red Cross organization in Kosovo - a process expected to continue throughout 2003, with organisational development remaining pivotal to the process.

In 2002 six partner National Societies have carried out their programmes in Kosovo in close cooperation with the Federation and the local Red Cross. The PNS coordination has been done by the ICRC, as it is the lead agency in Kosovo.

The PNSs and their activities in Kosovo 2002:

- Belgian Red Cross - Primary health care
- Danish Red Cross - CABAC programme, covering the areas of integrated village support, assistance to returnees and a psycho-social programme
- Italian Red Cross - Renovation of secondary health facilities in Peja hospital
- Saudi Red Crescent - Medical support, medicines provided for PSP/CRCI beneficiaries for three centres / relief / part of the First Aid programme for local Red Cross
- Spanish Red Cross - Income generation / agricultural programme

- Swiss Red Cross - Family medicine training for nurses and doctors, family health education, radiology training, mental health

The PNSs which will continue their work in Kosovo 2003 are the Belgian, Danish, Spanish and Swiss Red Cross Societies and the Saudi Red Crescent.

## Priority Programmes for Secretariat Assistance

The main emphasis and support in 2003 will be given for the establishment of one multiethnic Red Cross organization in Kosovo and based on that an organisational development programme (OD) will be implemented. The OD programme is seen as an umbrella for all the other programmes. The capacity building component has been included into all programmes supported by the Federation. Danish and Swiss Red Cross Societies will be included into the further planning and implementation of capacity building of the local Red Cross as both of them have a capacity to contribute to the process through their own programmes.

The plans for the programmes will follow the same format for both ethnic groups of the local Red Cross. In case the process of forming one multiethnic Red Cross is slower than expected in 2003, development of both Red Cross societies such that they are at the same developmental stage with the same programmes and updated manuals, training and qualified staff and volunteers will be ensured as this may facilitate the unification process.

As the economic situation in Kosovo is very poor and the possibilities for self-funding the local Red Cross are very limited, there still exists the need for financial support from the Federation. Each programme includes, in its budget, the salary of the counterparts at the headquarters level. The organisational development programme plans to contribute the salaries of regional officers and other key positions at headquarters level. All the Federation plans have been made jointly with the RCK, RCKM and ICRC.

### **About the programmes in Kosovo:**

Health & Care	Lives are saved and suffering from injury and sudden illness is reduced in the Kosovo population as a result of First Aid education and beneficiaries are able to effectively meet their own basic needs through the Community Resource Centre Initiative (CRCI).
Disaster Management	A disaster management programme in Kosovo, that meets the needs of the victims and communities in a disaster, is created and implementation has begun.
Humanitarian Values	The needs of the most vulnerable are met throughout the territory of Kosovo in accordance with the Fundamental Principles.
Organisational Development	A well functioning Red Cross organization meeting the needs of the beneficiaries and supporting the values and development of young people in Kosovo.

## **1. Health and Care** w [<Click here to return to the title page>](#)

### **Background and achievements**

Kosovo's health sector has crumbled under the combined effects of neglect by Belgrade, ethnic disagreements, and chaos after the break up of the former Yugoslavia. The legacy of these difficulties has left a population with inadequate health coverage. This has resulted in deteriorated health status, limited access to care for some populations, and a system that is heavily financed through out-of-pocket payments. Infant mortality, maternal health and the decline in immunisation coverage are areas of particular concern in Kosovo. Health care appears to be hospital and specialist based and utilisation patterns and rates are similar across ethnic groups and gender. The most common barrier to access to health care is the cost of the service.

In terms of education and health care, the situation has started to change. The process will be heavy, expensive and will take years to establish a proper health care system that will reach everyone. This process will be further complicated and burdened by the flagging economy.

In this demanding environment the local Red Cross has been able to contribute significantly to those most vulnerable, despite their own internal struggles and difficulties. The Red Cross organizations have helped to address some of these problems. Red Cross of Kosova (RCK) youth conducted peer-to-peer education in primary schools in Kosovo which included topics such as HIV/AIDS and sexual behavior. This activity will be continued in the second half of 2002 as well as in 2003 with the aim of spreading the lessons throughout Kosovo.

The RCK identified thirty volunteers to participate in a Federation Psycho Social Programme (PSP) training. The six day training included skills in counseling, interviewing, effective listening, and social welfare activities. The newly trained RCK volunteers then participated in social welfare activities with the PSP staff.

After an earthquake of 5.2 on the Richter scale hit Kosovo in April 2002, the RCK quickly responded. The RCK participated in the local 'emergency council' with municipality authorities, United Nations High Commission for Refugees (UNHCR), and Kosovo Forces (KFOR). RCK and PSP staff jointly assessed the community needs in the effected area and planned interventions accordingly. RCK volunteers were mobilized and participated in PSP activities organized for children and elderly who were staying outside their damaged homes as aftershocks continued. First Aid teams were available to assist those in need, providing up-to-date information to the people affected by the disaster.

### **First Aid Programme**

The First Aid project was started in January 2001. Both Saudi Red Crescent and American Red Cross provided funding and delegates. A basic First Aid course (8 hours) was developed, texts developed and printed, and related supplies purchased. In August and September 2001, a trainer course was held with RCK. Since then over 2,500 people have attended basic courses with approximately 265 instructors. A youth First Aid programme is being developed and implemented in 2002. Both Red Cross organizations started at the same point, but have developed very differently. RCK has been involved in basic First Aid courses for adults. KMRC has focused their First Aid programme on the traditional youth competition. RCK has had some potential for income generation, but due to location, isolation and security, KMRC has not had that same opportunity. Building on the lessons learnt, a pilot programme is recommended and will be done with the youth First Aid programme. The two RC organizations will be working on developing a unique First Aid Programme which will be in line with the process of reunification.

### **Kosovo Community Resource Centre Initiative (CRCI)**

The Psycho-Social Programme (PSP) in Kosovo began in September 1999 following the conflict in Kosovo. Six psycho-social centres and mobile teams were set up, twenty-five counselors were trained and supervised by mental health professionals. They provided more than 3,000 counseling sessions each month. These included individual and family counseling, therapeutic support groups (e.g. for widows and ex-detainees), art, drama, and recreational activities for children and youth, skills enhancement (English language training, sewing and computer courses), and social services including psychiatric case management, linking beneficiaries to housing, food, medical services, health care, social welfare benefits, employment and domestic violence services. The re-establishment of social networks and confidence building were the underlying purpose of most of these activities. Community-building efforts of the PSP also included the coordination of volunteer services to abandoned babies in the Pristina hospital.

In mid-2001 an evaluation team reviewed the PSP programme. Utilizing the evaluation team's recommendations, an assessment team undertook a variety of methods to facilitate the development of a transition programme design. Two years after the end of the conflict, it was thought that

post-traumatic stress disorder (PTSD) had subsided enough to warrant a shift in focus towards more community development efforts. However, since one study by the Centers for Disease Control in 2001 found that PTSD still remained high due to lingering traumatisation from the last decade and the violent apotheosis in 1998-1999, the new programme design includes a referral system to address this continued mental health need. The evaluation team also found a need to re-empower the population to take responsibility for resolving their own problems, and to further develop a local structure for service delivery to beneficiaries. Individuals need to be able to identify their own needs, to prioritize those needs, and then to access community resources to meet their needs.

On June 1, 2002, the PSP transitioned into the Community Resource Centre Initiative (CRCI). Three of the original six PSP centres were targeted for the CRCI: Prishtina, Glogovc and Gjakova. The CRCs identify all service providers at the community level and define the specific services available from each of these organizations. The CRC staff develop relationships with service providers and receive ongoing updates of services, criteria for beneficiary qualification, and other critical information to enhance the beneficiary's ability to obtain services. This process links beneficiaries to appropriate services through a formalized case-management and referral system.

The CRCs also facilitate self-help activities and volunteer-based support groups. Beneficiaries are empowered by being active participants in their own rehabilitation, which in turn facilitates the process for the community to recover from the impacts of the war and post-war situation. The new programme design also places emphasis on volunteer-based services and building the capacity of the Red Cross of Kosova to enhance programme sustainability.

Volunteers will play a vital role in community building activities of the CRCI including the Federation-designed Participatory Community Development (PCD). The PCD is very well designed to bring active people together in a community to go through an empowering process of bonding, self reliance, and community building.

In April 2002, before the transition phase to CRCI began, a baseline survey was carried out in the CRCI target communities of Prishtina, Gjakova and Glogovc. The survey collected data from 1,148 beneficiaries. The questionnaire was designed to collect information pertaining to beneficiary needs, the CRCI objectives and targeted impact indicators. The survey findings provided valuable information for further tailoring the CRCI design to fit our beneficiaries' needs. These baseline survey results will be used as a reference during the life of the programme and will allow for targeted programming, proper monitoring of activities, and give context to future programme evaluations.

### **Overall Goal**

**The local Red Cross are implementing efficient and responsive programmes, which contribute to improve the health of the Kosovo population.**

### **Programme Objective**

To save lives and reduce the suffering from injury and sudden illness in Kosovo through First Aid education, as well as to increase the beneficiaries' ability to effectively meet their own basic needs through the Community Resource Centre Initiative (CRCI).

### **Expected Results**

- The First Aid programme is integrated into the planned OD structure
- A single First Aid programme for the people of Kosovo will have been developed for both RC organizations. By July 2003, all active branches will have a youth First Aid instructor trained by the piloted branches trainers. By the end of 2003, all branches will have been providing the same Youth First Aid course, enabling uniform education for all ethnic groups and youth First Aid volunteers are increased by 20 per cent in the active branches. An advanced First Aid course will have been developed by the end of 2003. Safety components for/or in addition to the First Aid course are developed. First Aid coordinators and staff are developing a network within Europe by attendance of European First Aid conferences.

- The First Aid programme will have supported the overall organisational financial structure through a proper marketing plan. Capacity of the local Red Cross is being built by supporting clear accountability practices of the income generated by First Aid.
- First Aid education is providing capacity to respond to disaster by increasing the number of volunteer Disaster Response teams.
- The CRC model and the role of CRCs in community building serving all ethnic groups will have been expanded from the current three to six centres.
- Capacity building of local RC on social welfare and community building will have been increased as progress occurs towards one Red Cross organization in Kosovo.
- The RCK Social Welfare Department is established within its organisational structure. The information and referral systems in all CRCs are able to properly link beneficiaries to available social welfare services.
- The role of RC volunteers within CRC's, in community organization and community building has been developed. Micro-projects in the field of community development as part of Participatory Community Development will have been implemented through the CRC's.
- The role of CRCs in advocacy of humanitarian values and dissemination of Fundamental Principles has been developed.

## **2. Disaster Management** w [\*<Click here to return to the title page>\*](#)

### **Background and achievements/lessons to date**

In 1999, due to political instability, an armed conflict occurred. This resulted in death, injuries, property damage and ultimately, a refugee crisis. Although the conflict is over, the region continues to be unstable. Displaced people and refugees continue to return to Kosovo. Political instability between the indigenous people of Kosovo and between indigenous people and the international community remains a real problem that could lead to disaster.

Kosovo is one of the most densely populated areas in the Balkans. Since much of the country is mountainous, the population is concentrated in the flatter areas. The population is disproportionately affected due to this factor. Lack of urban planning and control means that houses in many of the cities are poorly built. Houses of one or two stories often have up to several additional stories constructed without reinforcing the foundations. Elevated land, previously considered too risky to build on, has recently been developed into housing areas. Roads are poor. Water systems are limited. Power sources remain an issue, providing limited amounts of electricity.

Kosovo is prone to natural disasters. In May 2002, an earthquake occurred, with the epicenter near Gjilane. This resulted in one death and many displaced persons. The need for establishing a Red Cross Disaster Management plan was reinforced after that occurrence.

Currently, there is a disaster plan developed by UNMIK (United Nations Mission in Kosovo). Red Cross is not identified as a participant in this plan. At this time, there is no Disaster Management coordinator at the local Red Cross headquarters, although the need for one has been identified. The Red Cross Disaster Management programme in Kosovo was planned to begin in 2002. Challenges with finding a delegate and local counterpart have delayed this programme. The earthquake in May of 2002, as added a sense of urgency to providing this much-needed service.

### **Overall Goal**

**A disaster management programme in Kosovo, that meets the needs of the victims and communities in a disaster, is created and implementation has begun.**

### **Programme Objectives**

To build up the disaster management capacities of the local Red Cross organization in Kosovo.

### **Expected Results**

- A qualified Disaster Management coordinator is hired by the local Red Cross.
- Vulnerability and Capacity Assessment (VCA) has occurred.
- Based on VCA results, training needs are assessed and appropriate training is occurring.
- An increase in volunteers is noted due to involvement in DM programme.
- Equipment needs are identified and procurement has begun.
- The Disaster Management coordinator is involved at regional level, in order to receive updated information and network with other Red Cross societies.

### **3. Organisational Development** w [\*<Click here to return to the title page>\*](#)

#### **Background and achievements/lessons to date**

Since the re-establishment of the Federation's sub-delegation in June 1999, the Federation has provided equal support to both Red Cross organizations with the aim of building up physical infrastructure and strengthening operational capacities. The complex situation with two Red Cross organizations reflecting the ethnic polarization in Kosovo has in many aspects hampered the developmental work. Joint Federation/ICRC efforts to open a working dialogue between the leadership of the two organizations has so far not been successful.

The Federation has worked together with RCK to develop a structure for a well functioning Red Cross organization at all different levels of the organization. Discussions continue on the design of a regional structure and definitions of the paid and the volunteer levels. The north part of Kosovo, currently served by RCKM, is identified as one region within the new OD structure and will have a sub-office supporting Prishtina headquarters. As with any major change process, this process has proved challenging as there has been significant resistance to change regarding organisational standards and procedures.

Project Planning Process training has been organized by the Kosovo Federation Office with support of Budapest Regional Delegation and the Secretariat in Geneva. To date the Federation programmes have been coordinated to follow the structural guidelines created by OD which will continue throughout 2003/04.

An integral part of the OD programme for RCK and RCKM is youth development. Following the conflict, young people of Kosovo have been severely affected with corresponding increases in substance abuse, changes in behaviour towards sexuality (e.g. multiple sexual partners) and low levels of education. Much needed information on topics like drugs, HIV/AIDS, sexual behavior, and tolerance is currently deficient in the educational system, social network, or home environment.

The local Red Cross has been working in conjunction with the Federation Youth Development Programme since 2001 and receiving funding mainly from the German Red Cross.

The work of the youth development programme has been focused mainly on three areas:

- To create an identity of the youth within Red Cross by realizing concrete youth related and/or youth appropriate activities.
- To establish a training system for youth volunteers.
- To improve the capacities of local Red Cross through youth programming; to date 13 municipalities have been included in the programme.

#### **Overall Goal**

**A well functioning Red Cross organization meeting the needs of the beneficiaries and supporting the value and development of young people in Kosovo.**

#### **Programme Objective and Expected Results**

##### **Programme Objective**

To strengthen management, governance and human resources in all levels of the organization and to meet the needs and requirements of young people in Kosovo, through modern activities and structures.

### **Expected results**

- A new and approved structure for the organization outlining new Red Cross statutes, financial structure, role and responsibilities of all staff members and a volunteers policy is created.
- A Red Cross Strategy for three years is developed enabling the organization to provide quality services to beneficiaries. The plan of action for its implementation is developed and adopted by governance bodies.
- A long-term training plan with a time frame for staff members at all levels of the organization is created and implemented.
- A fundraising department at headquarters level is established.
- A youth policy, which corresponds to the overall volunteer strategy, is formulated by a working group, and agreed within local Red Cross permitting the implementation of the youth development programme to reach all municipalities in Kosovo where the numbers of volunteers is increased by 20 per cent.
- An advanced information and communication network, including modern and youth attracting means, such as Internet and e-mail, is established. Volunteers, governance bodies and management are introduced and interlinked in the system and promotion for the Internet Home Page of Red Cross youth in the public is started.
- The pilot projects on new modules for the youth volunteer training system are finished and evaluated and HIV peer-to-peer education is continued inside the schools and new activities to promote the topic also outside the schools are found and implemented.
- The design of the volunteer training system is finished and is fully handed over to the local Red Cross. A training plan is created and trainings are conducted according to this plan and new core activities (eg street children or elderly people etc.) of Red Cross youth is chosen and implemented by the youth. Youth First Aid courses are conducted in the whole of Kosovo and an international youth camp is organized in Kosovo.

## **4. Humanitarian Values w [<Click here to return to the title page>](#)**

### **Establishment of one multiethnic Red Cross in Kosovo**

#### **Background and achievements / lessons to date**

Since the conflict in Kosovo, there have been two operating local Red Cross organizations, the Red Cross of Kosovo and Metohija (RCKM) with six branches form a part of the Serbian Red Cross within the YRC structure; and the Red Cross of Kosova (RCK) with 26 branches, who work on behalf of some 90 per cent of the population. Both organizations have been supported in an impartial manner by the International Red Cross Movement.

At the end of June 1999, a reconciliation process was initiated by the ICRC and the Federation. One meeting took place with the Presidents of RCKM and the RCK in October 1999. Although all parties were in agreement that distribution of humanitarian aid was a priority, the two RC organizations were not able to find a common base for such activities. Hence, the Presidents declared status quo, referring the issue to Belgrade and Geneva. In July 2000 another meeting was scheduled but cancelled at the last minute by the RCK.

The existence of two Red Cross organizations in Kosovo has urged the ICRC and the Federation to find a pragmatic solution regarding the Red Cross work in Kosovo. A joint ICRC/Federation statement signed in August 2000 clarified the approach taken during the 90s highlighting active attempts to normalise the situation of the RC in Kosovo. It clearly laid the foundations for the

cooperation with the two RCs with solidly based arguments, encouraging contacts between the two RCs through the formation of an interim coordination committee (Federation, ICRC, RCK, RCKM).

Strong emphasis has been given to the establishment of one Red Cross in Kosovo that meets the needs of the most vulnerable and reflects the Fundamental Principles of the International Movement. In spring-summer 2002 the situation has been highlighted again by the Federation and the ICRC. Discussions have taken place individually with both organizations. Through negotiations the same message has been given to both, RCK and RCKM: there has to be only one, multi-ethnic Red Cross organization covering the whole of Kosovo territory and all its population.

The current status of Kosovo, governed by the United Nations under UN Resolution 1244 but officially a part of the Federal Republic of Yugoslavia (from September 2002 the Union of Serbia and Montenegro), does not allow the final solution to be found for the Red Cross situation. As Kosovo is not an independent state, no recognition is possible for an indigenous Red Cross structure in Kosovo. What is possible, though, is to find a practical and technical solution of having one joint *de facto* Red Cross structure, based on the two currently existing entities.

### **Overall Goal**

**The needs of the most vulnerable are met throughout the territory of Kosovo in accordance with the Fundamental Principles.**

### **Programme Objective and Expected Results**

#### **Programme Objective**

To establish one multiethnic Red Cross organization ensuring involvement and the coverage of all ethnicities in Kosovo.

#### **Expected Results**

- Technical solution for one Red Cross organization is found and approved by different components of the Movement.
- Working practices are found, agreed upon and are put into practice by everyone.
- Through the organisational development programme the overall capacity building is started with the new Red Cross organization.
- New statutes are created and approved for the organization.

## **5. Federation Coordination**

The coordination of the work of partner National Societies has been done by the ICRC, as it is the lead Agency in Kosovo. The cooperation between different components of the Movement has been very close. Regular coordination meetings between the local RCs, the Federation and ICRC will continue. Planning meetings between the Federation, ICRC and partner National Societies in terms of capacity building will be organised by the Federation, as before. The close cooperation between different RC actors in Kosovo will continue, but a Cooperation Agreement Strategy process will be postponed until the establishment of one Red Cross in Kosovo will be a bit nearer, and an overall development plan of the local Red Cross has been created.

*<Budget below - [Click here to return to the title page](#)>*

# BUDGET 2003

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.75/2003

Name: Federal Republic of Yugoslavia / Kosovo

PROGRAMME:	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	10,000	6,000	0	0	0	0	16,000
Clothing & textiles	0	6,600	0	0	0	0	6,600
Food	0	138,000	361,250	0	0	0	499,250
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	247,200	0	0	0	247,200
Medical & first aid	0	36,000	0	0	0	0	36,000
Teaching materials	2,125	63,580	0	0	0	0	65,705
Utensils & tools	0	2,950	0	0	0	0	2,950
Other relief supplies	17,450	160,800	15,000	0	0	0	193,250
<b>SUPPLIES</b>	<b>29,575</b>	<b>413,930</b>	<b>623,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,066,955</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	189,413	9,214	1,403	0	0	0	186,000
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	1,150	0	0	0	0	0	1,150
<b>CAPITAL EXPENSES</b>	<b>190,563</b>	<b>9,214</b>	<b>1,403</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>187,150</b>
Warehouse & Distribution	2,400	0	885,622	0	0	0	888,021
Transport & Vehicules	85,507	217,088	94,196	0	0	0	376,640
<b>TRANSPORT &amp; STORAGE</b>	<b>87,907</b>	<b>217,088</b>	<b>979,818</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,264,662</b>
Programme Support	135,070	143,313	159,140	8,353	6,813	2,850	455,538
<b>PROGRAMME SUPPORT</b>	<b>135,070</b>	<b>143,313</b>	<b>159,140</b>	<b>8,353</b>	<b>6,813</b>	<b>2,850</b>	<b>455,538</b>
Personnel-delegates	496,800	396,000	258,576	72,000	98,000	36,000	1,213,376
Personnel-national staff	565,262	404,205	171,625	33,150	0	0	846,745
Consultants	107,500	13,740	10,500	15,000	0	0	146,740
<b>PERSONNEL</b>	<b>1,169,562</b>	<b>813,945</b>	<b>440,701</b>	<b>120,150</b>	<b>98,000</b>	<b>36,000</b>	<b>2,206,861</b>
W/shops & Training	192,040	162,790	121,890	0	0	0	476,320
<b>WORKSHOPS &amp; TRAINING</b>	<b>192,040</b>	<b>162,790</b>	<b>121,890</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>476,320</b>
Travel & related expenses	45,093	33,863	13,298	0	0	5,000	87,053
Information	49,457	196,446	16,356	0	0	0	259,859
Other General costs	178,732	214,225	92,246	0	0	0	1,003,880
<b>GENERAL EXPENSES</b>	<b>273,282</b>	<b>444,534</b>	<b>121,900</b>	<b>0</b>	<b>0</b>	<b>5,000</b>	<b>1,350,792</b>
<b>TOTAL BUDGET:</b>	<b>2,077,999</b>	<b>2,204,814</b>	<b>2,448,302</b>	<b>128,503</b>	<b>104,813</b>	<b>43,850</b>	<b>7,008,279</b>