

Revised Plan 2011



Kosovo

Executive summary



Kosovo lies in the centre of the Balkan Peninsula, and is in border with Serbia in the north and east, Macedonia in the south, Albania in southwest and Montenegro in northwest. The UN Security Council resolution 1244 adopted in 1999 recognizes a special status to the Kosovo region under UN authority. The Kosovo assembly on 17 February 2008 declared independence, and since then some 70 countries have recognized Kosovo's independence.

The International Federation of Red Cross and Red Crescent Societies' office in Kosovo provides support to the two local Red Cross organizations in Kosovo; the Red Cross of Kosova, covering approximately 90 per cent of the territory, and the Red Cross of Kosovo and Metohija,

which considers itself as a provincial branch of the Red Cross of Serbia. Both Red Cross organizations work actively to support the vulnerable population in Kosovo based upon the humanitarian needs.

Kosovo remains one of the least developed areas of the Balkans, or for that matter Europe. A socio-economic crisis has led to growing poverty, while a wide range of health threats, proneness to natural disasters combined with public structures often unable to provide even the minimum of basic services all contribute to a high level of vulnerability among communities in Kosovo. While the capacity and experience of the Red Cross organizations in Kosovo has been steadily growing in recent years there is a continuing need for support from partner National Societies, the International Federation secretariat and the International Committee of the Red Cross (ICRC), assisting them in increasing their level of quality support to more vulnerable population while at the same time progressing towards becoming modern and well-functioning Red Cross organization based upon the criteria for a well-functioning National Society.

“At its General Assembly in 2009, the International Federation adopted *Strategy 2020* to guide its work and that of National Societies both domestically and globally. Focussing on “saving lives and changing minds”, *S2020* and calls on national societies, as effective auxiliaries to the public authorities in the humanitarian field, to provide high quality services within the core mandates of the Red Cross and Red Crescent, to influence behaviours, promote changes in attitudes and mindsets, and for the Red Cross and Red Crescent to play a lead role in advocating for meeting the humanitarian needs of vulnerable people and communities.”

The overall goal of the Federation is to strengthen the capacities of the two RC organizations in Kosovo in order to provide support to the most vulnerable populations in line with vision as envisioned in its constitution and Strategy 2020 of the International Federation. The plan 2010-11 presents the prioritized needs of both RC organizations and is being developed jointly.

Key areas for support of the Federation during 2010-11 will be focused on improving RC organizations' organizational and operational capacity through the organizational development and capacity building programme, strengthening the disaster management capacity through improved disaster preparedness and response capacity including risk mapping and contingency plans, strengthening the capacity to identify and respond to the basic health needs of the population, and build the capacity to provide basic support to vulnerable returnees. Promotion of humanitarian principles and values are a cross cutting programme component integrated in all programmes. This will also contribute to achieving the International Federation Strategy 2020.

The implementation of the two-year plan 2010-2011 will result in having more visible, active and responsive Red Cross organizations with better image, improved planning and more sustainable programmes with an appropriate organizational structure, including supportive governance. It also aims at increasing Red Cross capacity and strengthening its role in civil society.

All programmes supported by the International Federation's office in Kosovo are aligned with the Federation's Strategy 2020 that builds on the achievements reached under Strategy 2010. At the same time, the plan is aligned with Vienna Commitments made by the VIII European Regional Conference in April 2010. These commitments see the Red Cross and Red Crescent Societies in Europe pledge to align their strategies and plan with Strategy 2020 in order to do more, do better and reach further to address together vulnerability and the challenges that their communities face.

The total 2010-2011 budget is CHF 1.2 Million, of which CHF 0.6 Million for the second year.

[Click here to go directly to the summary budget of the plan.](#)

Kosovo context

Kosovo lies in the centre of the Balkan Peninsula, with no access to a sea. Kosovo is in border with Serbia in the north and east, Macedonia in the south, Albania in southwest and Montenegro in northwest. Surface of Kosovo is 10,908¹ km. The climate of Kosovo is continental with the hot summer and cold winter. Kosovo has a population density about 193 people per km². Although no official population census has been done for more than a decade, according to the Statistical Office of Kosovo (SOK) estimations, the resident population in Kosovo is 2.13 million inhabitants with 92 per cent Kosovar Albanians, 5.3 per cent Serbs and 2.7 per cent other ethnic groups².

Kosovo has been under UN administration since the 1999 conflict. The Kosovo assembly on 17 February 2008 declared its independence and since then has been recognized by 60 countries.

Kosovo has one of the youngest populations in Europe, with 50 per cent under the age of 25 years and 40 per cent under 18 years of age. Youth is, however, officially defined as the group between 15 and 24, which covers 21% of Kosovo's total population. Therefore, the

¹ Kosovo Cadastral Agency

² Statistical Office of Kosovo (SOK): Kosovo in Figure 2009

challenges related to political, economic and social development during the ongoing transition period are first and foremost the challenges of young people.³

Kosovo is very much an open economy and vulnerable to shocks during the ongoing economic crisis and recession. There are several channels through which a recession in the world economy is also affecting the domestic economy. First, an output fall could lead to layoffs of Kosovo's migrants in the Diaspora and consequently, on their levels of remittances. An eventual fall in remittances reduces availability of finance. This will also impact on the family in Kosovo who very much depend on the remittances from abroad and therefore make people vulnerable. Based on the 2008 statistics from Ministry of Economy and Finances of Kosovo the GDP per capital is (Euro) 1,784.⁴

Like most of central and eastern Europe, Kosovo has been, and still is, undergoing a process of social, economic and political transformation. This transformation from authoritarianism to economic and democratic liberalism has led to severe, and in most cases, long-term transformation crises. Despite investments from the international community in recent years, the needs and challenges in Kosovo remain numerous ten years after the conflict. Kosovo continues to face a vicious cycle of low growth, significant trade imbalance and fiscal constraints. It is still highly dependent on the international community and the Diaspora for financial and technical assistance. Remittances from the Diaspora – located mainly in Germany and Switzerland are estimated to account for 14 per cent of GDP, and donor financed activities and aid for another 7.5 percent.

A new World Bank report in 2010 '*Unlocking Growth Potential*' notes that the economic recovery of the last decade was not sufficient to address Kosovo's most pressing challenges: the high levels of poverty and unemployment. Moreover, the growth model in the past was mostly based on external financing from the donor community and Kosovo's Diaspora, which is not sustainable in the long run. The report also addresses deficiencies in the agriculture sector and examines ways to increase the benefits of migration for Kosovo's development.

Due to the many difficulties over the last two decades and in particular through the post conflict period, Kosovo faces many economic developmental challenges. It has the highest unemployment numbers in the region, highest poverty numbers, and the weakest economic growth performance.

The serious nature of the situation was highlighted by a World Bank study on poverty in Kosovo which claims that around 45 per cent of the population in Kosovo is poor, with another 18 per cent vulnerable to poverty. About 14 per cent of the population is estimated to be extremely poor, defined as individuals who have difficulty meeting their basic nutritional needs. Around 45 per cent, that is a little over 2 in 5 Kosovars, report a consumption level below the poverty line, which in 2002 prices is set at 43 euros per adult per month as defined by OECD.

These poverty rates are very high compared to neighbouring countries and have unfortunately not changed over time. The transitional state for Kosovo have had a negative impact on household economies and many bread winners have left it in search for better employment opportunities. Without the safety net provided by many people through migration and remittances, the welfare of a large fraction of the population would have been even worse. Another trend in Kosovo is that people are being returned from European host countries after rejection from asylum. Due to the prevailing economical and social situation in Kosovo with highest number of unemployment in Europe, the capacity for institutions and or

³ Statistical Office of Kosovo (KSO): Kosovo in Figure 2009

⁴ SOK: Economics Statistics and National Accounts "Kosovo in Figures 2009"

people is limited to support these returnees. Therefore, majority of returnees need humanitarian assistance upon arrival.

In 2009 24.3 per cent of the population of the working age is employed, whilst 21.9 per cent is unemployed, which shows an increase in unemployment by 1.5% compared to 2008. The rate of unemployment (the per cent of unemployed in labour force) is 70.4 per cent, which is 26.8 percent higher compared to 2008⁵. The labour market of Kosovo is characterized by high unemployment rates, and also by a high number of registered jobseekers. Two thirds of all jobseekers are unskilled; the majority belong to the age group between 25 and 39 years⁶.

With approximately eight per cent of the resident population receiving small social assistance benefits and many more families not eligible for such assistance due to highly restrictive criteria, the needs in the social sector are still extremely high. In 2008 number of families and the members of the families that received social assistance were 34,307 families with total 149,227 members⁷.

The general health condition of population in Kosovo is concerning. The post war transition phase, lack of resources, socio-economic situation of the people as well as other factors are influencing negatively the health of the population. During the 1990s, the public health infrastructure suffered a complete breakdown, which contributed considerably to today's generally poor health status of the population. The health structures in Kosovo can at present stage not provide health for all, the problem being most notably in rural areas, and large parts of the population have no access to healthcare services or health information. Access to specialized health services are even more limited countrywide and the quality of services was and is low and inefficient. The causes behind the population's vulnerability to health threats and social gaps are multiple and include lack of access to safe drinking water, poor hygiene, various post-conflict psychosocial problems, poor nutrition, limited use of existing health and care services, and low levels of health education and promotion.

Maternal health in Kosovo has already been a problematic issue in the period before the conflict (between 1990 and 1999) due to the general problem of having access to health care. After the conflict, the issues remained due to the low level of health institution development and a continuing lack of basic knowledge about family and reproductive health issues. Infant mortality remains one of the highest in Europe, rating at 9.7 per 1000 live births⁸. However these data are taken from officially registered cases and it is believed this figure is considerably higher. Many factors contribute to high infant and maternal mortality rates including: poor nutrition, limited use of health services, inadequate antenatal care and low levels of health education and promotion. Poor nutrition is a significant cause of inadequate health status in Kosovo. According to the UNICEF supported Survey on Nutritional Status of pregnant women and school children, 15.7% of school age children are diagnosed with mild anaemia. Anaemia was present in 23.0% of pregnant women, thus revealing a significant public health problem.

Also, old and new health problems in Kosovo are increasing including STD (sexually transmitted disease), TB, Hepatitis and a lot of other diseases. The actual health system in Kosovo is not able to cover even the basic health needs of the population so there remain significant needs in the distribution of health services and health information.

In Kosovo population remains ill informed about their rights or life skills, including risks from HIV/AIDS and use of drugs. Similarly to many other Eastern European countries, until up-to-

⁵ SOK: "Kosovo in Figures 2009"

⁶ Kosovo Poverty Assessment- World Bank & Kosovo Statistical office, October 2007

⁷ SOK: Kosovo in Figure 2009 "Statistics of social welfare in Kosovo 2008"

⁸ SOK: Kosovo in figures 2009

date information on HIV/AIDS incidence are not available. Cultural barriers often prevent information and services from reaching men and women and it has been observed that there is a general reluctance within families, community and in schools to discuss youth issues related to reproductive health and sexual behaviour⁹. It is, therefore, possible that the incidence of AIDS is much wider than it appears to be. So far, about 76 cases have been registered, which does not represent an epidemic. However, according to UNDP, due to a severe lack of reliable information on HIV positive people, as well as prevention programs that enhance testing and monitoring, the real threats are unknown.¹⁰

Although not prone to frequent natural disasters, the geological configuration of Kosovo- its location within a region characterized by seismic volatility renders it susceptible to earthquakes, landslides and seasonal river floods. Such incidents happen at least once or twice each year. Kosovo can not be described as a high risk area, however, when looking at the low capacities or level of coping mechanisms and particularly high vulnerability, it becomes evident that even small-scale disasters have a strongly negative impact on communities and thus require the development of better disaster preparedness and response capacity.

During recent years the political situation and the related developments in Kosovo have been dominated by the status process to such an extent that little or no progress has been made on important internal issues and thus there has been no improvement of the critical situation in the sectors of health, social welfare, economics and education.

Due to the situation outlined, it can be said that there are different groups which fall under the category of the vulnerable in Kosovo. However, the most vulnerable of the vulnerable are considered to be elderly people, youth, single-headed female households, people living in the rural areas as well as people living in disaster-prone areas.

Red Cross priorities and current work with partners

The two Red Cross organizations in Kosovo, the Red Cross of Kosova and the Red Cross of Kosovo and Metohija have since 1999 been in a situation where they despite constraints have been able to provide assistance to vulnerable individuals, families and communities. There are many challenges facing the Red Cross. One is the need for the Red Cross organizations to improve their skills in order to make their services more effective, and the other challenge is the limited financial resources, which do not allow them to invest in developing the capacities required for its staff and volunteers. It is worth noting that both Red Cross organizations attract considerable numbers of volunteers, currently numbering around 5,000, for their humanitarian work.

With the support of the International Federation and other partners, the Red Cross organizations in Kosovo have managed to increase their level of services to the vulnerable population in comparison to previous years- an increase in the number of volunteers, in disaster response and relief, increased the number of beneficiaries in family health education, for example. At the same time they have managed to still work on improving their operational and organizational capacity to increase the level of quality support to more vulnerable people, reaching out to individuals, families and communities based upon Red Cross Red Crescent principles.

While the two Red Cross organizations have managed to retain some of their operational capacity in staff and volunteers to implement programme activities, i.e. health education,

⁹ Sitan UNICEF2004.

¹⁰ UNFPA: Young People in Kosovo: their situations, needs and the prospects, 2007.

relief and assist the most vulnerable, they are very much challenged to change their organizational structures and systems to adapt to the new realities and to improve their operational capacity and programme service delivery.

Traditionally, the International Federation's multilateral approach has been to support the local Red Cross organizations through a programme based appeal process. From 2009 the Federation is using bi-annual plan based approach in order to emphasize the needs and capacity in respective area of work. In the plan, with the exception of organizational development, the focus has always been on supporting the implementation of programmes, i.e. the direct services provided to the vulnerable communities, including a component of capacity building.

Multilateral partners of the Federation supported programme activities during the last two years have been the Swedish Red Cross, the Norwegian Red Cross, the British Red Cross, the Finnish Red Cross, the German Red Cross, Italian Red Cross.

Through bilateral support in recent years from sister National Societies, the Red Cross of Kosova implemented several projects on DM and youth development project as well as some activities for children at risk, and integration of Roma-Ashkali-Egyptian (RAE) women and income generation. With the support from the Swedish Red Cross, the Red Cross organizations are able to assist the most vulnerable people by distributing used clothes on an annual basis.

The programmes of the Red Cross organizations in Kosovo are aligned with the Federation's Strategy 2020 that builds on the achievements reached under Strategy 2010. The overall goal of the International Federation's office in Kosovo is to ensure that the programmes and services of the RC organizations in Kosovo are focussed on the needs of the vulnerable people. In order to achieve this, the Federation will continue to strengthen their capacity to achieve the highest possible degree of sustainability in terms of improved functioning and in the provision of quality services to the most vulnerable.

Through this plan 2010-2011 the capacity building will be provided to the RC organizations by assisting them in enhancing disaster response capacities through formation of disaster response teams equipped and ready to respond in small and medium disasters. Also, for community preparedness for coping with potential risks from disasters, the RC organizations will organize awareness raising campaigns and community based disaster preparedness activities.

Due to the above mentioned health and care situation in Kosovo and lack of overall internal capacity to cope with this situation, the Federation with the support from other partners will continue supporting the Family Health Education and HIV and AIDS peer education and other activities subject to funding.

The Organizational Development and Capacity Building will be focussed to further improve the governance and management capacity, development and implementation of strategic plan, policies and procedures, resource development as well as development of volunteers and youth.

Due to the recent trend of increased return from European countries, the Federation Office with the support and cooperation from Swedish RC will support the RC organizations to provide basic assistance to the returnees from Sweden.

However, the capacity of the Red Cross organizations to achieve the programme outcomes is limited and demands further support from the partners, and both RC organizations have requested continuous support and assistance from the International Red Cross and Red

Crescent Movement to support their internal development process. This would help them towards becoming better functioning RC Organizations serving the most vulnerable.

Secretariat supported programmes in 2010-2011

For 2010-11, the programme areas recommended to be supported in Kosovo are disaster management; health and care, organizational development and principle and values. The tables below in each of the programme areas summarize the different recommended programme components for 2010-11 based on priorities and capacities of the Red Cross organizations in Kosovo. However, it is important to mention that the implementation of the planned activities very much depend on continued funding of these programmes.

Through this two year plan it is aimed to reach at least 35,340 direct beneficiaries and indirect beneficiaries will be approximately 121,820. The targeted beneficiaries will be vulnerable community members including minority groups with special focus on Roma with different gender and age in disaster-prone areas; men and women of reproductive age (from 15-60 years old); general population, youth and returnees from Sweden, Red Cross leadership, staff and volunteers.

Disaster Management

a) The purpose and components of the programme

The disaster management programme aims to strengthen the capacity of both Red Cross organizations to be able to effectively respond to the humanitarian needs within a disaster situation in Kosovo.

With support from International Federation, during 2010-11, the Red Cross Organizations will continue building its capacity at branch and central level. This will result in having disaster risk mapping and response capacity building in the branches; contingency plans at branch level as well as central level. During 2010 the support will be focused in limited number of branches and gradually in 2011, and onwards others will be targeted. Already trained volunteers in 2009 in the basic DM trainings will be further trained in more specialized fields. This will help Red Cross establish disaster response teams (DRT) able to respond to disaster situations. The trained staff and volunteers will through information materials and campaigns also increase awareness of population on potential risk from disaster and their preparedness. In case of any emergency disaster situation occurring in Kosovo the Federation will assess the situation, the needs and respond accordingly. Also an emphasis will be put on ensuring that trainings and awareness campaigns contain a principle and values component in order to influence the behaviour of people among different ethnic communities, promoting respect for diversity and reducing discrimination, intolerance and violence.

Programme purpose Global Agenda Goal-1
Reduce the number of deaths, injuries and impact from disasters.

The disaster management programme budget for 2011 is CHF 200,940.

Programme component 1: Disaster management planning
Component outcome 1: Central and branch level disaster contingency and response plan developed and coordinated with the authorities to mitigate their impact on vulnerable communities

Programme component 2: Organizational preparedness
Component outcome 1: Improved Capacity in skilled human resources

Programme component 3: Community preparedness
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Component outcome 1: Increased awareness of the community on the potential risk from the disasters.
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Health and Care

a) The purpose and components of the programme

Due to the above described health situation in Kosovo Red Cross is continuing strengthening its capacity in the health sector in order to identify and respond to the basic needs of the population. In order to increase the knowledge and access to appropriate basic health information about reproductive health, better child care and development and other family health issues, the Red Cross organizations will continue organizing community courses on the related topics. The courses are opened for both female and male with a special emphasis on mothers and young people including minorities with an emphasis on ROMA people. A health survey was conducted in four municipalities in 2009 with the support from British RC. The survey will assist the RC organizations in updating and revising the health education courses in future.

The RC Organizations will work to increase the awareness about the risk of HIV and Aids and drugs and improve health behaviour and reduce stigma among targeted youth population. In order to achieve this, the International Federation will support the RC Organizations to improve their capacity for ensuring development and delivery of qualitative peer education on HIV and Aids among young population. RC organization will also advocate in order to increase awareness of the population on the importance of the voluntary non-remunerated blood donation.

In view of the above, joint efforts have been made by the different stakeholders including the Ministry of Health, the International Federation, UNICEF, UNFPA and the local Red Cross organizations to improve the healthcare knowledge and awareness of the population by organizing courses on reproductive health and family planning, general family health issues, good parenting and better practice to prevent disease in the rural and urban areas through certified public health trainers. Also, the Red Cross organizations are increasing the awareness about the risk of HIV and AIDS among the targeted populations with special emphasis on youth. The International Federation as a part of their collaboration with the authorities will emphasize and advocate on behalf of the most vulnerable population with provision of better and improved health and care services.

Programme purpose Global Agenda Goal-2

Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
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The health and care programme budget for 2011 is CHF 196,104.

Programme component 1: Community-based health including maternal and child health
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Component outcome 1: Increased knowledge and access to appropriate information about reproductive health, better child care and development and other family health issues.
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Programme component 2: Increase awareness about the risk of HIV and AIDS

Component outcome 1: Reduced vulnerability to HIV and its impact through increasing awareness and reduce stigma and discrimination among youth.
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Organisational Development/Capacity Building

a) The purpose and components of the programme

The International Federation continues to strengthen the overall capacity of the two Red Cross organizations in accordance with the policies and guidelines of the Federation Strategy 2020.

Through the organizational development programme, the International Federation strives to improve Red Cross organizations performance for better service delivery to meet the basic needs of the most vulnerable. The organizational development programme serves to strengthen the capacity of the Red Cross organizations, both at branch and central level. Capacity building will be integrated in all planning, management, implementation, monitoring and reporting activities. Specific capacity building will be focused to further improve the governance and management capacity, development and implementation of a strategic plan, policies and procedures, resource development as well as development of volunteers and youth.

The activities to support this initiative and to improve service delivery include governance and management trainings focusing on better understanding of roles and responsibilities (different and complementary), development of a strategic plan and its implementation, relevant policies and procedures, conducting a diversified membership drive, meeting with present donors/ stakeholders in Kosovo, building the capacity of the Red Cross organizations in fund-raising, as well as improving monitoring and reporting system.

The Federation also aims to support RC organizations in the development of volunteer management system through trained and better managed youth volunteers. It is important to say that this cannot be achieved unless long-term support is provided. Also as this is the long term process the outcome cannot be expected in short period of time.

In addition, emphasis will be put in ensuring that all RC activities will contain a principles and values component in order to influence the behaviour of staff, volunteers and among different ethnic communities in promoting respect for diversity and reducing discrimination, intolerance and violence.

Programme purpose Global Agenda Goal-3

Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.

The organisational development/capacity building programme budget for 2011 is CHF 92,924.

Programme component 1: Support RC Organization OD process
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Component outcome 1: Ensure better functioning RC organizations with improved systems and procedures, and staff with improved managerial and technical competencies
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Component outcome 2: Improved RC organizations leadership and management capacities to ensure good performance and accountability
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Programme component 2: Volunteering and Youth development
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Component outcome 1: Promote and support development of volunteers and youth and their involvement in programme and services

Principles and Values

The purpose and components of the programme

The programme will focus on improving understanding of principles and values within the Red Cross organizations as well as on bringing the message of principles and values into the community through all RC implemented programmes and activities.

In 2008 the Federation with the support of the Swedish RC started of a project for returnees from Sweden. The purpose of the project is to develop an efficient system of information gathering to provide pre-departure counselling to give support to vulnerable returnees and monitor conditions after their return and to provide basic support which aim to facilitate their re-integration in Kosovo.

This part of the programme will work towards influencing the behaviour of people by promoting respect for diversity and reducing discrimination, intolerance and violence. This is particularly important in the Kosovo context where deep rifts between the different ethnic communities still exist and thus the promotion of humanitarian values can contribute to the peaceful development of civil society.

Programme purpose Global Agenda Goal-4

Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
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The principles and values programme budget for 2011 is CHF 134,161.

Programme component 1: Promotion of Fundamental Principles and Humanitarian Values

Component outcome 1: Basic support to prospective returnees from Sweden
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Potential risks and challenges

Potential challenges or risks that the International Federation's office in Kosovo might face in implementing the proposed plan include:

- Significantly destabilized situation, including the possibility of further conflict as a result of declaration of independence by the Kosovo assembly.
- Large-scale disaster, pandemics and its potential consequences.
- High turnover of staff and volunteers due to the limited support the Red Cross organizations can provide. This includes extremely low salaries and stipends, and the inability to cover expenses and per diems while implementing project activities.

It is very clear that most of the potential risk and challenges cannot be overcome by the International Federation secretariat and the local Red Cross organizations due to their nature and possible dynamics. A point to highlight here is that the main Red Cross services are delivered by volunteers, therefore, it is envisaged that investment in the capacity building will improve the quality of services and expand the essential activities at the grass root level. The plan 2010-11 is prepared based on the priority needs of the Red Cross organizations in Kosovo, taking into consideration realistic and achievable components for the above mentioned period.

Role of the secretariat

The capacity building support to be provided by the Federation Secretariat to the Red Cross organizations in Kosovo will help them become better-functioning organizations and able to better respond to the needs of the most vulnerable. The presence of the office remains

essential due to the social, economic and political situation that also has an impact on the Red Cross context in Kosovo.

The presence of the International Federation's office in Kosovo remains essential for the continuation of this, and has a strategic importance due to social, economical and political situation that also has an impact in Red Cross context in Kosovo. The International Federation believes it has a humanitarian obligation to remain in Kosovo and to continue supporting vulnerable populations together with the two Red Cross Organisations. The critical situation in Kosovo and the humanitarian needs there imply a Movement responsibility to ensure that there is a coordinated support to the Red Cross Organizations as they are going through a crucial period. Therefore, for the secretariat to be able to fulfil its role, long-term support continues to be needed by these local Red Cross structures to ensure they can fulfil their humanitarian mandate, and the presence of the International Federation in Kosovo is at least foreseen for the next three to five years to continuously provide support in the transformational context in Kosovo.

a) Technical programme support

The International Federation secretariat office in Kosovo consists of a head of office and five local staff working on programmes and support services. These skilled and experienced staff supports the two Red Cross organizations to facilitate the process to develop an appropriate annual work plan and programmes and continue to carry out needed organizational development work on a sustainable basis. In particular technical support in implementing and managing the above mentioned programmes and activities through coaching, mentoring and on the job training; liaising and networking with staff from the Federation and in learning from experiences of neighbouring National Societies operating in similar contexts and facilitate dissemination of good practice and knowledge sharing.

Additional technical support will be provided from technical coordinators at the zone team/regional representation as required in programme areas of disaster management, organizational development and health and care.

b) Partnership development and coordination

The Federation office continues to work to further strengthening partnerships, seek and coordinate support. In order to achieve this, the Federation will further strengthen the sustainability of work to enhance the quality, efficiency and effectiveness of programmes over the coming years. There will be increased participation of the Federation and RC Organizations in coordination and planning meetings with existing and new partners and stakeholders, such as with local authorities, UN and international donor agencies, diplomatic missions and non-governmental organizations for humanitarian emergency operations. There have already been some good achievements in this direction when a number of Kosovo institutional and international partners recognized the Red Cross as a reliable and quality service provider resulting in new limited funding for some of the programmes.

The diversified partnerships will enable increased service delivery to vulnerable communities and capacity building of staff and volunteers. The RC organizations in Kosovo work very closely with the International Federation's office in Kosovo, particularly in the programmes described in this plan. The ICRC also provides capacity building support in the field of information dissemination and 'tracing' including restoring family links, mine awareness activities.

c) Representation and advocacy

The Federation will continue to work closely with the RC organizations in order to help them in liaising and advocating on behalf of their own organizational and programme goals with different stakeholders and ensure effective working relationships and coordination with UN,

authorities, ICRC and Movement partners and other stakeholders. The Federation will also ensure representation in inter-agency and other international forums taking place in Kosovo.

The Federation office in Kosovo places an emphasis on developing new partnerships, funding sources and income generation activities for the local Red Cross organizations. This will ensure long-term viability by advocating with the authorities as well as other donor agencies and international organizations.

Promoting gender equity and diversity

In Kosovo women are usually vulnerable to poor health and socio economic status especially in rural areas. Quite often most women have fewer opportunities to continue schooling to higher levels. There are increased cases of violence where women is a subject of it, which sometime means that there is not sufficient protection and no adequate information and knowledge of their rights.

Within the RC organizations context gender equity and diversity is not an issue. Women in particular are given possibility of having top position in policy and decision making. There is increasing female representation in the organization’s governance bodies both at central as well as branch level. The RC organizations has gender as a cross cutting elements to all programmes. Volunteer and staff recruitment include a mix of men and women, youth and adults and people of various ethnic groups.

Quality, accountability and learning

In order to ensure monitoring and reporting of the programme activities the Federation office in Kosovo has developed tools such as detailed plan of action that helps keep track of timely implementation of activities. In order to ensure the quality and learning regular project visits, management meetings, reports, meetings with donors and stakeholders, and consultations with beneficiaries will continue.

By enabling the volunteers and staffs participation in capacity building trainings organized regionally, the Federation will improve their knowledge and skills for better programme implementation that would support and improve the overall organizational performance leading towards provision of the better services to the most vulnerable. Whenever possible, good networking through improved relationships and knowledge sharing will be established with National Societies in the region and beyond. This will help RC organizations to utilize the expertise available in other National Societies for learning, training and improving its own quality of work.

In order to increase RC organizations accountability to its partners, donors, public and beneficiaries in Kosovo, the Federation will provide support in publishing annual report and external audit results.

How we work	
<p>The IFRC’s vision is to:</p> <p>Inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.</p>	<p>The IFRC’s work is guided by Strategy 2020 which puts forward three strategic aims:</p> <ol style="list-style-type: none"> 1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises. 2. Enable healthy and safe living. 3. Promote social inclusion and a culture of non-violence and peace.

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