

# Plan 2009-2010



International Federation  
of Red Cross and Red Crescent Societies

## Kosovo

### Executive summary



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 52 countries have recognized Kosovo's independence. Under the UN mandate negotiations to find a solution on the future status are ongoing, but until now without concrete result.

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.

The International Federation aims to strengthen the operational capacities of these Red Cross organizations to better respond to the needs of the vulnerable populations in Kosovo through support in the core programme areas of humanitarian values, health and care, disaster management, and organizational development.

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), to assist in increasing the level of high 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.

All programmes supported by the International Federation's office in Kosovo are aligned with the Federation's Global Agenda goals as well as with the Framework for Action. Further, they are based on the strategic priorities and plans of the two local Red Cross organizations. The 2009–2010 plan reflects also the strategy of scaling up programmes, increasing Red Cross capacity and strengthening its role in civil society. At the same time, the plan puts into practice the Istanbul Commitments made by the VII European Regional Conference in May 2007. These commitments see the Red Cross and Red Crescent Societies in Europe pledge to address together vulnerability and the challenges that their communities face. Health and social care and addressing the needs of people affected by migration are the main issues that the conference agreed will be addressed in the coming years through building

stronger partnerships and alliances, and by advocating for the rights and needs of individuals and communities.

Through the implementation of the plan for 2009-10 the International Federation will strive to strengthen the disaster management capacity of the local Red Cross organizations through improved disaster preparedness and response capacity including detailed risk mapping and contingency plans. Kosovo have been spared for big-scale disasters in recent years; however the vulnerability of the population is such that even small-scale disasters continue having a strong impact on people's life, as households have limited coping mechanism due to the general poor living conditions in Kosovo. In previous years it was noted that whenever a natural disaster like floods happen, the Red Cross organizations were the only ones responding even though they have limited capacity to do so. Also in the field of the health programme, it is foreseen to strengthen the capacity of the Red Cross organizations in order to identify and respond to the basic health needs of the population. This plan therefore provides capacity building components leading towards better functioning Red Cross organizations with improved performance to meet the basic needs of the most vulnerable people. Promotion of humanitarian principles and values are a cross cutting programme component integrated in all programmes.

The implementation of the two-year plan will result in having more visible, active and responsive Red Cross organizations with better image, improved financial management, improved planning and more sustainable programmes with an appropriate organizational structure, including supportive governance.

The total 2009-2010 budget is CHF 1,673,640 (USD 1,529,835 or EUR 1,066,012).

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

## Kosovo context

Kosovo has been under UN administration since the 1999 conflict. The Kosovo assembly on 17 February declared its independence. Subsequently, Kosovo has been recognized by 52 countries.

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. The disintegration of the old economic system, a collapse in trade with regional partners, an increasing need to adjust to the competitive demands of the world economy, and the need to restructure institutions and change practices and behaviours that had taken root in society during decades of centralized planning are some of the key factors that have triggered this continuing transformational crisis.

Despite large investments from the international community in recent years, the needs and challenges in Kosovo remain numerous nine years after the conflict. Kosovo continues to face a vicious cycle of low growth, significant trade imbalance and fiscal constraints.

The labour market of Kosovo is characterized by high unemployment rates, being around 50 per cent, and also by a high number of registered jobseekers. Two third of all jobseekers are unskilled; the majority belong to the age group between 25 and 39 years.<sup>1</sup>

The serious nature of the situation was highlighted by a World Bank study on poverty<sup>2</sup> in Kosovo which claims that around 45 per cent of the population in Kosovo is poor, with another 18 per cent vulnerable to poverty. Overall economic stagnation is reflected in the lack of progress in improving living standards. 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.

---

<sup>1</sup> Kosovo in Figures 2006, Kosovo Statistical Office, December 2006

<sup>2</sup> Kosovo Poverty Assessment- World Bank & Kosovo Statistical office, October 2007

These poverty rates are very high compared to neighbouring countries and have unfortunately not changed over time. The transitional state for the region have had a negative impact on household economies and many bread winners have left the country in search for better employment opportunities. Without the safety net provided by many people from the region through migration and remittances, the welfare of a large fraction of the population would have been even worse. Since 2007, the vulnerability of the population in Kosovo increased further due to a significant rise in the prices for basic commodities such as bread and cereals, cooking oils, fat and vegetables.

High unemployment and a dramatic rise in poverty, a fragile economy combined with limited provision in the health, social welfare and employment sectors has resulted in an extremely high degree of structural socio-economic vulnerability of the population. Also, there is a lack of institutional and social coping mechanisms. With approximately ten 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.

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, seasonal river floods. Such incidents happen at least once or twice each year, with the last being avalanches and landslides in the winter of 2007-2008. 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 youth, elderly people, 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, 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. However, both organizations have requested continuous support and assistance from the International Red Cross and Red Crescent Movement as to support the internal development process.

The capacity of the Red Cross organizations in Kosovo to achieve the programme outcomes is limited and demands support from the partners and feedback from the target beneficiaries. There are many challenges therefore 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. However, it is worth noting that both Red Cross organizations attract considerable numbers of volunteers, currently numbering around 5,000, for their humanitarian work.

Thus in addition to the fact that the process of transformation has created shifting needs and new patterns of vulnerability to which the Red Cross organizations need to respond, it also requires from them to find a new self-definition, review their mandate, define new management and governance systems, building their capacity to fit into the new liberal (market) system, develop new ways of finding resources and funds, and in general, cope with many new challenges. While the two Red Cross organizations have managed to retain some of their operational capacity in staff and volunteers to implement some programme activities, i.e. health education, 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.

Since 1999, 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. Furthermore, the Red Cross organizations participate in regionally organized technical events and trainings such as vulnerability and capacity assessment (VCA) and regional disaster response team (RDRT) with the support of the regional representation. These trainings are further contributing to the capacity building of the Red Cross organizations for their improved service delivery to the most vulnerable.

Traditionally, the International Federation's multilateral approach has been to support the local Red Cross organizations through a programme based appeal process, requesting funds from donors for programme assistance in various sectors. The emphasis in these appeals, with the exception of organizational development, 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 during the last five years have been the Swedish Red Cross, the Norwegian Red Cross, the British Red Cross, the Canadian Red Cross, the Finnish Red Cross, the American Red Cross and the Norwegian Liaison Office in Kosovo.

Through bilateral support from sister National Societies, the Red Cross of Kosova is implementing several projects. The German Red Cross is supporting a disaster management capacity building project, firewood distribution for elderly people during winter; the Bavarian Red Cross branch is supporting the integration of Roma children and women in Vushtri branch; the Spanish Red Cross is supporting children at risk, and integration of Roma-Ashkali-Egyptian (RAE) women and income generation in three branches; and the Finnish Red Cross is implementing a youth development work project. With the support from the Swedish Red Cross, the Red Cross of Kosova is able to assist the most vulnerable people by distributing used clothes on an annual basis.

The International Federation office in Kosovo is working to strengthen the operational capacity of the two local Red Cross organizations to carry out effective assistance and offer services to improve the situation of the most vulnerable people. In this work it is important to consider the specific context and nature of the situation in Kosovo.

The programmes of the Red Cross organizations in Kosovo are aligned with the Federation's Global Agenda goals as well as with the Framework for Action. The International Federation's office in Kosovo has the goal to continue to strengthen the local Red Cross organizations in a context of change to achieve the highest possible degree of self-sufficient sustainability in terms of improved functioning and in the provision of quality services to the most vulnerable. This will be achieved through the capacity building of the two Red Cross organizations in improving their performance that will bring about a better image and visibility contributing towards better resource mobilization. This strategic goal is long-term and can only be achieved through lasting partnerships and strong commitment from partners in supporting the local Red Cross organizations in achieving their goals. However, the trend in recent years shows that the funding required for assistance in achieving this goal is constantly declining due to the fact that the priorities of the donors are shifting to other parts of the world and many large-scale disasters and crisis situations further distract their attention.

## Secretariat supported programmes in 2009-2010

The programme areas to be included in the 2009-2010 plan contribute to the ongoing programme priority of the 2008 plan to ensure the continuity of the programme capacity building and organizational development needs. It is obvious that the needs of both, the Red Cross organizations and vulnerable

groups are enormous and diverse and therefore, there is a need to have long-term sustainable support provided by the Movement and other partners to these target groups.

For 2009-10, the three programme areas recommended to be supported in Kosovo are disaster management; health and care and organizational development. The promotion of humanitarian principles and values will be cross-cutting in all the programmes. The tables below in each of the programme areas summarize the different recommended programme components for 2009-10 based on priorities and capacities of the Red Cross organizations in Kosovo.

## Disaster Management

### **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. In addition, the capacities of the Red Cross of Kosova are to be developed based on the defined role within the Kosovo disaster management plan. It is envisaged that this Kosovo plan will give the Red Cross of Kosova a specific leading role in disaster management including response and risk reduction.

In order to play such a role, capacity building will be provided at both headquarters and branch level in order to carry out coordinated disaster response and risk reduction activities. Volunteers constitute the heart of both Red Cross organizations, they are an essential element of efforts to encourage and promote the ideal of voluntary service. It is intended that they become key activists in the development of branch and community level disaster management initiatives. Also as described in the context, the Red Cross organizations will closely monitor and carry out assessments on the ongoing food shortage, particularly the significant price rise of food commodities and its impact on the most vulnerable population.

Through this programme, the existing first-aid capacity will also be further strengthened so as to provide the community with basic first-aid training to be used as a coping mechanism during disasters and day to day emergencies.

#### **Programme purpose**

**The disaster management capacity of the local Red Cross organizations is strengthened through improved disaster preparedness and response capacity including risk mapping and contingency plans.**

The disaster management programme budget is CHF 364,840 (USD 333,491 or EUR 232,382).

In 2009-10, the Red Cross will continue its disaster risk mapping and response capacity building in the branches. This will result in having contingency plans at branch level as well as central level. Also, through the cascading process of training volunteers and staff in the disaster management field, first in basic disaster management and then in more specialized disaster response, the Red Cross will build its disaster response teams (DRT) able to respond to disaster situations. The trained staff and volunteers, through information materials and campaigns to be organized, aim at the increasing awareness of population on potential risk from disasters and their preparedness. 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 component 1: Disaster management planning**

**Component outcome 1:** Central and branch level disaster contingency and response plan developed and coordinated with the authorities.

#### **Programme component 2: Organizational preparedness**

**Component outcome 1:** Basic DRTs have been created and are able to effectively respond to disaster situation.

### **Programme component 3: Community preparedness/Disaster risk reduction**

**Component outcome 1:** Increased awareness of the community on the potential risk from the disasters.

#### **Profile of target beneficiaries**

The targeted beneficiaries will be Red Cross staff and volunteers, Kosovo institutions' staff as well as community members of different ethnic groups, gender and age in disaster-prone areas. The target population will benefit from training, awareness campaigns targeting people living in disaster-prone areas, advice and peer support which will result in increased awareness and knowledge, better coordination and cooperation as well as increased skills in disaster preparedness and response through the formation of 12 DRTs within two years. Some 1,500 staff and volunteers will directly benefit from these trainings, and it is envisaged that around 15,000 people in the targeted population will also benefit from awareness campaigns foreseen in this plan.

## Health and Care

#### **The purpose and components of the programme**

The healthcare 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. A comprehensive review or analysis of the health situation in Kosovo is yet to be conducted. Despite the significant investments made with the support of the international and NGO community, the healthcare system in Kosovo is not able to cover even the basic health needs at present. There remain significant deficiencies in the provision of healthcare services, and extremely limited access to specialized health services to the whole of the population.

Furthermore, the population is extremely vulnerable to the health challenges due to a number of problems including the lack of access to safe drinking water, poor hygiene, different post-conflict psychosocial problems, poor nutrition, limited use of health services, and low levels of health education and promotion. Old and new health problems in Kosovo are increasing- including TB, HIV and AIDS. The limited data available on the health status in Kosovo suggests that it ranks among the lowest in Europe on every health indicator which is up to ten times higher than the European Union average. The infant mortality rate, maternal health and the decline in immunization coverage are areas of particular concern.

In view of the above, joint efforts have been made by the different stakeholders including the Ministry of Health, the International Federation, UNICEF 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**

**Strengthen the capacity of the local Red Cross organizations' health programme to identify and respond to the basic health needs of the population.**

The health and care programme budget is CHF 441,653 (USD 403,705 or EUR 281,308).

In order to increase the knowledge and access to appropriate information about family health issues including good parenting, reproductive health/ family planning and better practice to prevent diseases, the Red Cross organizations will organize community courses on the related topics. Also, the Red Cross of Kosovo will conduct an impact study based on the baseline survey done in 2008. This will enable the Red Cross to closely see the results of their health programme, like changes in the

behaviour of targeted populations towards better health awareness, family planning and good parenting and regular visits to the health institution. The Red Cross youth volunteers will organize HIV and AIDS peer education campaigns in the secondary schools to increase awareness and reduce stigma among the youth. A group of youth volunteers will prior to organizing the campaigns be trained in the subject matter. Also an emphasis will be put in ensuring that community health education courses and trainings will contain a principles 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 component 1: Community-based health including maternal and child health**

**Component outcome 1:** Increased knowledge and access to appropriate information about family health issues including good parenting, reproductive health/ family planning and better practice to prevent diseases.

**Programme component 2: Increase awareness and reduce stigma associated to HIV through awareness session and social mobilization among youth.**

**Component outcome 1:** Increased awareness about the risk of HIV and AIDS among youth.

**Profile of target beneficiaries**

The targeted beneficiaries will be men and women of reproductive age (from 15-60 years old); general population, youth, students of secondary schools and universities. Approximately 20,000 people will benefit from trainings, advice and peer support and increased health and care services which will result in increased awareness and knowledge and better practices on specific health issues, less dependency on curative health system, and reduced health risks and risky behaviour.

## Organisational Development/Capacity Building

**The purpose and components of the programme**

The International Federation office in Kosovo is working to strengthen the operational capacity of the two local Red Cross organizations, the Red Cross of Kosova and the Red Cross of Kosovo and Metohija to carry out effective programmes in order to improve the situation of the most vulnerable people. In this work it is important to consider the transformational context and nature of the situation in Kosovo. The authorities and the public have increasing trust in the Red Cross as a reliable and specialized service provider. Positive response of the community to the Red Cross is evidenced by an increased number of volunteers and members and increased participation in programme implementation and fund-raising.

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 2010 and the Global Agenda. 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 evaluation activities including financial control and reporting. Specific capacity building will occur in the areas of strategic planning, human resource development, finance development, resource mobilization, volunteer development and management and development of appropriate policies, system and procedures.

**Programme purpose**

**Better functioning Red Cross organizations with improved performance to meet the basic needs of the most vulnerable people.**

The organizational development/ capacity building programme budget is CHF 648,965 (USD 593,204 or EUR 413,353).

Through the organizational development programme, the International Federation strive to improve Red Cross performance for better service delivery to meet the basic needs of the most vulnerable. The activities to support this initiative and to improve service delivery, include conducting governance and

management trainings focusing on better understanding of roles and responsibilities (different and complementary), developing a volunteer management system that includes volunteer training and a database, development of relevant policies, 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 their finance management capacity and reporting system. It is important to say that this cannot be achieved unless long-term support is provided.

The programme will also 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. Emphasis will be put in ensuring that capacity building initiatives and trainings 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 component 1: Improving National Society leadership capacities to develop and implement strategies, to ensure good performance and accountability.**

**Component outcome 1:** Improved performance based on policies and procedures.

**Component outcome 2:** Better understanding of roles and responsibilities of governance and management at all levels.

**Programme component 2: Ensuring a well-functioning organization with sustainable systems and procedures, and staff with the desired level of managerial and technical competencies.**

**Component outcome 1:** Improved organizational capacity through human resource management system and procedures.

**Component outcome 2:** Improved finance management capacity and reporting system.

**Programme component 3: Increasing capacity for programme development and management.**

**Component outcome 1:** Better-functioning Red Cross organizations with long-term development plan.

**Component outcome 2:** Increased knowledge and understanding of Fundamental Principles and Humanitarian Values.

**Profile of target beneficiaries**

The Red Cross leadership, staff and volunteers at all levels will benefit from the advice, coaching, consultancy, training, peer-to-peer support, and material inputs which will improve their knowledge and professional skills in leading and managing their respective Red Cross organizations. Approximately 1,200 staff, volunteers will benefit from different capacity building trainings and support that will contribute to improving the implementation and management of the programmes and service delivery.

**Principles and Values**

Based on the International Federation’s Strategy 2010, which clearly states that the promotion of humanitarian values is a core area of work for the Movement, and Global Agenda goal four, 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.

Principles and values will not be considered as a separate programme but will be integrated in the other three programme areas as outlined above. The objective for the next two years will focus on the change of behaviour in the local communities through the promotion of humanitarian values and empowered local communities with strengthened capacity to cope with the vulnerabilities and their root causes through participation and community action.

### **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 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 2009-10 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 role of the International Federation secretariat is to build the capacity of the local Red Cross organizations in Kosovo in order to 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. Therefore, for the secretariat to be able to fulfil its role, long-term support continues to be needed, 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.

Another basic concept to strengthen the sustainability of work is to enhance the quality, efficiency and effectiveness of programmes over the coming years. This will show partners, in particular from the authorities and municipalities, that the Red Cross is providing high quality volunteer-based services which meet the needs and thus attract more financial support and long-term agreements. There have already been some good achievements in this direction in 2007 and 2008 when a number of Kosovo institutional and international partners recognized the Red Cross of Kosovo as a reliable and quality service provider resulting in new limited funding for some of the established programmes. The Red Cross of Kosovo and Metohija has been active in supporting the local community and intends to strengthen its work in the core areas of disaster management, health and care, and organizational development and capacity building.

The budget is CHF 218,182 (USD 199,435 or EUR 138,969).

### **Technical programme support**

The International Federation secretariat office in Kosovo, consists of a head of office and four 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 in line with the Federation Global Agenda goals 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. Also support for the preparation of training materials and facilitation and (development of) monitoring/ evaluation procedures.

During the implementation of the 2009-10 plan technical support will be provided for the development of volunteer, disaster management and health policy, volunteer management system and human resources development, management and advisory support to governance and senior management. In

order to enhance the capacity to provide better services and ensure long-term sustainability the Red Cross organizations in Kosovo needs longer-term support and assistance

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. In very specific technical areas, external expertise might be deployed to support the implementation, after determining the scope of work in coordination with zonal/ regional experts.

### **Partnership development and coordination**

The local Red Cross organizations and the International Federation's office will build on the increased level of partnerships which were developed over the last two years. These partnerships, which have an emphasis on local and non-Red Cross partners, are contributing towards achieving progress through: a) ensuring a constant exchange of information and analysis which complements the view and expertise of the Red Cross in assessing the needs and implementing programmes for the most vulnerable, b) providing funding and capacity building support to the local Red Cross organizations and thus enhancing their programme implementation ability and quality, and c) allowing for better focused planning and activity implementation through an increased level of cooperation and coordination with other actors.

These partnerships have enabled increased service delivery to vulnerable communities and capacity building of staff and volunteers. The Red Cross of Kosova and the Red Cross of Kosovo and Metohija work very closely with the International Federation's office in Kosovo and the regional representation, 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 activities.

The Federation office continues to work to further strengthening partnerships, seek and coordinate support from authorities, UN and international donor agencies, diplomatic missions and non-governmental organizations for humanitarian emergency operations and capacity building initiatives undertaken by the Red Cross organizations. There will be increased participation in coordination and planning meetings with existing and new partners and stakeholders.

### **Representation and Advocacy**

Assistance will be provided to advocate and facilitate in liaising with different stakeholders and ensure effective working relationships and coordination with UN, authorities, ICRC and Movement partners and other stakeholders. The 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 present in Kosovo.

Even though the possibilities for fund-raising from local organizations and donors in Kosovo are still very limited, more efforts will be made to develop the necessary skills to access local funds. However, the result of this are not expected to be seen in the short term.

## Promoting gender equity and diversity

Even though the socio-cultural tradition of Kosovo does not favorably consider the participation and contribution of women in certain aspects of society, the participation of women within the Red Cross of Kosova organizational management, policy-making and governance is exceeding the Kosovo norm. In the Red Cross of Kosova the jobs and tasks are divided reasonably equally between both women and men. Many key positions in the organization's headquarters and branches are held by women and the current secretary general of the Red Cross of Kosova is a woman. There is increasing female representation in the organization's governance bodies both at central as well as branch level. The presidency board features representatives of both genders.

This, of course means that there is attention paid in the programmes and activities as well to ensure equitable approach to different needs of different beneficiary groups. In terms of promoting gender equity and diversity in its programmes, the Red Cross of Kosova and the Red Cross of Kosovo and Methohija is promoting gender equity and the majority of active Red Cross of Kosova volunteers are

women who pay particular attention to gender issues in the implementation of humanitarian and community-based projects. In particular the component of the health and care programme dealing with reproductive health and family planning, family health and good parenting as well as psychosocial support is focusing particularly on women by empowering them in their daily lives. However, within the Red Cross of Kosovo and Metohija there is still some room to improve gender equity and diversity, in particular at branch level.

## Quality, accountability and learning

Currently the International Federation office in Kosovo is carrying out the majority of monitoring and evaluation activities through regular project visits, management and focus group meetings, reports, donor and stakeholder meetings, beneficiary records and questionnaires. However, the local Red Cross organizations have made it one of their priorities to improve their capacity and take over more responsibility towards monitoring and evaluation of programmes.

This process will be started in the coming programme period by passing on the knowledge and experience of the Federation office, transferred to them through formal trainings and a coached process of 'learning by doing'. The monitoring and evaluation process will be taken into consideration in line with the Federation's performance and accountability framework. To increase its accountability to its partners, donors, public and beneficiaries in Kosovo, the Red Cross of Kosova has decided to start publishing its annual report and external audit results.

As part of the regional International Federation team, the office in Kosovo has supported the efforts to develop a practice of utilizing the best practices and experience available in the region by gradually integrating Red Cross organizations into the technical regional network. Whenever possible, good networking through improved relationships and knowledge sharing will be established with National Societies in the region and beyond. By doing this, the Red Cross organizations will be able to utilize the expertise available in neighbouring National Societies and elsewhere for learning, training and improving its own quality of work.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p><b>Global Agenda Goals:</b></p> <ul style="list-style-type: none"> <li>Reduce the numbers of deaths, injuries and impact from disasters.</li> <li>Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</li> <li>Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.</li> <li>Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.</li> </ul>
Contact information	
<p>For further information specifically related to this plan, please contact:</p> <ul style="list-style-type: none"> <li>• <b>In the Federation Office in Kosovo:</b> Shafiquzzaman Rabbani, Head of Office; phone: +381 38 228187; fax: +381 38 228599; email: <a href="mailto:shafiquzzaman.rabbani@ifrc.org">shafiquzzaman.rabbani@ifrc.org</a></li> <li>• <b>In the Regional Representation for Central Europe and Southern Caucasus:</b> Elias Ghanem, Regional Representative, Budapest, phone: + 36 1 8884 518; fax: + 36 1 336 1516; email: <a href="mailto:elias.ghanem@ifrc.org">elias.ghanem@ifrc.org</a></li> <li>• <b>In the Europe Zone Office:</b> Anitta Underlin, Head of Zone, Budapest, phone: ++36 1 8884 501; fax: +36 1 336 1516; email: <a href="mailto:anitta.underlin@ifrc.org">anitta.underlin@ifrc.org</a></li> </ul>	