

Plan 2009-2010



International Federation
of Red Cross and Red Crescent Societies

Europe Zone

Executive summary

The Europe region is extremely diverse in political and socio-economic terms, in its geography, demography and culture, as well as its public health trends and vulnerability to natural disasters. International Federation membership services and programme support to its member National Societies need to be adapted to their individual needs and national context, and the current planning process has led to a large increase in the number of **country-level plans**.

Nevertheless, there are also areas of common concern which have been identified as clear priorities by regional and global conferences. There is a compelling need to scale up our work in the areas of health and care, particularly **HIV and AIDS, TB and harm reduction**, and in developing long-term approaches for working with a rapidly **increasing ageing population**.

Another key priority area is **migration**, and stronger advocacy on behalf of all vulnerable migrants¹ regardless of their legal status.

Capacities, mechanisms and tools for **disaster management coordination** will be strengthened, including better contingency planning and legal preparedness (IDRL). Scaling up **risk reduction** and addressing the challenges of **climate change** will enable communities to become more resilient.

The larger challenge of ensuring **social cohesion** in fast-changing and increasingly polarised societies is arguably an area where National Societies and volunteers can make a real and lasting contribution, with concrete action promoting respect for diversity, and fighting against intolerance.

Moving towards a stronger role in coordination and facilitation the Europe zone team is committed to developing strong **operational and global alliances**, and pilot new tools and approaches for more effective **collaboration, peer support, networking and knowledge sharing**.

The Europe zone programme priorities for the next two years are closely aligned with the Federation's overall Global Agenda Goals, and with the final declaration *Together for Humanity* of the 30th International Conference of the Red Cross and Red Crescent. In addition they are firmly based on the *Istanbul Commitments* formally adopted by all European National Societies at the recent 7th European Conference. The main components of the programme and selected key outputs to be delivered during the next two years are summarised in the table below.

¹ The term "migrant" includes, inter alia, asylum seekers, refugees, internally displaced persons, trafficked persons, irregular migrants and economic migrants.

| Global Agenda Goal | Key outputs during 2009-2010 (note: selection only – see text for more detail) |
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| Global Agenda Goal 1: Reduce the number of deaths, injuries and impact from disasters. | <ul style="list-style-type: none"> • Contingency plans in place in all regions and at least 16 countries • Europe disaster management strategic plan adopted in line with the International Federation strategy and the Hyogo Framework for Action • Zone disaster management coordination unit in place • Regional disaster response teams operational in four sub-regions • Comprehensive disaster management database covering 20 National Societies • Global alliance for community level disaster risk reduction active • Climate change advocacy, awareness and adaptation scaled up • Strengthened cooperation with key external partners incl OCHA and ISDR • Stronger National Societies involvement in national platforms • Targeted advocacy and support to promote IDRL |
| Global Agenda Goal 2: Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. | <ul style="list-style-type: none"> • Significant scale-up in HIV and AIDS, TB and harm reduction using a global alliance approach • Avian and Human Influenza pandemic preparedness targeting two countries; business continuity plans in all sub-regions • Effective advocacy and support for social and home care programmes • Club 25 approach promoted in drive towards 100 per cent voluntary blood donation; joint trainings with WHO in selected countries • A concrete plan of action developed in collaboration with WHO • Strong support mechanisms for other health and care priorities – including first aid, emergency health, psychosocial support and road safety |
| Global Agenda Goal 3: Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. | <ul style="list-style-type: none"> • Strong emphasis on human resource development and volunteer management • A common framework for peer support and staff/volunteer exchange • Agreed model and active support for National Society quality control and certification • Support for Red Cross Red Crescent Youth programming increased • Stronger engagement with private sector and corporate social responsibility • Consolidated tools and approaches for community work |
| Global Agenda Goal 4: Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion. | <ul style="list-style-type: none"> • Scaled up advocacy and support for migration programmes • Anti-trafficking network hosted in zone office and fully operational • Improved communication and advocacy for vulnerable and/or marginalized populations • At least one concrete and sustained advocacy campaign • Strategy for promotion of principles and values adopted • At least two concrete pilot projects aimed at promoting social cohesion or addressing discrimination and exclusion |
| Framework for Action and New Operating Model | <ul style="list-style-type: none"> • Global alliance for HIV/TB fully active in at least 12 National Societies • Global alliance for risk reduction initiated at least 8 National Societies • Operational alliance successful in Kyrgyzstan; two more pilots underway • Intensified capacity building projects ongoing in at least 6 National Societies • Reinforced capacity to lead disaster management where/when required • Baseline and monitoring framework for Istanbul Commitments in place • Quality technical support for next Europe Conference 2010 • A research and development project on strengthening networks • E-platform for on-line collaboration and knowledge-sharing for all National Societies • Distance-education and e-learning modules piloted • Resource mobilisation strategy agreed • Agreed priorities and systematic approach for representation and advocacy |

The total programme budget for the two-year period 2009-2010 is **CHF 3,125,398** (EUR 1,990,699 or USD 2,856,854).

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

Europe context

The diversity of the Europe zone, covering 53 countries, is immense. Huge differences exist in regard to national economies, health provision, education, life expectancy, living standards and quality of life. The different contexts present a formidable challenge for the provision of membership services and programme support which needs to be tailored carefully to the needs of each country. Importantly, it also raises questions as to how to support networking, cooperation and peer-support between National Societies in the most meaningful way.

Much of the diversity within the Europe zone is associated to the existence of the European Union (EU). Approximately half of the 53 countries are EU member states, others have well-established relationships as neighbouring or partner countries, and some are pursuing negotiations for accession in the coming years. The EU as such does not constitute a government, nonetheless, major developments and decisions by the EU have a strong impact on national policies, finances and legislation – in member states as well as in candidate and neighbouring countries. The “EU project” is constantly evolving and has increasing influence on the economic and social situation of citizens and civil society in the wider Europe.

The countries of central and eastern Europe and the former Soviet Union republics are still undergoing a process of significant economic and political transformation. While the rate of change may vary, the disintegration of the old economic systems, a collapse in trade with regional partners, difficult adjustment to the competitive demands of a globalised economy and the need to restructure institutions are common factors. Unemployment, and an often dramatic rise in poverty, has contributed to a sharp increase in socio-economic vulnerability, particularly in the absence of an effective social safety net or other coping mechanisms.

In several countries or sub-regions this transformational crisis has been further exacerbated by unresolved **civil or ethnic conflicts**. The recent events in Georgia and Kosovo not only provide immediate humanitarian challenges in many ways, but will also require more reflection from Movement partners on how local Red Cross Red Crescent units should be supported strategically over the coming years.

The growing incidence of **HIV and AIDS**, and especially **TB**, are reasons for concern across the entire region. The stigma associated with both TB and HIV and AIDS continues to be a major barrier to more effective prevention, treatment and care.

Between 2001 and 2007, the number of people living with HIV increased by an estimated 150 per cent in eastern Europe and central Asia, with **nearly two thirds of new infections now attributed to injecting drug use**. Harm reduction programmes should therefore be scaled up as a priority. In addition, many people living with HIV develop TB as the first manifestation of AIDS. The **co-infection** of the two diseases represents a deadly combination, since they are far more destructive together than either disease alone.

Every year, an estimated 66,000 people in Europe die of TB. According to the World Health Organisation, the Europe region now has over 82,000 **multi drug-resistant TB** cases, putting it in third place globally, and 14 out of 27 global priority MDR-TB countries are in Europe. Twenty-one countries – including seventeen from within the EU – have registered cases of the extensively drug-resistant and virtually untreatable XDR-TB.

Throughout Europe the **number of older persons will increase dramatically** in the coming years. The ongoing demographic change confronts societies with complex challenges concerning the active role of older people within society, their quality of life and their well-being, the promotion of active ageing and intergenerational solidarity. It also raises questions to how societies can successfully include the tremendous value and experience that many people of advancing age have to offer – including as volunteers - , and how to promote their active participation at all levels of society, including their involvement in the development of relevant policies and programmes.

Some parts of the region still face urgent needs in ensuring essential health services such as basic access to mother and child health care, clean drinking water and adequate sanitation. Elsewhere, the

need to address lifestyle diseases such as obesity and diabetes, and health emergencies such as avian and pandemic influenza will require increasing attention.

Recent floods, heat waves and droughts are seen by many as an indication of the ever-increasing impact of natural disasters in the region due to **climate change**. Other common **disaster risks** in the region include frequent earthquakes, volcanic eruptions and the occurrence of mine explosions and other technological accidents. This underlines the need for both effective disaster response mechanisms as well as more emphasis on risk reduction measures and adaptation.

The highly complex and multi-faceted issue of **migration** is likely to stay the focus of much public attention and debate across the entire region, ranging from the need to ensure proper protection and assistance to asylum seekers, refugees, irregular migrants and returnees, to better manage labour mobility and adapt public service provision to demographic trends. According to IOM there are some 64 million migrants in Europe, more than any region in the world². Countries hosting the highest numbers include the Russian Federation, Germany, Ukraine and France.

Finally, in communities facing globalisation, rapid cultural change, economic uncertainty, and shifting demographic make-up, it will be crucial to actively foster strong **social cohesion** to ensure continued growth, security and prosperity.

Humanitarian and development needs in Europe remain considerable, and are indeed growing in key areas such as HIV and TB, migration and trafficking, care and support for the elderly and social cohesion. Given the pockets of high and at times extreme vulnerability of people living “in the shadows”, there is an urgent need to scale up collective efforts.

Many National Societies, especially - but not exclusively- those in non-EU countries are therefore in need of continued support for their programmes as well as their organisational development. More efforts are required to scale up local resource mobilisation and fundraising, and to help position National Societies better as auxiliaries to their own governments and agencies of choice for the delivery of publicly funded high quality programmes. At the same time there is a clear case for continued external support in many countries. The recent Europe Conference also concluded that a strong solidarity between “east and west” is still justified both in terms of clear unmet needs as well as potential for cooperation in mutual benefit.

Zone priorities and current work with partners

The Europe zone programme priorities for the next two years are closely aligned with the Federation’s overall Global Agenda Goals, and with the final declaration *Together for Humanity* of the 30th International Conference of the Red Cross and Red Crescent. In addition they are firmly based on the *Istanbul Commitments* formally adopted by all European National Societies at the recent 7th European Conference held in Turkey.

A review of the zone plan for 2008-2009 took place from June to August this year. This broadly confirmed the strategic priorities that had been agreed upon earlier. In line with the International Federation’s new operating model, planning guidance put strong emphasis on a stronger country-focused approach, more inclusive of the work of other Movement partners. The new operating model assumes an International Federation secretariat role that is far less operational than before, focusing on facilitation and coordination. The recent International Conference saw the adoption of a formal resolution regarding the auxiliary role of National Societies which provides a unique opportunity to strengthen relationships with Governments in a reciprocal and mutually beneficial way. It enabled many National Societies in Europe to revisit or further explore the crucial relationship with their government, in order to reach its full potential for cooperation both in-country and beyond.

² IOM 2005 - <http://www.iom.int/jahia/Jahia/facts-and-figures/regional-and-country-figures>

Secretariat supported programmes in 2009-2010

This section of the plan outlines programme priorities in the four Global Agenda goals at zone level. It is the product of learning from the experiences of the past year, and on an extensive planning process involving discussion with National Societies from across Europe on their priorities and needs. The plan should be read in conjunction with the corresponding plans at country and regional level as it aims to complement and support the work done there.

The total programme budget for the two-year period 2009-2010 is **CHF 3,125,398** or USD 2,856,854 or EUR 1,990,699.

| 2009-2010 | | Europe zone | |
|----------------------------|-------------------|-------------------|--|
| Programmes | 2009 budget (CHF) | 2010 budget (CHF) | |
| Disaster management | 318,353 | 258,353 | |
| Health and care | 394,470 | 550,706 | |
| Organizational development | 244,752 | 277,481 | |
| Humanitarian values | 404,706 | 416,471 | |
| Total (inc coordination) | 1,492,335 | 1,633,063 | |

Disaster Management

Europe's vulnerability to disasters is expected to increase over the coming years with climate change likely to bring more frequent floods, droughts and heat waves. In addition, several countries face ongoing risks of earthquakes and volcanic eruptions. Small and medium-scale technological accidents such as mine explosions continue to occur at an alarming rate, particularly in parts of the former Soviet Union, while large scale accidents and terrorism incidents cannot be ruled out either. The ongoing support needs for those affected by the 1986 **Chernobyl nuclear disaster** are described in more detail in [a separate plan](#).

The looming spectre of climate change, highlighted in the 2005 World Disaster Report, was brought home again to Europe (and in particular Moldova, Ukraine and Tajikistan) during 2008, when freak weather - **drought, floods, cold waves and heat waves** - brought devastation and misery to hundreds of thousands. Other disasters during the first part of 2008 were a number of severe accidents, including several explosions at munitions dumps, mine explosions and three large airplane accidents.

The cold wave operation in Tajikistan prompted the formal declaration of the "**cluster approach**" with designated lead agencies – the first time ever in Europe. The International Federation was requested to lead the cluster for shelter and non-food items, and mobilised several experts to ensure effective coordination mechanisms with all humanitarian agencies. While initial evaluation feedback was largely very positive, it is also clear that much more needs to be done to enhance readiness for assuming a shelter coordination role.

In recent years, the National Societies have made much progress in strengthening their capacities to respond to emergencies, and significant improvement in access to technical and material resources is evident. Moreover, innovative systems and alliances have been set up for sharing or pooling resources between sister societies so that an effective- and quick- response can be mustered as needs arise.

However, much more remains to be done. One of the key challenges lies in ensuring **more effective coordination** with government, local authorities, civil protection and response agencies, and other humanitarian actors, including the promotion of a better legal and planning framework. Developing stronger links with other non-Red Cross Red Crescent partners, including UN, and contributing to humanitarian dialogue and reform, will be another area the zone will advocate for.

The Europe zone coordinates International Federation support to National Societies in their disaster management capacity building and programming including disaster preparedness and risk reduction programmes, that build **household and community resilience**. The specific work with targeted National Societies is included in the specific country plans, however there is also a role for the zone in engaging in the global level discussions to ensure that the voices from Europe are heard in these discussions, and also that the decisions and policies are communicated effectively.

Where required the Europe zone will direct the support provided to a National Society that requests assistance to manage disaster response. This encompasses ensuring that any immediate support is appropriate and part of an integrated process that includes recovery and long-term development. Emergency support to National Societies responding to disasters has been mobilised through several DREF allocations and the launch of emergency appeals for Tajikistan, Ukraine and Moldova. In addition, there have been encouraging examples of effective cooperation directly between National Societies.

a) The purpose and components of the programme

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| Programme purpose |
| Reduce the number of deaths, injuries and impact from disasters. |

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| Programme component: Disaster management planning |
| Component outcome 1 Comprehensive Europe-wide disaster management strategy adopted. |
| Component outcome 2 Regional and zone-level contingency plans developed, fully aligned with country-level plans. |
| Component outcome 3 Legal preparedness enhanced through promotion of IDRL. |

A key challenge will be to develop a comprehensive disaster management strategy that is relevant for National Societies operating in very diverse contexts, and fully in line with the International Federation’s global disaster management strategy and the Hyogo Framework for Action. Close consultation with the recently established disaster management reference group will inform the best setup for strengthened response mechanisms at zone level. Dialogue on humanitarian reform will continue in the coming years, along with further work to strengthen preparedness for an active role in shelter and cluster coordination when required.

More emphasis will be placed on ensuring that contingency plans are in place at country and regional level. Where relevant this will be harmonised with ICRC and other Movement partners. With technical support from the global IDRL programme, the zone team will provide assistance to policy-makers in disaster response law, and in particular on implementation of the IDRL guidelines and other relevant international instruments.

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| Programme component: Organisational preparedness |
| Component outcome 1 Disaster management database scaled up and fully operational in 20 National Societies. |
| Component outcome 2 Regional disaster response teams (RDRT) established and operational in all sub-regions. |

The further development of an online active disaster management database will be a key priority. This will provide real-time country-level information on existing resources such as available stocks, technical equipment and skilled personnel. Building on a successful model initiated in central Europe, it will further enhance regional cooperation and more effective and timely response. Clearly defined standard operating procedures and where possible pre-agreements will further strengthen regional response.

Regional disaster response teams (RDRTs) will be promoted in all sub-regions, with an emphasis on both basic and specialised training, and more Russian language capabilities.

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| Programme component: Community preparedness/Disaster risk reduction |
| Component outcome 1 Risk reduction programming has been scaled up in selected countries through a Global Alliance approach. |
| Component outcome 2 Climate change awareness, advocacy and adaptation activities have been initiated, within a wider strategic framework. |

As a key contribution to the Hyogo Framework for Action, National Societies will be encouraged to scale up their work in disaster risk reduction, and to join (or advocate for) national platforms. This involves advocating for local risk reduction projects to be implemented by Red Cross or Red Crescent Societies in partnership with local governments and local NGOs.

The promotion of climate change awareness – not only in regular disaster management training, but bringing it into the mainstream of National Societies' work - will also be an obvious priority. The zone team will work closely with the Red Cross/Red Crescent Climate Centre and interested National Societies to develop a more concrete plan of action during early 2009.

The zone team will promote the global alliance approach for risk reduction, developing a strong methodological framework and tools. Key focus will be on education and awareness programmes to build safer communities, promote safer schools and carry out effective small-scale mitigation projects. Selected pilot project may also address the challenges of risk transfer and micro-insurance.

b) Profile of target beneficiaries

Europe zone disaster management activities will focus on strengthening the skills, knowledge and capacities of National Society staff and volunteers, as well as disaster prone communities in the zone. The ultimate target population of this work will therefore be the vulnerable communities in Europe who will benefit from these operations and programmes.

Health and Care

The huge diversity of the region is reflected in the wide range of general health statistics such as life expectancy, main disease burdens, and access to health and care services. The most urgent needs in some parts of Europe may centre on the provision of clean drinking water or access to basic mother and child health in remote communities, while elsewhere the social isolation of elderly people may be of much greater concern.

The International Federation's approach to health and care therefore needs to be tailored by country or sub-region, and more detailed plans for such support are described in the country plans. There are however a number of areas of common concern to most European National Societies including:

- TB, HIV and AIDS, and related co-infection; far more destructive than either disease alone
- Health and migration; ensure better access to prevention, care and treatment for migrants, asylum seekers, refugees and returnees
- Health emergencies, particularly avian and pandemic influenza
- Drive towards 100 per cent voluntary non-remunerated blood donation
- More effective advocacy on behalf of particularly vulnerable groups such as elderly people, rejected asylum seekers and other persons that run an increased risk of social exclusion
- A shift to addressing the root causes for poor health and growing inequity, with more emphasis required on the social determinants of health and care.
- Health promotion, drug prevention, healthy lifestyles, access to healthy nutrition, active ageing.

WHO and UNAIDS estimate that some 2.2 million people are living with **HIV and AIDS** in the 53 countries of Europe – most of these- 1.6 million- in the countries of eastern Europe and central Asia. Nearly 90 per cent of newly reported HIV diagnoses here were in two countries, the Russian Federation

(66 per cent) and Ukraine (21 per cent). Nearly **two thirds of new cases were attributed to injecting drug use** and more than one third to unprotected heterosexual intercourse.

The estimated HIV prevalence in adults exceeds 1 per cent in three European countries: Estonia, the Russian Federation and Ukraine, which has the highest rate of all at 1.4 per cent. In eastern Europe overall, using non-sterile injecting drug equipment remains the predominant mode of HIV transmission.

More than half a million people are living with HIV in western Europe, and that number continues to grow with signs in several countries of a resurgence of risky sexual behaviour.

Table 1. Regional HIV and AIDS statistics, 2001 and 2007

| | Adults and children living with HIV | Adults and children newly infected with HIV | Adult prevalence (%) | Adult and child deaths due to AIDS |
|--|--|---|----------------------|------------------------------------|
| Eastern Europe and Central Asia | | | | |
| 2007 | 1.6 million [1.2 million–2.1 million] | 150 000 [70 000–290 000] | 0.9% [0.7%–1.2%] | 55 000 [42 000–88 000] |
| 2001 | 630 000 [490 000–1.1 million] | 230 000 [98 000–340 000] | 0.4% [0.3%–0.6%] | 8 000 [5 500–14 000] |
| Western and Central Europe | | | | |
| 2007 | 760 000 [600 000–1.1 million] | 31 000 [19 000–86 000] | 0.3% [0.2%–0.4%] | 12 000 [<15 000] |
| 2001 | 620 000 [500 000–870 000] | 32 000 [19 000–76 000] | 0.2% [0.1%–0.3%] | 10 000 [<15 000] |

Source: UNAIDS/WHO *AIDS Epidemic update*, 2007

Every single day in Europe, an estimated 180 people die of **TB**, while around 1,200 people become newly infected – around three quarters of these are in eastern Europe. It is estimated that there are nearly 70,000 cases of multidrug-resistant TB (MDR-TB) in Europe, of which 95 per cent are in eastern Europe. They represent an average of 15 per cent of all TB cases in the subregion, with peaks in some countries that are the highest rates in the world. Of the cases of MDR-TB, a significant proportion is extensively drug resistant TB (XDR-TB), which is almost untreatable.

Table 2. Incidence, prevalence and mortality of TB and TB/HIV, Europe and Central Asia

| | POPULATION 1000s | INCIDENCE ^a | | | | PREVALENCE ALL FORMS | | MORTALITY ALL FORMS | | HIV PREV. IN INCIDENT TB CASES ^b % |
|-----|---------------------|------------------------|--------------------------------|-----------------|--------------------------------|-------------------------|--------------------|------------------------|--------------------------------|--|
| | | ALL FORMS | | SMEAR-POSITIVE | | NUMBER 1000s | PER 100 000 POP | NUMBER 1000s | PER 100 000 POP PER YEAR | |
| | | NUMBER 1000s | PER 100 000 POP PER YEAR | NUMBER 1000s | PER 100 000 POP PER YEAR | | | | | |
| EUR | 887 455 | 433 | 49 | 194 | 22 | 478 | 54 | 62 | 7.0 | 3.0 |

Source: Global tuberculosis control: surveillance, planning, financing: WHO report 2008

Following the large increases in the incidence of TB in Europe and central Asia during the 1990s, last year saw a trend towards stabilisation of TB infection numbers. Yet, the progress in TB control is not sufficient to reach Millennium Development Goal 6 by 2015³.

The picture becomes more complex with the existence of HIV and TB co-infection. The percentage of TB patients found to be HIV positive through testing is 1.7 in Europe and central Asia, and although the possibility is widely available, referral systems and community mobilisation remain weak. Only 46 per cent of TB patients were tested for HIV in 2006.

³ WHO, *Global tuberculosis control: surveillance, planning, financing: WHO report 2008*
http://www.who.int/tb/publications/global_report/2008/download_centre/en/index.html

According to the World Health Organisation, the Europe region has over 82,000 multi drug-resistant TB cases, putting it in the third place globally, and 14 out of 27 global priority MDR-TB countries are in Europe.

The complex socio-economic situation and transition of the societies in eastern Europe and central Asia contribute to the TB vulnerability of prisoners, refugees and displaced people, slum dwellers, migrant workers, ethnic minorities, homeless, alcohol dependency and injecting drug users.

The **lack of blood safety** is alarming in the former Soviet Union and central Europe, where reliance on paid blood donors is common – up to 80 per cent of all donors in Central Asia.

Decreasing fertility rates and increasing longevity will lead to the continued **ageing of Europe's population**. Throughout Europe the number of older persons will increase dramatically in the coming years. The ongoing demographic change confronts societies with complex challenges and raises questions concerning the active role of older people within the social system, their participation in society, their quality of life and their well-being, their autonomy as well as the interdependence and communication between generations; requiring focus on the development of concepts like active ageing and intergenerational solidarity.

Finally, the need to address lifestyle diseases such as obesity and diabetes, and possible health emergencies such as avian and pandemic influenza will require increasing attention.

a) The purpose and components of the programme

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| Programme purpose |
| Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. |

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| Programme component: HIV and AIDS and Tuberculosis |
| Component outcome 1 HIV and AIDS and TB programmes have been scaled up through a Global Alliance approach |

The global alliance approach will be used as a mechanism of choice to ensure quality and achieve scale-up in the field of HIV and TB. The zone team will support National Societies' efforts as they aim to "do more and do better" in the control of both diseases in the following four key areas:

- Preventing further HIV and TB infection
- Expanding HIV/TB treatment, care, and support
- Reducing HIV and TB stigma and discrimination
- Strengthening National Societies capacities to deliver and sustain scaled-up HIV and TB programmes

Arriving from the resolution of the General Assembly of the International Federation held in 2005, the global alliance approach provides an effective and coherent way for National Societies to engage in partnership and contribute to halting both epidemics. Through the four outcomes of the Global Alliance on HIV, the National Societies of Uzbekistan, Kyrgyzstan, Kazakhstan, Russia, Belarus and Armenia, will scale up their activities targeted towards PLHIV, but also their prevention work with key populations at risk of contracting HIV, such as injecting drug users, sex workers, and socially excluded youth groups. In the next two years at least six more National Societies (Moldova, Ukraine, Tajikistan, Azerbaijan, Georgia and Serbia) are expected to join the Global Alliance.

Within the global alliance, the zone team will strengthen the base for evidence-based programming, including expert review, peer support and exchange. It will also work with existing networks such as ERNA to promote knowledge sharing, support/develop high-level advocacy efforts, and resource mobilisation. In line with the Istanbul commitments, special care will be taken to ensure the full participation of target groups in programme design, delivery and evaluation.

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| Programme component: Voluntary non-remunerated blood donation |
| Component outcome Voluntary blood donation has been scaled up effectively |

Consistent with Strategy 2010, the International Federation continues to build on its comparative advantages to advocate for, and implement programmes which promote voluntary, non-remunerated blood donation (VNRBD). In support of the joint strategy with WHO, the Europe zone is working towards 100 percent voluntary blood donation. Ensuring a safer blood supply will have a clear impact in at least four of the health related MDGs.

National Societies have indicated strong interest in developing “Club 25” as an attractive model for mobilising youth in voluntary blood donation. With Croatia and Russia being leaders in this field, other countries have developed a plan of joining the initiative, or have already done so. They include Georgia, Serbia, Montenegro, Kyrgyzstan and Azerbaijan. The Europe zone team will organize an annual meeting in support of further development and promotion of Club 25, especially among youth structures in the National Societies. National Societies have also presented strong interest in further developing the promotion of VNRBD and their partnership with the national blood transfusion centres. In line with the already signed agreement and developed training modules, two trainings will be jointly organized with WHO EURO for Moldova, Russia, Uzbekistan, Kyrgyzstan, and countries in Central Europe and Caucasus.

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| Programme component: Community based health and social care programmes |
| Component outcome 1 Social and home care programmes have been supported through increased advocacy and resource-mobilisation. |
| Component outcome 2 The specific needs and capacities of elderly people are taken into account in the design of health and care programme approaches |

The recently established European health and care managers’ forum will provide the main platform for discussion and cooperation related to the social and home care programmes. Traditionally the health and care programmes in the region have often largely been “disease-based”, and there is a need to analyse more carefully the so-called social determinants of health - the underlying root causes, risk factors and inequalities that have a strong impact on people’s health and wellbeing. This may then lead to new programmes aimed at giving people the tools to make the right choices for a healthier life, promoting better access to existing services and advocating for change where necessary.

The 2010 European Conference will address issues relating to ageing populations as one of the main topics, and National Societies will be encouraged to contribute to the preparations. Particular attention will be paid to the development of strong advocacy and communication for current and future health and social care programmes.

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| Programme component: Avian and Human Influenza pandemic preparedness / Emergency health |
| Component outcome 1 Avian and Human Influenza pandemic preparedness has been strengthened in selected priority countries. |
| Component outcome 2 Access to curative and preventive health services in emergency situations has been improved in the target regions of Europe and Central Asia. |

Building on the experience gained during the last two years, selected National Societies will work with the most remote, at-risk communities to raise awareness of Avian and Human Influenza (AHI), to provide health and hygiene education, communication, education on management of sick and dead animals, social mobilization, human case detection and referral, as well as home-based care and psychological support when required. The priorities include the *continuing actions to prevent and contain avian influenza* outbreaks through community-based health and education action contributing to the prevention of transmission of the virus to humans; *increasing pandemic preparedness of Red Cross Red Crescent* both to define the contingency plans for service continuity during a pandemic, and to plan for response actions in a pandemic outbreak.

All EU and EFTA countries have prepared National Pandemic Plans, and five from outside EU: *Croatia, Turkey, Macedonia, Montenegro and Serbia*. These plans outline the role of different actors in pandemic preparedness planning and define key actions at pre-determined phases and levels in the main areas of management and co-ordination, surveillance, prevention, mitigation and response, communication, civil protection and research.

At least two countries will be selected for intensified support to improve their preparedness for an influenza pandemic, as part of a wider global multi-partner programme. Tools and lessons learned will be made available to other countries as well, and where possible incorporated in ongoing contingency planning and training of health and disaster management staff and volunteers.

Over the coming period steps will be taken to ensure that health in emergencies and psychosocial support are fully incorporated into the disaster management strategy. In line with the International Federation's health and care strategy, health support in crisis will be incorporated as an integral part of effective disaster management and ensure an interface between public health, water and sanitation, epidemic control and public health emergencies. National Societies will be supported in their work with community outreach teams, and will engage in disease prevention and epidemic control through health education and promotion carried out by trained volunteers.

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| Programme component: Health and Care activities of National Societies |
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| Component outcome 1 |
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| Support mechanisms for other health and care priorities – including first aid, road safety and psychological support – have been enhanced. |
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First aid is a proven cost effective, safe and simple way to save lives during disasters and also in day-to-day emergencies. First aid knowledge and skills should be available to people from all walks of life. There is a need to reach out to the most vulnerable communities. Road safety is part of some first aid curricula dealing with injuries in road crashes and their prevention. The International Federation takes a holistic approach towards meeting both the physical and psycho-social needs of the injured and their families. Increase awareness regarding psychological reactions at a time of disaster or social disruption, to facilitate psychological and psychosocial support, to promote the restoration of community networks and coping mechanisms, and to enhance emotional assistance to staff and volunteers.

b) Profile of target beneficiaries

The zone health team will target National Society staff and volunteers for skills training and capacity building. It will also work with the National Societies, national governments and other humanitarian organizations to ensure a good understanding of the role of the Red Cross Red Crescent in health. The final beneficiaries are the individuals and communities in the zone who benefit from National Society health programmes.

The zone team will act as a facilitator in strengthening National Societies capacities, and will work closely with Federation reference centres and European networks. The Europe zone will actively support the ERNA board as a technical support and will contribute to the annual meetings of this platform for experience exchange in Europe and central Asia. Through its representations, it will support the realisation of different initiatives related to TB and MDR TB.

In support of the National Societies first aid and psychosocial programmes, road safety, has been prioritised in the countries of Belarus, Moldova, Russia and Ukraine, and a regional workshop will be organized to make available global knowledge.

Organisational Development/Capacity Building

The National Society context reflects the diversity of the Europe region itself. While in eastern Europe and Central Asia, the economic, political and social transformation created shifting needs and new patterns of vulnerability in a changing society and altered social environment, it also requires National Societies to re-define themselves, renew their legal base, define new management and governance systems to fit the new liberal (market) system, develop new ways of finding resources and funds, and in

general, cope with many new challenges. At the same time, many of these National Societies managed to retain their operational capacity to implement programmes, often with important external support.

Nevertheless it has become clear that the fundamental changes required do not happen overnight, and may indeed take much more time than initially hoped or expected. In some cases this has led to lost opportunities and donors and potential partners re-directing their support gradually elsewhere.

Building up a strong, relevant and unified Red Cross Red Crescent presence can be a particular challenge in post-conflict situations such as in Bosnia Herzegovina. It can be even more complex in situations where the political situation is evolving (e.g. Kosovo, Cyprus) or where “frozen” conflicts are still unresolved.

Meanwhile, many National Societies in western Europe have gone through significant changes as they reorient their programmes and services to address new vulnerabilities, while also modernising their organisations amidst increasing domestic and international competition. They are also adapting their membership and volunteer base and systems to better meet such challenges as growing diversity and an increasingly ageing population.

a) The purpose and components of the programme

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

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| Programme component: Sustainable systems, procedures and staff |
| Component outcome 1 National Society human resource development and volunteer management have been strengthened. |
| Component outcome 2 An effective framework for peer support and capacity building has been established. |

Investing in people will be a key priority, and much emphasis will be given to the development of human resource strategies as well more effective volunteer management systems. High turnover of staff and changing trends of volunteering will require new approaches to training and development – including the use of new technologies such as distance-education for more cost-effective learning.

- Selected National Societies will be targeted for intensified capacity building, which will provide the necessary technical and financial resources for accelerated organisational development over a 2-3 year period. Other National Societies will benefit from more short-term, tailored OD interventions for addressing specific organisational needs in areas such as volunteer management, finance development, strategic planning, statutes revision or general governance and management.
- While the zone team may provide direct technical support in some cases, increasingly it will aim to mobilise this from the wider membership. It is therefore important to develop an effective mechanism for National Societies peer support and exchange for capacity building and organisational development, including criteria for selection and M&E.
- National Societies will be encouraged to explore options for including elderly people in the design and implementation of programmes and to develop ways of building on their valuable skills and experience as active members of society and potential volunteers.

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| Programme component: Financial sustainability |
| Component outcome 1 Strategic engagement with the private sector has been developed, including corporate social responsibility. |

Financial sustainability will depend on many factors, including sound programmes, a credible image, financial transparency, diversification of fundraising and effective resource mobilisation. Considerable progress has been made by several National Societies in improving their accounting systems, introducing regular external audits, and developing their own fundraising efforts as external funding

becomes less predictable. Efforts will continue in this regard, with a strong emphasis on ensuring transparency and strengthened financial management in all aspects.

During the coming years the zone team will develop a more strategic approach with the private sector, exploring in particular how technical expertise in areas such as finance and management can be mobilised through the promotion of corporate social responsibility.

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| Programme component: Programme development and management |
| Component outcome 1 Support for European Red Cross Red Crescent Youth programmes has been scaled up. |
| Component outcome 2 Approaches and tools for community programming have been consolidated. |

The zone team will further develop cooperation with the existing youth networks, and will host at least one meeting per year of the European (youth) coordination committee. It will also aim to strengthen links with other youth organisations and institutions, including the European Youth Centre of the Council of Europe in Budapest. A clear aim is to promote the full participation of Red Cross Red Crescent youth in regular National Societies programming and decision-making.

Over recent years the Participatory Community Development (PCD) programmatic approach and related tools have developed into a recognised and effective way of promoting community participation and empowerment of socially excluded groups. The PCD “portfolio” has been expanded to other geographical and programmatic areas, and will be further consolidated. Synergy with other tools, such as VCA, and especially the Better Programming Initiative, will be explored in post-conflict settings.

b) Profile of target beneficiaries

The target beneficiaries for this programme component are explicitly defined in global agenda goal 3. The first group is constituted by the National Societies themselves, their volunteers, members, youth, staff and leadership at national and local (branch) levels. In addition, local communities benefit from programmes in general, but importantly through increased attention to capacity building and local empowerment. Finally, civil society is strengthened through deeper engagement and dialogue with local grass-roots organisations.

Principles and Values

In communities facing globalisation, rapid cultural change, economic uncertainty, and shifting demographic make-up, it is crucial to actively foster strong social cohesion to ensure continued growth, security and prosperity. With their firm base of fundamental principles and values, National Societies are in a unique position to make a positive contribution in this area, which arguably will be one of the key challenges for the coming decade(s).

The highly complex and multi-faceted issue of migration is likely to stay the focus of much public attention and debate across the entire region, ranging from the need to better manage labour mobility and adapt public service provision to demographic trends to the challenges posed by irregular migration, including human trafficking. Many National Societies already provide essential services and support to migrants, and with the adoption of the Istanbul Commitments support will be sought for those National Societies who would wish to start or scale up their work in this area.

a) The purpose and components of the programme

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| Programme purpose |
| Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion. |

Programme component: Migration

Component outcome 1

Migration programmes have been scaled up with appropriate technical support

Component outcome 2

Anti-trafficking work is scaled up and supported through an active dedicated network

Migration programming has been identified as one of highest priorities for the Federation at global and regional level, and a special unit will be set up within the zone team to support National Societies in their work. The rights of migrants are often not fully respected, migrants often do not have adequate access to health prevention, treatment and care, and many National Societies are already involved in programme and services specifically aiming to address their needs. Even if the need for such programmes is self-evident both from a humanitarian and a public health perspective, it is generally felt that much more high-level advocacy work is required with governments as well as raising better public awareness and understanding.

Key tasks include the analysis of trends, the mapping of current activities, needs and capacities, as well as the provision of technical support and guidance where needed. Context and needs vary enormously within Europe and Central Asia, and specific support for capacity building and programming will need to be tailored for this reason. The zone team will also work with National Societies of the region to provide input into the global development of Federation policy, guidelines and tools regarding migration.

It is also important to note that different categories of migrants – including refugees and asylum seekers – often move together in so called “mixed flows”. Moreover, some migrants may be compelled to seek the assistance of people smugglers as the only means to reach their destination; others will find themselves victims of trafficking in human beings. In this regard, promoting respect for international human rights law, refugee law and international humanitarian law is critical.

The facilitator of the anti-trafficking network, until recently hosted by the Danish Red Cross, will be located within the zone office to build further synergies. The zone team will work closely with existing networks and working groups, including the Platform for European Red Cross Cooperation on Refugees, Asylum Seekers and Migrants (PERCO) while aiming at active participation and inclusion of all National Societies.

Programme component: Principles and values

Component outcome 1

Fundamental principles and humanitarian values have been explicitly promoted and mainstreamed in other programmes

The zone team will develop a long-term strategy and action plan for the promotion of principles and values in the region, and the options for a dedicated full-time staff position will be explored.

The operationalisation of principles and values assumes a cross-cutting approach across all areas of Red Cross Red Crescent action, and the zone team will actively pursue this by systematically reviewing all supported programmes from this perspective. Particular emphasis will be given to addressing social exclusion, to respect for diversity (both within the organisation itself, and through programme initiatives) and to gender. Programme managers will be encouraged to use simple checklists and monitoring tools, and to prioritise action in favour of specific marginalised groups

Options will be explored for concrete Red Cross youth-led projects promoting principles and values in contemporary ways. In addition, the mainstreaming of principles and values within all other programmes will be supported through simple checklists, monitoring and evaluation.

Programme component: Communication

Component outcome 1

Communication and advocacy for vulnerable and/or marginalized populations have been strengthened

It is not enough to make more people know about principles and values, but to achieve a real change, for example by changing attitudes and behaviour which discriminate against migrants, the disabled or people living with HIV and AIDS.

The zone team will develop a communications strategy in consultation with National Societies, and will support Europe-wide campaigns and advocacy initiatives in support of marginalised groups. It will promote training opportunities for new and existing National Societies communicators, and will also work closely with media and opinion-makers.

A regular bi-monthly newsletter will be produced to keep member National Societies and partners updated about key developments and events within the Europe zone. This complements other tools such as programme updates and news stories which will continue to be posted on the public website. In addition, the possibilities for more in-depth publications will be explored, as well as the feasibility of an enhanced European regional section within both public and intranet sites.

Role of the secretariat

a) Technical programme support

The implementation of the key elements of the Federation of the Future – the global agenda, the framework for action and the new operating model – will require fundamental changes to the way we work individually and collectively. In order to *do more and do better*, National Societies and their International Federation secretariat will need to adopt new models of cooperation, strive for excellence in programming, fully deliver on accountability and transparency, embrace new technologies and promote innovation, and engage more proactively in advocacy. More and more, the Europe zone team will focus on well-defined membership services, the promotion of global and operational alliances, effective capacity building and disaster management coordination. All this will be underpinned by the step-by-step introduction of a Federation-wide accountability framework, and a strong focus on knowledge sharing, networking and peer support.

This is a *rolling two year plan*, so in 2009 the plan will be reviewed during the annual planning conference, and an updated version will be rolled out for 2010-2011.

The Europe zone plan has been developed following a set of principles that are at the core of the secretariat planning. As the secretariat becomes **more focused on coordination and facilitation**, its planning must be based on the plans, both strategic and operational, of National Societies themselves. Increasingly these are developing strategic documents that clearly identify needs, trends and challenges as well as their longer term vision. Over time, country plans will also become **more inclusive**, reflecting not only Federation secretariat support, but the entirety of Movement cooperation within a given country. Among other, such documents are essential for building more sustainable and equitable partnerships with Movement and other partners.

Secondly, the plans for secretariat support are made at the **country level**. This Europe zone plan therefore only includes what is more efficiently done at zone level, but complements the work contained in those country plans. The Europe zone structure is made up of regional representations in Moscow, Almaty and Budapest as well as country teams in a limited number of cases. In most cases, programme support, and membership services, to National Societies will be provided from there, and details can be found in the country plans, or in the two regional plans for the representations in Central Europe and BRUM. This structure allows the zone office itself to be a resource centre for technical support and consultation, brokering the transfer of skills and knowledge. Discussions on collaboration for providing membership services to National Societies, clarifying as much as possible for the members which office they can turn to for support has been ongoing throughout 2008, and will evolve still further.

The Red Cross EU Office in Brussels ensures the representation of National Societies of the European Union and EFTA countries and the International Federation to the EU Institutions. The office is not related to the operative business of National Societies. The functions are advocacy, information

analysis and sharing, support in fundraising, assistance in networking and partnerships. Thematic priority areas are characterized by common issues and interests shared by all member of the office, referring predominantly to international development, disaster management and intra-community affairs.

Risks identified to the work of the zone are related to the external context including sudden changes in the political situation or a flaring up of violence in volatile regions. Such changes obviously jeopardise the full implementation of agreed programmes, and human resources and funding from the National Societies and International Federation is diverted to responding to the emergency situation. At the very least, it brings about the need to revise and make significant changes to priorities. Where possible, contingency plans will be drawn up to mitigate the possible impact.

b) Partnership development and coordination

National Societies lead their own programmes and capacity building, and partners are expected to align their work along agreed priorities. At the Europe Conference, National Societies agreed to strengthen and build mechanisms for global and regional cooperation and collaboration. With the development of the Code of Good Partnership a basic cooperation mechanism is established which will be actively promoted with both bilateral and multilateral partners. The new operating model, and in particular the operational and global alliance approaches will also be used to translate this into very concrete terms with measurable results. The Europe Zone office will establish a dialogue platform with all National Societies to improve communication and to adapt the overall strategic framework effectively to the European context.

The zone team also aims to work closely with the wide range of technical networks that bring together National Societies practitioners and experts in specific subject areas. A thorough mapping of networks in Europe and Central Asia will be conducted, which will lead to an analysis of what is working well, what adds real value, and how best to ensure equitable access and participation in a meaningful way. Positive attributes of more productive networks can be used to strengthen others that are not functioning optimally. The outcome of this work will be to facilitate the contribution of strong networks to the International Federation policy-making. In addition, at least two pilot projects for on-line collaboration and knowledge-sharing will be initiated, as part of a commitment to knowledge gaining and sharing.

The zone team will work closely with the ICRC on issues of movement cooperation, National Societies capacity building and programme development. The International Federation is also committed to the *Principles of Partnership* agreed under the Global Humanitarian Platform, and will work with external partners to promote effective cooperation and coordination.

c) Humanitarian diplomacy, representation and advocacy

In order to *do more and do better*, the International Federation and its members must also scale up their humanitarian diplomacy, international representation and advocacy significantly. At the international level the International Federation will seek to strengthen institutional relationships with relevant inter-governmental bodies, such as the Council of Europe, the European Commission, the Organisation for Security and Cooperation in Europe, key UN agencies and other humanitarian partners. Following the signing of a Memorandum of Understanding with WHO-EURO in 2008 a concrete plan of action will be developed.

At the national level, National Societies have agreed to identify new partnership opportunities with public authorities, particularly at local government levels, utilising their role as auxiliaries in the humanitarian field to build strategies and programmes for the most vulnerable people in communities, stressing the importance of awareness-raising about vulnerability and the need for full respect for diversity. In this regard the *Istanbul Commitments* and the resolutions of the 30th International Conference will provide a solid basis for further dialogue with governments in areas such as IDRL, migration and climate change.

A basic plan of action defining key priorities for **humanitarian diplomacy, representation and advocacy** will be developed during the course of 2009, also outlining the resources required to achieve results more systematically. In order to achieve a more systematic presence in relevant international forums, the Zone office will develop an External Representation unit with specialists in communication, resource mobilisation and relationship management to support the Head of Zone in progressing the humanitarian diplomacy agenda. Increasingly, member National Societies with specific interest and expertise will be invited to represent the International Federation in relevant forums where appropriate.

Zone communications will follow the five strategic directions of the global communications and advocacy strategy to Improve communications and advocacy for vulnerable and marginalized populations. Based on the results of work done in 2008 and following the global strategic communications directions the Europe zone communications will ensure that all leaders, managers and communicators are familiar with communications aspects of Strategy 2010 and Federation of the Future, the global communications strategy. It will also promote human stories from National Societies and images through internal and external media.

Gender Equality and Diversity

Much progress has been achieved in Europe in promoting gender equality, and statistics regarding literacy, educational enrolment, employment and political participation often compare favourably with other regions. Nevertheless, many challenges remain in attaining gender equality both in terms of equal rights and equal opportunities, while cultural barriers and customs can have a very negative impact on access to basic services and information particularly in rural areas of Central Asia. Meanwhile, gender-based violence remains a serious issue of concern throughout the region.

European National Societies traditionally have more female staff and volunteers, which calls for gender-sensitive programming. Disaster management is for instance still largely dominated by men and participation of women could be more strongly encouraged. The same goes for promoting the role of women in governance and management.

The issue of promoting diversity, both within the Red Cross Red Crescent organisations and within society at large, is a multifaceted one. With the major demographic changes that are occurring in Europe, it is of great importance that the composition of Red Cross Red Crescent volunteers and staff reflect the composition of the societies they work with, to be able to reach out successfully to all the vulnerable groups that are in need of support. In this regard, many National Societies are already actively pursuing policies to promote diversity amongst their volunteers and staff.

The larger challenge of ensuring social cohesion in fast-changing and increasingly polarised societies is arguably one of the areas where Red Cross Red Crescent societies and volunteers can and must make a real contribution. Concrete action promoting respect for diversity, and fighting against intolerance can be firmly based on our Fundamental Principles and values. New ways must be found to develop innovative programmes and attract sufficient resources in support of global agenda goal 4, along with better tools for evaluating impact and analysing new trends.

Quality, accountability and learning

Europe is fortunate in having an enormous wealth of experience within its National Societies in both designing and managing programmes, as well as in measuring their results and impact. This individual expertise will be put to the collective benefit, and the ongoing gathering, processing and using of knowledge is an integral part of this plan, running across all programme areas. The Europe zone unit for Planning, Monitoring, Evaluation and Reporting (PMER) has agreed to broker and facilitate a more effective exchange of knowledge and expertise. Initial steps were taken during the first half of 2008 in this regard, and new tools and approaches will be further developed under the global Federation-wide accountability framework.

The work that the zone office will promote in quality, accountability and learning has two distinct, but complementary aspects. The first is to promote a culture of performance and continuous learning, both

within the secretariat, but more importantly within and between National Societies. The increasingly accountability-driven, competitive environment in which the Red Cross and Red Crescent operates, means that many National Societies have requested support in this area. A closer cooperation with academia and institutes of learning will add value to collective learning and knowledge sharing, and contribute to a more structured approach towards analysis and evaluation.

A related process is to support the monitoring and reporting on global performance indicators against the Global Agenda and the framework for Action. In line with the Istanbul Commitments, National Societies recognise the importance of establishing common indicators of activities to assist their implementation and monitoring. At the global level, work is being undertaken, led by the PMER unit, on a Global Agenda Monitoring system, that will be rolled out. Buy in from National Societies will be crucial, and the Europe zone will play a role in communicating the need for this system, assisting National Societies to provide quality data and crucially helping them where needed in using the findings both at national and global level to strengthen their operations and image as part of the world's largest humanitarian organization.

The second strand of work will see projects implemented by National Societies included in the section of this plan under *secretariat supported programmes in 2009-2010* monitored and evaluated based on work plans developed specifically for each programme component, following resource mobilization. Programme managers will be directly responsible for monitoring the progress of their respective programme and ensuring the necessary corrective actions to address problems encountered. Data on the progress of the programme will be collected on a regular basis and analysed. The information gathered will be compiled and presented in regular progress reports in order to monitor and guide the implementation of the programme or project. The views of all stakeholders, in particular the target groups, will be represented as far as possible to ensure that the parties are regularly informed of the progress of the programme and collective decisions can be made on the future course of actions.

The zone team will also organise regular opportunities for partners and stakeholders to meet for consultation, feedback, sharing of experience, and review of future priorities.

| How we work | |
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| <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>Global Agenda Goals:</p> <ul style="list-style-type: none"> • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity. |
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