


Revised Emergency Plan of Action (EPoA) The former Yugoslav Republic of Macedonia: Population Movement



Revised Emergency Appeal n° MDRMK005 Revision n° 2	Glide n° OT-2015-000069-MKD
Date of revised appeal launch: 6 June 2016	Expected timeframe: 15 months (10 September 2015 – 31 December 2016)
Revised appeal budget: CHF 6,095,910 DREF allocated: CHF: 193,218	Appeal's hard coverage: 85% Total funds received CHF 5,162,557
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Total number of people affected: over 850,000 ¹	Number of people to be assisted: First phase (until March 2016): 214,886 ² Second phase (until December 2016): 6,250 ³
Host National Society presence: A total of 30 staff and 210 volunteers from 6 branches of the Red Cross Society of the former Yugoslav Republic of Macedonia along with the staff of Headquarters and the City Branch of Skopje.	
Other partner organizations actively involved in the operation: Government agencies of the former Yugoslav Republic of Macedonia: Ministry of Interior, Ministry of Labour and Social Policy, Crisis Management Centre, Ministry of Health. Red Cross / Red Crescent Movement: Spanish Red Cross, German Red Cross, Red Cross of Luxemburg, ICRC. UN agencies: UNHCR, UNICEF, UNFPA, IOM. NGOs: La Strada, Legis, MSF, Noon, Habitat, MCIC and DRC.	

Summary of major revisions made to the Emergency Plan of Action:

This Emergency Appeal was initially launched on 10 September 2015 for a period of seven months, and was expected to be completed by 10 April 2016. Considering projections from the United Nations High Commissioner for Refugees (UNHCR)⁴ on the possible increase of migrant inflow, this appeal was revised upwards and extended time-wise on 10 February 2016. This extension increased the budget to CHF 5,927,821, and the timeframe of the operation was modified to last until September 2016, in order to enable the Red Cross of the former Yugoslav Republic of Macedonia to implement all planned activities throughout the lifetime of the operation, in accordance with international projections.

¹ UNHCR | "Europe Refugees and Migrants Emergency Response - Daily Estimated Arrivals per Country - Flows through Western Balkans Route". Arrivals in Macedonia between 01/10/2015 – 31/01/2016. <http://data.unhcr.org/mediterranean/country.php?id=502>.

² Approximately 50% of the total number of people reached by the National Society with the support from all donors.

³ 850 stranded migrants and approximately 150 transit migrants per week

⁴ i.e.: At the time, reported data indicated that 44.040 people had entered Greece by 24 January 2016, significantly more than the same period of the previous year (1,694 in January in 2015) <http://data.unhcr.org/mediterranean/country.php?id=83>

*This second revision of the emergency appeal reflects new migration trends identified in recent months. The closure of the Balkan route and the EU-Turkey agreement has resulted in thousands of migrants stranded in different countries, while fewer are continuing with the support of smugglers and traffickers, exposing themselves to the risks that this involves. The plan of action of the Red Cross of the former Yugoslav Republic of Macedonia has been adjusted to respond to the humanitarian needs of 850 migrants stranded in the country as well as the provision of support to irregular migrants in the Detention Centre in Skopje (50 persons per day) and the irregular migrants crossing the border from Serbia and Greece (150 persons per week). This revision also extends the operation timeframe for an additional three months, until December 2016, to better link with the 2017 country development plan that will continue the assistance in the longer term, therefore to meet these needs the budget was increased to **CHF 6,095,910**.*

As described in the 10 February 2016 appeal revision, the National Society was focusing its support on the provision of basic food and non-food items, additional assistance for winterization, hygiene promotion, and health care including First Aid, Restoring Family Links (RFL) services, and community engagement as well as building the response capacities of the National Society through contingency stocks. With this revision the Red Cross of the former Yugoslav Republic of Macedonia is adapting the existing budget to the daily needs of the beneficiaries stranded in the two camps as well as irregular migrants in the Detention Centre in Skopje and irregular migrants crossing the border from Serbia and Greece.

Based on recent assessments conducted, the Revised Plan of Action also aims to maintain the actual capacity to respond to the foreseeable winterization needs the target population at the end of the year as well as additional response capacities of the National Society required for the efficient implementation of the envisaged activities in the operational period.

A. Situation analysis

Description of the emergency

On 30 June 2015, UNHCR declared a “level 2” emergency in Greece, the former Yugoslav Republic of Macedonia and Serbia. During August 2015, the former Yugoslav Republic of Macedonia saw a steep increase in the number of migrants transiting through its territory, adding to those already crossing the border since September 2014. The main migration routes from Greece passed along the railway line Gevgelija Veles in the direction of Kumanovo and the neighbouring villages aiming for the Serbian border on their way to the countries of the European Union. This route between the two countries was mostly made on foot and migrants faced risks from smugglers and criminals.

On 22 June 2015, 193,218 Swiss francs were allocated from the IFRC’s Disaster Relief Emergency Fund (DREF) to meet the immediate needs of 4,600 individuals to cover their basic emergency needs through the provision of food and non-food items, hygiene parcels, first aid and tracing services (Restoring Family Links – RFL).

On 20 August 2015, given the upsurge in the number of migrants, the Government of the former Yugoslav Republic of Macedonia declared a state of emergency for a period of 30 days on the southern and northern state borders. Along with this measure, the police and the army increased their presence at the border in order to ensure stability and safety in the border zones, particularly in terms of controlling the entry of migrants into the country.

Upon arrival, migrants are registered by the police and are granted short-term stay permits for 72 hours, following reforms on the Law on Foreigners. During this term, migrants are entitled to ask for asylum. However, very few file applications as most of them would like to move towards Western European countries. The Red Cross estimates that the average number of registered people can be split between adult men (65 per cent), adult women (10 per cent) and children (25 per cent).

On 10 September 2015, the IFRC launched an Emergency Appeal for 3.26m Swiss francs for 110,000 beneficiaries. A few months later, the neighbouring countries around the former Yugoslav Republic of Macedonia decided to stop the influx of so called “economic migrants”. In line with this decision, the authorities of the former Yugoslav Republic of Macedonia started selecting migrants according to the ethnicities that are allowed to enter the country.



Buses in the public transport in the capital Skopje branded with Red Cross campaign “Stop indifference – Save Humanity”

Photo: Red Cross of the Former Yugoslav Republic of Macedonia

After November 2015, the only migrants that were authorized to enter the former Yugoslav Republic of Macedonia were those from Syria, Afghanistan and Iraq, which resulted in an average of 1,500 to 2,000 migrants daily.⁵ This trend continued in the course of December 2015. Based on this situation - and additional information from UNHCR - the emergency appeal was revised upwards on 10 February 2016. The revision extended the operation until September 2016 and extended service provision to the vulnerable people.

On 19 February 2016, the Government of the former Yugoslav Republic of Macedonia and all neighbouring countries on the Balkan route of the migrants - passed a decision to close the borders and not to allow any more migrants to enter the country on basis of the decision of the EU. In consequence, people previously on the road were now stranded in all countries on the Balkan route. The initial figure of stranded people in the former Yugoslav Republic of Macedonia on 19 February 2016 was 1,600 people, although by May the figure has gone down by half. However, since March 2016, the Government of the former Yugoslav Republic of Macedonia passed a decision for the Red Cross to be assigned as the lead agency for distribution of all humanitarian assistance (food and non-food items), particularly for running the kitchens for provision of food for the migrants in the country.

Summary of the current response

Overview of Host National Society

In coordination with national and local authorities, the Red Cross of the former Yugoslav Republic of Macedonia continues to provide tailored assistance to migrants in transit, stalled and detained within the country. Up until the change of policy regarding migrant entry into the country, special focus was given to those who were on the move. However, all of them are reached through the distribution of food and non-food items (NFI), health care, first aid and medicines seven days a week (including referrals to secondary and tertiary medical institutions). It also includes the provision of water, hygiene promotion activities, and the dissemination of live-saving information and RFL services.

Psychosocial Support (PSS): The Red Cross of the former Yugoslav Republic of Macedonia provides direct support to the staff and volunteers working in the operation to enable them to continue delivering services to migrants safely. Additionally, the mobile teams refer cases to the organizations providing PSS where appropriate.

Basic health care: The activities are carried out by 11 mobile teams of the National Society which are stationed in the registration centres at the southern border with Greece (the town of Gevgelija) and the northern border with Serbia (Tabanovce). Each team is comprised of a driver, a paramedic, a doctor and a logistician, supported by two translators. Six of the mobile teams are currently funded by the IFRC and five other teams are funded by the UNHCR Office in Skopje. The teams provide 24-hour attention to migrants, focusing primarily on the most vulnerable people (children, pregnant women, people with chronic illnesses, elderly ones and persons with special needs). The Red Cross teams also provide transportation for ill and injured migrants to the nearest hospitals in Gevgelija, Skopje and Kumanovo as a two-way transportation from the border to the registration centres and back. In average, the Red Cross teams currently provide about 116 internal transport interventions on a monthly basis.

By 15 April 2016, the Red Cross of the former Yugoslav Republic of Macedonia mobile teams had already provided first aid support to some 194,297 persons out of whom 26,755 were children and 3,848 were pregnant women. With this revision of the appeal, the National Society seeks funding to cover the operational costs for two additional teams supported by two more translators (reaching a total of 6 teams funded by IFRC and 5 teams funded by UNHCR). The increased number of teams will ensure a better efficiency on the ground and an improved well-being of the vulnerable migrant population around the clock.

Relief: With the support of several donor contributions, the Red Cross of the former Yugoslav Republic of Macedonia has reached 429,773 people through the provision of relief items as follows:

- 726,345 bottles of water (0.5 litres);
- 48,393 food parcels;



New Logistics Centre in Skopje.
Photo: Red Cross of the Former Yugoslav Republic of Macedonia

⁵ Source: UNHCR Interagency operational update 4-10 December, 2015

- 35,365 hygiene parcels (64% hygiene parcels for men and 36% for women);
- 4,707 baby parcels;
- 55,731 blankets;
- 3,480 individual first aid kits;
- 95,343 servings of warm tea;
- 64,523 servings of warm soup;
- 4,970 sets of winter clothes;
- 23,869 hot meals.

In addition, considering the special needs of some migrants, it has provided 80 wheel chairs and 45 pairs of crutches, coming from the National Society's stocks.

Logistics: The work of the Red Cross of the former Yugoslav Republic of Macedonia over the past year also includes collaboration with UNHCR and the Ministry of Labour and Social Policy in the process of logistics organization and the construction of the two resting stations for migrants, which are located in the southern town of Gevgelija on the border with Greece and in the northern village of Tabanovce on the border with Serbia. In turn, local authorities supported by international agencies adapted the two centres to have appropriate conditions to support migrant population during the winter (improvement of the isolation in the tents, heating in the tents and the refugee house units (RHU), placement of additional toilets and six rub halls).

The National Society team in Skopje oversees the activities and the assistance is managed through three warehouses in Skopje and two local warehouses in Gevgelija and Kumanovo (4 of them rented). However, in May 2016 the National Society inaugurated its new Logistics Centre in Skopje. The new reconstructed premises have a storage surface of 1,000 m² and it has significantly improved the storage capacities of the National Society. Therefore, as of June 2016 the Red Cross of the former Yugoslav Republic of Macedonia will rent only the warehouses in Gevgelija and Kumanovo (2).

RFL: The staff of the Red Cross of the former Yugoslav Republic of Macedonia in charge of RFL -financed by the ICRC- are deployed in the registration centres in Gevgelija, and Tabanovce. The teams have solved 612 RFL requests between June 2015 and May 2016. The RFL team of the National Society is also offering free mobile phone and internet services to the most vulnerable migrants. In an attempt to alert the transiting migrants to the dangers of walking along the railways, the Red Cross of the former Yugoslav Republic of Macedonia, assisted by the ICRC and the UNHCR, has put up warning signs in eight languages along the Greece-Serbia railroad.

Community engagement and accountability: In cooperation with the International Organization for Migration (IOM), the Red Cross printed and distributed information flyers and posters for the migrants in eight different languages: English, French, Arabic, Pashtu, Bangla, Farsi, Urdu, and Tigrinya. These fliers contain information regarding registration in the former Yugoslav Republic of Macedonia and the available services for the migrants in the centres. The Red Cross of the former Yugoslav Republic of Macedonia, supported by the World Health Organization (WHO), also printed and distributed brochures and posters with information for health protection. In addition, the Red Cross actively participates in the coordination meetings organized by the Government of the former Yugoslav Republic of Macedonia, as well as in operational coordination meetings and in the coordination efforts with the other NGOs involved.

National Society Development: In the period between 1 October 2015 and 1 May 2016, the Red Cross of the former Yugoslav Republic of Macedonia conducted the following trainings and meetings in accordance with the Plan of Action targeted for enhancement of national and local human resource capacities involved in the implementation of the activities for provision of assistance to passing migrant population:

1. A kick-off workshop for the responsible personnel working on the field as well as the resources from the involved branches of the Red Cross of the former Yugoslav Republic of Macedonia and the national headquarters.
2. A capacity building workshop for knowledge exchange targeting National Society personnel from branches and the mobile teams, as well as external actors. It focused on techniques for coping with emergency situations with an emphasis on migration related issues, and aided on the development of field instructions for practitioners.
3. A coordination working meeting with relevant local authorities such as the Centre for Crisis Management, local self-governments, the Ministry of Interior and other institutions. The participants discussed common concerns and future plans for the provision of the required support to migrant population. Inputs served to revise the appeal.



Official poster of the Red Cross of the former Yugoslav Republic of Macedonia's campaign "Stop indifference – Save Humanity". Photo: Red Cross of the former Yugoslav Republic of Macedonia

4. A disaster management training for staff and volunteers involved in the operation as well as key resources from other branches. The training was aimed to introduce the new translated IFRC tools⁶ on disaster management in Macedonian and Albanian and to present the key tools and procedures that have to be followed during the implementation of the emergency appeal.
5. A workshop for the mid-term review of the appeal implementation, attended by key staff and volunteers involved in the operation. The participants discussed the accomplished results and the future challenges related to the operation, identified key gaps which must be addressed and strategized on sustainability issues.
6. A training on restoring family links with the responsible staff and volunteers involved in the operation in the two transit centres at the two border points in the former Yugoslav Republic of Macedonia. It covered areas like how to handle RFL requests, and introduced the newly translated ICRC RFL Field (in Macedonian and Albanian).
7. In the period between 25 to 27 March 2016, the National Society conducted a First Aid Training for Red Cross of the former Yugoslav Republic of Macedonia staff and volunteers. The training was aimed to train new volunteers and to provide complementary training for some of the members of the first aid teams involved in the Appeal operation. The training was conducted in the Red Cross facilities in Struga. A total of 34 participants took part in the workshop. The training was divided into practical and theoretical parts. The training was also aimed to emphasize good practices and key challenges in the operation in order to instruct new team members how to cope with them in the daily work.
8. A second mid-term review workshop that helped to further identify gaps which need to be addressed to ensure the effective implementation of the appeal. These included issues such as trainings in rapid assessments, database management and community engagement. Also the need to improve coordination with stakeholders in the field, the development of standard operation procedures for movement population, among others.
9. A training session for the National Society disseminators part of the public awareness campaign “Stop Indifference – Save Humanity”. The campaign is aimed to raise public awareness on the migration challenge and on the needs of the vulnerable migrant population passing through or stranded in the transit camps.
10. On-site technical support following the reconstruction of the National Society central warehouse in the capital Skopje. The reconstruction of the premises was co-funded by the International Federation, German Red Cross, UNHCR, Save the Children and ProCredit Bank. The warehouse will serve as a logistics centre of the National Society.

The Red Cross of the former Yugoslav Republic of Macedonia expects to provide assistance to the stranded migrants and irregular crossing migrants with the support of this Revised Emergency Appeal until 31 December 2016.

Overview of Red Cross Red Crescent Movement

The Red Cross of the former Yugoslav Republic of Macedonia maintains close communication with the International Federation of Red Cross and Red Crescent Societies (IFRC) Regional Office for Europe in Budapest and the Office of the International Committee of the Red Cross (ICRC) Regional Delegation in Belgrade. The IFRC Secretariat mobilized a DREF allocation of 193,218 Swiss francs in order to address the most urgent needs of 4,600 displaced people in June 2015. The National Society has met the SPHERE objectives reaching the targeted people with food, blankets, clothes, hygiene parcels, baby parcels and first aid kits. Additionally, the National Society has channelled contributions from local and international partners to support its response to the migrant situation.

The Red Cross of the former Yugoslav Republic of Macedonia, through its tracing service, is providing Restoring Family Links (RFL) services to migrants along the route through the country, in close coordination with the ICRC. In order to better respond to RFL needs, the National Society has received ICRC support in the form of RFL kits and refresher RFL training to the branches situated along the migratory route.

As part of the RFL Regional Information Centre, coordinated by the ICRC, the Red Cross of the former Yugoslav Republic of Macedonia contributes to and benefits from the information and experience shared within this forum with nine other National Societies in the region (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, Poland, Romania and Serbia). In the light of the varying number of migrants in the country, the Red Cross aims to increase the availability and quality of its RFL service to prevent the loss of contact between the family members, and, to promote the services available. The ICRC intends to strengthen its capacity building support to the National Society's tracing service. In order to raise the awareness of other national/international stakeholders of the National Society's activities on behalf of migrants, and thus enhance the referral system, the ICRC provides support in presenting its services and modalities to Governmental Organizations and NGO actors concerned.

⁶ “Introduction to Disaster Preparedness – Disaster Preparedness Training Programme”; “Disaster Response and Contingency Planning Guide”; “Guidance on the Emergency Plan of Action for National Societies”; and Guidelines for Assessment in Emergencies”.

As part of a coordinated strategy, the IFRC Secretariat and National Societies in the region are examining ways to reinforce international cooperation at all levels to address the humanitarian concerns generated by international migration.

- The Spanish Red Cross contributed on a bilateral basis EUR 15,000 targeted for winterization needs of the migrant population.
- The Red Cross of Luxemburg contributed on a bilateral basis EUR 74,500 for the procurement of a transport van, 1,000 food parcels and 7,000 hygiene parcels.
- Bilateral support from the German Red Cross amounting to EUR 458,366 was allocated to the National Society at the beginning of December 2015 for the provision of additional quantities of food and non-food items and building of the response capacities of the National Society. Additional assistance amounting to EUR 75,000 euros was allocated to the National Society for the reconstruction of the warehouse.

Overview of non-RCRC actors in country

The Centre for Crisis Management of the former Yugoslav Republic of Macedonia is responsible of coordinating inter-departmental and international cooperation consultations on the crisis. As well as of the preparation and follow-up of risk assessments in the country. The steering committee of the centre is composed of the Ministry of Interior, Ministry of Health, Ministry of Foreign Affairs, Ministry of Transport and Communications and Ministry of Defence. However, the overall structure of the centre includes many other partner entities and organisations, including the Red Cross of the former Yugoslav Republic of Macedonia. At the end of April 2016, the responsibilities on the response to the population movement included the following:

- The **Ministry of Health** is in charge of coordinated responses to health and primary health issues arising out of displacement.
- The **Ministry of Interior (MOI)** is responsible of ensuring the safety of the borders for legal migrant registration and transportation. Border Police monitors the roads to prevent human trafficking and irregular entry. The MOI is also responsible of managing the reception centres, as well as processing asylum applications.
- The **Ministry of Labour and Social Policy** manages the Centre for Asylum Seekers and implements the National Plan of Action for the integration of refugees. This ministry is also responsible for coordination of the NGOs working in the reception centres.

Key roles of the UN System in response to the crisis include the **UNHCR Skopje Office**, which implements activities for health care and material support for vulnerability reduction of the persons sheltered in the Reception Centre in cooperation with the Red Cross of the former Yugoslav Republic Of Macedonia. As well as UNICEF, which provides psychosocial protection for children and mothers.

At the moment, **local NGOs and the private sector** are also providing essential services to migrants. Organisations such as **La Strada, Legis, Noon** provide food and other type of support for the migrants in the reception centres. Meanwhile, **the private sector**, in cooperation with the Red Cross, provides other types of humanitarian assistance on a regular basis.

Needs analysis, beneficiary selection, risk assessment and scenario planning

Most migrants passing through the former Yugoslav Republic of Macedonia in the period between August 2015 – February 2016 were staying for a very short time in the country. As most of the target population was in transit rather than staying in the centres, the Red Cross of the former Yugoslav Republic of Macedonia focused its assistance on these people, especially on pregnant women, families with babies, small children, or unaccompanied minors. Some key recent developments` needs analysis from the main sectors of response includes the following:

- **Health:** Regular field assessments confirm that there is a high demand for more medicines, such as anti-pyretic pills, medicine for countering dehydration, respiratory diseases, high blood pressure, diabetes and analgesics. The National Society will be ready to address these needs or refer patients to other partners as necessary. So far, no epidemics have been reported, but the teams in the field have observed migrants with dehydration, sunburns, cuts, epilepsy, dental problems, old wounds from knives or guns, as well as the people in need of long term care for illnesses like diabetes, cardiovascular diseases, respiratory diseases, epilepsy who are seeing complications due to the lack of regular follow-up and medicine.

Pregnant women do not have regular access to prenatal care, and children do not have access to preventive health services such as immunization. This will increase the risk of vaccine-preventable diseases such as polio and measles. Outbreaks of any of these vaccine preventable diseases could revert many of public health achievements in Europe. Facilitation of access to prenatal services following initial screening will minimize many risks for the migrants as well as for the host population. Also important are the sexually transmitted infections (STI). As UNHCR states, *“both refugees and migrants are at risk of (...) STIs, including HIV and Hepatitis B”*. An estimated five per cent of the adult population would need STI treatment. Awareness raising on the risks

associated with HIV/AIDS and other health risks as well as convincing those in need to accept the required treatment remains challenging”⁷.

In order to strengthen the capacities of the National Society to address all these health related issues, this EPoA integrates educational workshops on the prevention of infectious diseases, structured on basis of the IFRC manual for community based health and first aid in action.

Another important issue is the possibility of having to deal with cases of sexual or gender-based violence. According to UNHCR, *“Providing comprehensive protection interventions, including for those exposed to exploitation, abuse and violence before departure and along the way, is particularly challenging. Given the short time people spend in the reception and transit points (some 8 to 12 hours), building the necessary trust to ensure that those in need come forward or are identified requires new approaches and innovative ways to reach them. The number of government personnel and aid workers trained in emergency response is limited, the challenge of dealing with a multi-cultural, multi-lingual population, and the lack of sufficient numbers of interpreters pose additional challenges”*⁸. To better address this, the Emergency Appeal includes training on Sexual and Gender Based Violence prevention for volunteers and staff working in the operation.

- **Relief and shelter:** As some of them are currently sleeping in inadequate places, where access to water and sanitation is limited, there is a call for additional hygiene materials and means for disinfection in order to prevent infectious and communicable diseases. The National Society, together with other humanitarian organizations, is also addressing these needs. Many migrants have also lost most of their belongings during the journey, and they need specific items to facilitate their safety, shelter and sleeping. The Red Cross of the former Yugoslav Republic of Macedonia will provide NFI assistance, including summer and winter clothes.

Adapting the response from transit to a longer stay

As a result of the changed situation after February 2016 and in compliance with the previously adopted contingency plan of the Government of the former Yugoslav Republic of Macedonia for possible shelter of 2,000 migrants, the National Society aims to support this group of present migrants in the country until the end of 2016. Migrants are assisted in the two resting points in Gevgelija and Kumanovo, as well as in the capital city of Skopje, where volunteers and staff support asylum seekers who usually stay up to two weeks. Over 1,700 asylum applications have been submitted in 2015⁹. In 2016, 61 new applications for asylum were submitted to the authorities of the former Yugoslav Republic of Macedonia.

The authorities of the former Yugoslav Republic of Macedonia have reorganized the two existing transit centres to ensure conditions for longer stay of the migrants. Both centres are equipped with field kitchens to serve hot drinks and ready-to-eat-meals. The Red Cross of the former Yugoslav Republic of Macedonia in its auxiliary role to the Government is providing now sheltering items and essential NFIs, as well as three meals per day in the framework of this Revised Emergency Appeal.

It must be stressed that children make up near 25 per cent of the total migrant population and, at the moment, there is a possibility of malnutrition among under-five, and pregnant and lactating mothers (both from their situation of origin and their journey). The conditions of the migrants are seriously affected due to their long and exhausting walk under difficult conditions and the lack of regular food, water, shelter and security.

The needs of migrants to establish contact with their families through the Red Cross and inform them on their situation and whereabouts will also be on the increase. As such, more trained people on RFL from the local Red Cross branches and the mobile teams must be involved in this activity.

The humanitarian protection for the unaccompanied minors is provided by the NGO “Macedonian Young Lawyer Association” in partnership with UNICEF. The humanitarian assistance for this vulnerable group is done by the Red Cross.

Finally, aiming to reduce tensions, stress and rumours among the migrant community, there is a need and opportunity to strengthen information and feedback mechanisms within the camps. There is also a high need for raising public awareness on the current situation and the work of the Red Cross with the migration crisis, particularly among the population living in the bordering villages and cities, as well as to promote integration of migrants in the country and to conduct public awareness campaigns for assistance to migrants.

Selection of beneficiaries

Initially the focus was on people crossing through the territory of the former Yugoslav Republic Of Macedonia from Greece, especially, pregnant women and new-born babies, single parent households, and persons with acute or

⁷ UNHCR and IOM. Regional refugee and migrant response plan for Europe eastern Mediterranean and Western Balkans route. January – December 2016. Page 50 http://rmrp-europe.unhcr.org/2016_RMRP_Europe.pdf

⁸ UNHCR and IOM. Regional refugees migrant Response Plan (idem).

⁹ Ministry of Interior of the former Yugoslav Republic of Macedonia.

serious health conditions. This was expressed by the previous revision of the appeal, which aimed to address the needs of up to 430,000 people. However, due to the changes in the general context, the National Society is now focusing the relief activities of the second phase on the following elements:

- the stranded migrants in the two camps as well as irregular migrants in the Detention Centre in Skopje (850 persons on daily basis, until December 2016);
- irregular migrants crossing the border from Serbia and Greece (150-200 persons on daily basis, until December 2016);
- asylum seekers sheltered in the Reception Centre Vizbegovo in Skopje (90 in average on monthly basis).

Risk assessment

The main identified challenges are the following:

- The overall situation can dramatically change depending on the migration trends from Turkey and Greece as well as further restrictions by transit countries on the route to Western European countries as well as destination countries.
- The staff and volunteers have significant limitations in communicating with the migrants (only a few migrants speak English or French). The main communication language is Arabic and Farsi in many cases. The mobile teams use the support of 6 Arabic translators.
- The stranded people in the camps face significant health and other challenges as a result of improper accommodation in the camps.
- Long-term efforts are needed for the successful implementation of these activities, and good communication channels are required with other stakeholders working in the field in order to avoid a duplication of efforts.
- Stress on volunteers and staff represents an additional risk. There is a significant pressure and stress on the Red Cross staff and volunteers since they work with a large number of beneficiaries. Efforts will be made to involve more staff and volunteers as the situation requires.
- Stigmatization of the migrant population and the animosity of local people.
- Creative solutions are needed for funding and partnering with other actors to support the sustainability of activities, as the evolution nor the end point of the situation is unclear.

B. Operational strategy and plan

Overall objective

1. First phase (June 2015-March 2016): The emergency needs of 214,886 migrants crossing the territory of the former Yugoslav Republic of Macedonia are covered to reduce their vulnerability.
2. Second phase (March –December 2016): Long term daily needs of 850 migrants in the two centres, as well as those crossing irregularly are covered to reduce their vulnerability.

The assistance will be focused on:

- **Relief:** supporting migrants that transit through the country and for the stranded people in the camps and for irregular migrants who require food, non-food items (blankets, sleeping bags, baby carriers, clothes and shoes) water and hygiene kits/promotion, and health care and information and these current needs will be further developed to deal with the change of seasons as appropriate.
- **Welfare and advocacy:** psycho-social support for Red Cross personnel and migrants, community engagement activities assistance to restore family links are expected to improve the well-being of the migrants. More emphasis will also be place in advocacy and public awareness for the right of refugees.
- **Shelter:** reconstruction of Red Cross reception facilities to enable longer term accommodation for asylum seekers. These activities have a palliative purpose and are expected to reduce the suffering of these persons who currently stay in the transit centres.

Proposed strategy

The Red Cross Society of the former Yugoslav Republic of Macedonia is implementing its migration-related activities in coordination and cooperation with the Government of the former Yugoslav Republic of Macedonia. While the strategy aims to cover the immediate needs of people, it also makes provisions to prepare the soil for assistance for longer-term needs. The proposed strategy shares the current Red Cross approach for the population movement crisis in Greece. The main tasks of National Society are described below:

	Health Care	Social Welfare Division	Tracing Department	Shelter
Target Group	Forms of assistance			
<ul style="list-style-type: none"> • Migrants that transit through the former Yugoslav Republic of Macedonia • Migrants stranded in the country in the two centres • Irregular migrants crossing the country • Irregular migrants in the Detention Centre • Asylum seekers in the Reception Centre 	<ul style="list-style-type: none"> • Mobile teams that provide first aid (each team is comprised of a driver, a paramedic and a doctor, logistician and translator) • Outpatient care / consultations and follow dispensation of medicines • Referral and transport to other medical institutions 	<ul style="list-style-type: none"> • Provision of food and non-food items, hygiene materials, clothing, potable water, sleeping bags, field kitchen. • PSS activities • Community engagement activities 	<ul style="list-style-type: none"> • Close cooperation with UNHCR or ICRC Belgrade for accessing information on people requiring RFL. • Establishment of contacts via Red Cross owned cell phones and tools 	<ul style="list-style-type: none"> • Reconstruction of Red Cross facilities to create winter accommodation for asylum seekers

The proposed operation will focus on the following actions for 850 migrants stranded in the country in the two transit centres, irregular migrants in the Detention Centre in Skopje (50 persons on daily basis) and irregular migrants crossing the border from Serbia and Greece (150-200 persons per day). It will also focus on assistance to asylum seekers sheltered in the Reception Centre of Vizbegovo in Skopje.

1. Health care and information

- Eleven mobile response teams provide first aid support to migrants – six teams funded through this appeal;
- Improve and reposition mobile response team equipment including stretchers (7 units) wheelchairs (10 pcs), crutches (100 pairs), canes (100 units).
- Response teams provide outpatient care and first aid, as well as medical materials and medicines.
- Distribution of brochures with information on health promotion.
- Training on the prevention of communicable and non-communicable diseases for mobile teams.
- Translation and printing of a manual for volunteers on community based health (in Macedonian and Albanian).
- First aid training for new volunteers for the mobile teams.
- Translation and printing of the First Aid Manual for volunteers in the Macedonian and Albanian languages.
- Conducting training in Sexual and Gender Based Violence prevention (SGBV) for staff and volunteers to identify and refer cases.
- Translation of Sexual and Gender-based Violence (SGBV) tools into Macedonian and Albanian.
- Hiring two psychologists for psycho-social support to migrants in the camps on daily basis.
- Psychosocial support for mobile response teams' personnel in coordination with the Gestalt Institute¹⁰.
- Provision of first aid kits for 6 mobile teams funded by the IFRC (140 units).
- Provision of first aid bags for 6 mobile teams (23 pcs).

¹⁰ A psychotherapy institution with which the National Society has a long standing partnership for PSS training.

- Provision of 4 laptop computers for medical teams.
- Provision of thermos-insulated first aid bags for medicines (1,000 pcs).
- Defibrillators for the medical teams (2 units).
- Training defibrillators (6 units).
- Training first aid manikin (1 unit).
- Mountain rescue equipment for field work on irregular crossings.

Table 1. Contents of the medical set to be used by the mobile teams

Item	Quantity
Disinfectant 50 ml	3
Protective face masks	10
Disposable gloves	20
Alcohol 1 l.	3
Betadine (iodine) solution 150 ml	5
Hydrogen solution, 3 % 1 l.	5
Bandage, 10 cm	20
Bandage, 8 cm	20
Elastic bandage	10
Gauze 7.5	30
Cotton, 100 gr	10
Triangular bandage	10
Analgesic gel	2
Analgesic cream	2
Spray against bleeding	2
Pain killer spray	2
Cream against insect bites	2
Cream for burns	2
Cooling spray	2
Tape, 2.5 h 5m	2
Adhesive tape	10
Vitamin C	10 packs
Antipyretic	10 packs

Table 2. Contents of the medical set with medical equipment

Item	Quantity
Blood pressure measuring device	1
Thermometer	2
Scissors	2
Flashlight	1

2. Hygiene promotion

The former Yugoslav Republic of Macedonia's water and sanitation systems are strong and stable, and so international support is not needed at the moment. The National Society has enough water and sanitation equipment and teams to be deployed in case of need. As a result, the current plan focuses on:

- Distribution of individual hygiene parcels to men and women (18,000 for women and 40,000 for men);
- Hygiene parcels family size 1,000 pcs;
- Hygiene kits distributed to babies (2,000 parcels);
- Gel for dry-washing 15,000 pcs;
- Disinfection items 10,000 pcs;
- Toilet paper 60,000 pcs;

- Washing powder 5,000 packs;
- Water sanitation infrastructure improvement (for the camps);
- Information on basic hygiene is supplied;
- Hygiene promotion campaign.

Table 3. Contents of a hygiene parcel for women

Item	Quantity
Shampoo 30ml sachet	3
Toothbrush	1
Toothpaste / small tube	1
Soap	1
Sanitary pad	2
Antiseptic wipes	1
Sewing set (thread, needle)	1

Table 4. Contents of a hygiene parcel for men

Item	Quantity
Shampoo 30ml sachet	3
Toothbrush	1
Toothpaste /small	1
Soap	1
Shaving cream	1
Razors	5 pcs

Table 5. Contents of a baby parcel

Item	Quantity
Diapers	2 packs
Baby shampoo	1
Baby cream	1
Baby bottle	1
Wet wipes	1
Food	2
Juice	2

Table 6. Contents of a family size hygiene parcel

Item	Quantity
Washing powder 3 kg pack	1
Shampoo 1 l.	1
Soap 75 gr.	4
Toilet paper	4
Toothpaste 75 ml.	2
Toothbrush	4
Shaving cream	1
Razors	5
Wet wipes	2
Liquid detergent 1 l.	1

3. Food and non-food items and relief distribution

In relation to the food, the revised plan of action includes the following provisions:

- Distribution of 68,200 food parcels, including 950,000 bottles of water (0.5 litres)¹¹
- Distribution of hot meals, drinks and soup for migrants (193,000 portions);
- Supplementary food items for the lunch and dinner (42,000 portions);
- Breakfast (60,000 portions);
- Distribution of supplementary food for children (2,000 pieces);
- Distribution of family size food parcels (1,000 pieces).

Table 7. Contents of a food parcel

Item	Quantity
Water 0.5 litre	2
Biscuits 400 gr.	1
Canned fish	4

¹¹ Each parcel includes a bottle of water. The activities detailed here are aimed to be covered by Emergency Appeal funding and supplemented by contributions of other partners and own resources. The majority of these parcels were distributed during the first phase of the operation, however, some are still required for those currently crossing the country irregularly.

Cookies	1
Juice 0.25 litre	2
Dried bread	1
Raisins 100 gr	2
Chocolate, banana flavoured	3 bars
Wet wipes	1 pack x 10 wipes
Dried dates 200 gr	1

Table 8. Contents of a family size food parcel

Item	Quantity
Flour 6 kg.	1
Canned fish	8
Sugar 2 kg.	1
Cooking oil 4l.	1
Salt 2 kg.	1
Rice 2kg.	1
Pasta (packs)	4

As for the relief distribution, the National Society will continue delivering Non-food items such as:

- Distribution of 4,000 sleeping bags (for the most vulnerable migrants staying for a longer period in the territory of the country);
- Distribution of blankets (51,500 blankets for adults and 3,000 for babies);
- Distribution of baby carriers (500 units);
- Winter/Summer clothes (6,000 sets) and distribution of raincoats (2,000 units);
- Backpacks for migrants (4,000 units);
- Shoes (1,000 pairs);
- Bed linen (1,000 units).

Also, the Red Cross of the former Yugoslav Republic of Macedonia is prepositioning household materials and food contingency packs to collaborate with the Contingency Plan of the Government:

- Mats (2,000 units);
- Bed linen (2,000 units);
- Mattresses (2,000 units);
- Cots (2,000 units);
- Generators -50 kW (2 units);
- Field backpacks (50 units);
- Maintenance tools (2 sets);
- Hot meals (40,000 portions).

This will support the Government's activities in the transit centre(s) and enhance the overall hosting capacity of the country

4. Restoring Family Links (RFL)

Assisting migrants to establish contacts with their families through the Red Cross. Trained persons for RFL from the local Red Cross branches and the mobile teams are involved in this activity.

- Organizing training for 50 volunteers from the mobile teams and the local branches on RFL for personnel involved in the operation;
- Translation and printing of a manual on RFL in disasters in Macedonian and Albanian;
- Procurement of cell phones and communication costs;

- Procurement of 70 RFL kits;
- Hiring an RFL officer in HQ office.

The Red Cross of the former Yugoslav Republic of Macedonia has positively solved more than 612 tracing cases as of the end of April 2016.

5. National Society capacity building

This includes a range of different components (training, support to volunteers and staff, general support for activities, and equipment and tools) in order to strengthen the quality of the assistance provided.

- DM training and tools;
- Volunteer management training;
- Volunteer management software database;
- Communication training for headquarters and branches, in particular on media relations, audio-visual production and beneficiary communications and engagement;
- Psycho-social support for volunteers;
- Conducting 2 study visits on migration to the neighbouring countries;
- Development and training on standard operating procedures for work with migrant population and for other emergency situations;
- Development of a tool for procurements based on IFRC guidelines;
- Vulnerability capacity assessment (VCA) training;
- Procurement of winter and summer uniforms for staff and volunteers;
- Adaptation of the National Society's central warehouse and procurement of supporting and security equipment;
- Operational support (coordinator's salary, per diems and insurance for volunteers, office costs, fuel, etc.);
- Procurement of three land-cruisers, one truck and one field vehicle, altogether five vehicles;
- Procurement of 7 forklifts; (*engine driven and manually operated, etc.*);
- Mobile kitchen; equipment for the National Society's emergency response unit (see below);
- Air-conditioning systems for containers.

Table 9. Equipment for the former Yugoslav Republic of Macedonia RC's ERU

	Emergency response unit	
1.	Stretchers	7
2.	Mobile handsets	20
3.	Tables and chairs	15
4.	Gas heaters	25
5.	Cots	300
6.	Stretchers plastic	2
7.	Multipurpose tent 48 m2	2
8.	Dispensary tent 27 m2	10
9.	Tents for 3 persons	150
10.	Sleeping mats	300
11.	Sleeping bags	300
12.	Battery for mobile handsets	30
13.	Mobile handset small with battery	30
14.	Mariner	3
15.	Tent kitchen	1
16.	Refrigerators	7
17.	Additional equipment for mobile kitchen	1

The National Society's emergency response unit consists of trained volunteers who are used to cope with different emergency situations. The above stocks are foreseen to complement their efforts and support to the mobile teams for provision of assistance to the migrants during the winter period.

6. Community Engagement and Accountability to migrants¹²

The Red Cross of the former Yugoslav Republic of Macedonia will also work with the local and national media to ensure acceptance, avoid stigma and resentment, tackle misinformation and misconceptions and create a better-informed public opinion, to avoid, mediate and defuse tensions and conflicts. The Red Cross will adapt the global advocacy campaign to the local context. Information and communication captured through a dialogue with migrants will inform the development of our messaging and communication locally, regionally and globally.

- The National Society is developing an awareness raising campaign on the needs of migrants. The National Society also is aiming to explain better the humanitarian needs and actions so that the local population is more responsive and supportive to migrants.
- Within the public awareness campaign, the National Society will procure a video screen which will be installed on the Red Cross of the former Yugoslav Republic of Macedonia HQ premises.
- Procurement of 3 smart-boards for information sharing with migrants.
- Printing of information materials for the public awareness campaign.
- The National Society will gather feedback from beneficiaries (including knowledge, attitudes and perceptions surveys where possible) through all possible avenues, in order to ensure that the services and information provided by Red Cross of the former Yugoslav Republic of Macedonia are appropriate to the needs of those assisted.
- All feedback gathered through interactions with beneficiaries will form the basis of a Frequently Asked Questions (FAQ) document which will be available in multiple languages. This document will be used to inform those arriving in the country, the volunteers working with them, as well as the identification of main information needs to guide the production of simple information material (posters) for camps.
- The two psychologists hired for daily psycho-social support will also assist in a dialogue with the migrant community in the camps.
- Promotion of activities for intercultural dialogue between various ethnic groups in the country for easier integration of the migrant population (PHV).
- Introducing new forms for community engagement activities for migrants (daily centre for older people and organizing child friendly spaces).
- Conducting workshops with local government representatives on raising awareness on migration.

Red Cross activities will ensure that the concerns of all migrants are regularly collected to inform and improve programme activities. Communication will be two-way. Red Cross community engagement will ensure that migrants are fully aware of and informed about their rights and entitlements in a transparent manner, as well as aware of the services available.

7. Shelter

On 19 February 2016 1,600 migrants were stranded in the former Yugoslav Republic of Macedonia. Over the next two months, as a result of irregular crossings and the voluntary repatriation organized by IOM, the present number of stranded migrants amounts to 850 people. As part of the overall efforts of the international community, the former Yugoslav Republic of Macedonia expressed its preparedness to support a group of about 2,000 migrants in the country for a longer period of time if required. At the time being there is only one facility targeted for provision of shelter to asylum seekers in the country with a capacity for 120 persons. Currently the centre is populated with 61 people, a figure which is expected to rise.

The Red Cross of the former Yugoslav Republic of Macedonia is one of the key partners within the national system for crisis management in the country in terms of meeting the emergency needs of different vulnerable categories of the population. Having in mind that there is a high probability that a significant number of the migrants would probably apply for asylum to stay on long-term basis, this means that there will be a need for ensuring appropriate accommodation facilities for this group of people in the forthcoming winter period. The Red Cross of the former Yugoslav Republic of Macedonia has its own accommodation premises (30 rooms) in Struga to shelter about 80

¹² Even when they are not specifically cited here, the activities will reach also to Asylum seekers and refugees living the same need conditions than migrants.

people. However, with a minor reconstruction, the Red Cross Centre can be easily and rapidly expanded with one more wing of 20 rooms to shelter an additional 60 people. The National Society can therefore provide an important contribution for covering the shelter needs of 140 persons. This centre has already served this purpose during the Bosnian crisis and the Kosovo crisis when refugees from Bosnia and Kosovo were sheltered for a period of a year and a half. This facility can play an important role in the mitigation of the needs of this vulnerable group of people who are currently staying in transit centres. The need for this type of approach has been witnessed in Western European countries who have been supporting the asylum seekers in the last years.

Operational support services

Human resources

The Red Cross branches of Gevgelija, Valandovo, Negotino, Veles, Skopje, and Kumanovo will be involved in the activities with a total of 30 staff and 210 volunteers, who are implementing the activities. The operational budget is covering per diems and insurance for those volunteers, who are exclusively engaged in the implementation of the migration operation during this 15-month period. The operation also covers the employment of new staff members who are working on the implementation, one at Headquarters and one in the City Branch responsible for the implementation. A locally recruited IT person is also needed to cope with the demands of the emergency.

Logistics and supply chain

The procurement of the required products within this operation has been done in compliance with the procedures for procurements of the Red Cross of the former Yugoslav Republic of Macedonia and in accordance with IFRC logistics standards, processes and procedures ensuring the full audit trail requirement. Processes were and will be completed in close coordination with IFRC Secretariat's Global Logistic Service (GLS). Development of a tool for procurements based on the guidelines of the IFRC is planned, and a workshop will be held in order to increase the National Society's capacity. The stocks are placed in Red Cross warehouses in different locations. There are six employees in these warehouses, and they are supported by volunteers who are and will be making the parcels in each location. The distribution of the parcels will be done with Red Cross vehicles by the mobile teams and the local Red Cross volunteers.

The IFRC Secretariat will support the National Society's operations and will carry out the procurement of some of the relief items needed through the GLS, thereby ensuring standardization and achieving efficiency.

In order to facilitate the process, specialized IFRC personnel will be deployed to support the National Society's logistics capacity. The operation has already contributed to expanding and supporting the Red Cross warehouse capacity, including refurbishing the Red Cross warehouses in Skopje, acquiring two forklifts and renting three additional warehouses. This location is now the logistics centre of the National Society, serving as a central warehouse location for operation. Likewise, it has been deemed necessary to increase the Red Cross fleet in order to provide adequate monitoring and distribution, and three cars (all-terrain vehicles) - one field vehicle and one truck - are provided for the transporting of personnel and of relief items to the target locations at the border areas and to those branches which will actively be involved in the activities (Gevgelija, Valandovo, Negotino, Veles, Skopje, and Kumanovo).

Communications

All activities carried out by the Red Cross of the former Yugoslav Republic of Macedonia in response to the population movement emergency will be illustrated through a variety of communication media, including news stories, audio visual products (photographs, videos, B-roll footage, etc.), social media, press releases, etc. This material will be shared with all National Societies for use in resource mobilization and awareness raising efforts in their domestic markets.

In addition, materials will be published on both IFRC and National Society online platforms in order to further illustrate the work of the National Society. A common communication plan will be developed to ensure effective communication both through the media, and with the general public. Audio visual equipment including cameras and audio equipment will be required to support the National Societies communication efforts.

The communication team of the Red Cross of the former Yugoslav Republic of Macedonia, with support from IFRC, will manage media requests related to this operation, as well as actively pitch stories to the media, focusing on the action of the Red Cross, and the challenges and experiences faced by migrants and other people moving to and through the country.

The IFRC teams in Geneva and Budapest will carry out the monitoring on a daily basis of the overall media reporting of emergency, as well as any mentions of Red Cross activities.

Information technologies (IT)

The expenses for telecommunications (telephone and internet) will be included in the operation's budget. National Society headquarters and branch capacity will be increased through the acquisition of

- 14 computers for the Red Cross HQ, City Red Cross Branch of Skopje, and the Red Cross branches of Kumanovo, Veles and Gevgelija.
- 2 copying machines and 4 printers for the Red Cross HQ, City Red Cross Branch of Skopje, and the Red Cross branches of Kumanovo, Veles and Gevgelija.
- Hand-held cameras, 7 pcs.

Security

In every step of the operation, the Headquarters of the Red Cross of the former Yugoslav Republic of Macedonia will closely work with the authorities of the former Yugoslav Republic of Macedonia in order to obtain timely information and proper risk assessment of the field activities. The health and well-being of the staff and volunteers involved in the operation are a highest priority. Additionally, the team members are already properly trained in first aid and possess proper equipment to intervene until the arrival of the ambulance.

Security management is a vital element of the operation to ensure security of personnel, assets and programmes. The NS will be continuously monitoring the security environment and respond to changes in the threat and risk situation, if any, by implementing adequate security risk reduction measures.

This includes measures related to safety-related threats and risks, e.g. crime, gang violence, road traffic accidents, fire safety, and health-related concerns. All RC personnel are encouraged to complete the respective IFRC Stay Safe courses; Stay Safe Personal security, Stay Safe Security Management and Volunteer Stay Safe.

Planning, monitoring, evaluation & reporting (PMER)

The existing monitoring and supervision system of the National Society are strengthened through monitoring visits by the IFRC's regional PMER and other operational units. Regular monitoring will reveal if any revision of the operational timeframe and coverage is needed. PMER officer will be locally recruited.

As planned, the National Society carried out a mid-term review workshop from 15 to 18 March 2016. During the workshop, participants (key staff and volunteers from HQ branches, RC Skopje and the mobile teams involved in the operation) reviewed the achieved progress in the implementation of the Appeal operation, as well as the challenges faced. The discussions were organized in small groups covering the following topics: humanitarian relief and logistics, transparency, narrative and financial reports, health care and first aid, restoring family links, cooperation with other institutions and organizations involved in the operations. In general, all participants are satisfied with the way how the activities are being organized and the results so far. At the same time, the following recommendations were highlighted:

- There is a need for training additional volunteers on rapid assessment and step by step procedures for disaster management.
- There is a need for additional capacity building on volunteer management for Red Cross volunteers as well as development of appropriate software database for volunteers.
- Improvement of communication between all involved stakeholders.
- There is a need for development of standard operating procedures for work with migrant population and for other emergency situations.
- Need for improvement of the working conditions of the medical teams.
- Installing a quarantine zone for medical cases.
- Promotion of possible integration of migrants and conducting public awareness campaign for provision of assistance to migrants.
- Promotion of activities for intercultural dialogue between various ethnic groups in the country for easier integration of the migrant population.
- Introducing new forms for community engagement activities for migrants (daily centre for older people and organizing child friendly spaces).
- There is a need for adaptation of the food and non-food items according to the needs and the new situation on the field.
- Special nutrition for specific cases (diabetes, children with special needs, high blood pressure etc.) is required.

- There is a necessity for the development of an appropriate tool for procurement based on the guidelines of the IFRC.
- There is a need for the involvement of several additional staff at the HQ to support the overall operation with migrants.
- Additional VCA trainings are required for enhancing the competencies of the National Society's human resources to cope with different emergency needs of the vulnerable population.
- There is a need for development of appropriate shelter capacities for provision of support to migrant population stranded in the country and applying for asylum in the country

Many of the recommendations, such as the adaptation of relief items, new forms of community engagement and better shelter for asylum applicants, among other, are now integrated into this appeal revision.

A final evaluation will be conducted with the technical support from the IFRC Secretariat and the involvement of the National Society's staff and volunteers, with a special emphasis on the personnel in the branches to allow the building-up of this capacity as widely as possible. The DM team and other support staff from the IFRC Regional Office for Europe will conduct country visits to deliver the needed professional assistance. The final evaluation will include the perception of the local authorities regarding the efficiency and effectiveness of the operation, and its alignment with the standards and policies of the IFRC, of the Red Cross of the former Yugoslav Republic of Macedonia and with the minimal Sphere standards.

Administration and finance

Administrative and financial procedures will be implemented by the responsible Red Cross staff in compliance with the Red Cross of the former Yugoslav Republic of Macedonia's procedures and the relevant international standards.

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