



Црвен крст на Република Северна Македонија  
Kryqi i Kuq i Republikës së Maqedonisë së Veriut  
Red Cross of the Republic of North Macedonia



# ПРОГРАМА ЗА РАБОТА PROGRAMI PËR PUNË ANNUAL PLAN OF ACTION

# 2023

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Red Cross of the Republic of North Macedonia

October 2022

As a result of the global challenges such as COVID-19, climate change, disasters, poverty, unequal social development and the expansion of migrations, the work of the Red Cross is becoming more important than ever. The Red Cross of RNM with its 77 years of experience, as the largest humanitarian organization in the country with its 33 Red Cross branches and CRC Skopje, works dedicatedly through the functional network of the Movement at international and local level, by sharing resources, knowledge and common standards and finding ways to build greater efficiency and collective intelligence. We continue to tend to be highly effective and respond quickly to disasters and crises through coordination mechanisms that maximize our collective impact. We will invest in innovations that can connect people and expand our networks locally, regionally and globally.

This year, we start with the implementation of the process "Transformations 28", which aims to operationalize our strategic determinations for taking concrete steps for changes in our work as an expression of our ambitions and commitments to implement initiatives and targeted activities to strengthen the capacities of the national society, introducing new services and building partnerships at the national and local level aimed at improving the life of the population in local communities. We are ready to incorporate new approaches into our work to drive structural change that will help us be more effective as a network and help us use our resources more efficiently by listening, thinking and acting a little differently, open and ready along the way to constantly learn and adapt.

We are determined to take more decisive action by scaling up the activities of our programs to achieve greater impact, especially in addressing key challenges such as climate change, COVID-19, disasters, migration and addressing priority health issues and social care for the most vulnerable categories of the population.

We will be committed to promoting support for the most vulnerable communities and individuals we work with and support, in line with our core principles. When people cannot speak for themselves, we will be their spokespeople, through our Red Cross branch network. We will invest in promoting and protecting essential areas such as international humanitarian law and the auxiliary role before the authorities in the country for adoption of policies and practices that are in line with our humanitarian values.

We continue to invest in strengthening our transparency and support systems, strengthening integrity and our openness for listening, engaging and action, embracing a culture of ethical practice and establishing personal and institutional accountability.

We are assured that in dealing with the overall humanitarian challenges in 2023, the Red Cross will give added value to the overall efforts to ensure the desired impact and support for the most affected segments in society through the widespread structure of members and volunteers. Together with our RCB/CRC Skopje and partners, we are ready to do more, to be responsible and transparent and open to cooperation.

There is room for everyone in our annual plan of action. For our volunteers, members and staff, our partners and our beneficiaries. Be with us, on this path full of new challenges, where changes will be a means of success and where the only measure will be our results, a saved life, a smiling face.

Prof. Dr. Romel Velez  
President

PhD Sait Saiti  
Secretary General

# CONTENTS

EXTERNAL FACTORS AND TRENDS .....	114
ABOUT THE RED CROSS OF THE REPUBLIC OF NORTH MACEDONIA .....	116
PRIORITIES OF THE RED CROSS OF RNM IN 2023 .....	117
TRANSFORMATIONAL CHANGES IN THE RED CROSS OF RNM .....	118
NATIONAL SOCIETY AS STRONG AND EFFECTIVE STAKEHOLDER IN THE COUNTRY .....	120
EFFECTIVE FUNCTIONAL NETWORK .....	122
HEALTH PREVENTIVE PROGRAMMES .....	124
FIRST AID .....	126
BLOOD DONATION .....	128
SOCIAL-HUMANITARIAN PROGRAMMES .....	130
REFUGEES AND MIGRANTS .....	134
PSYCHOLOGICAL FIRST AID – PSYCHO-SOCIAL SUPPORT .....	138
DISASTER PREPAREDNESS AND RESPONSE .....	140
PUBLIC RELATIONS, INFORMATION AND COMMUNICATION .....	142
MOBILIZATION OF VOLUNTEERS AND MEMBERS .....	144
MONITORING AND EVALUATION .....	148
RED CROSS IN ACTION – PROMOTION OF HUMAN VALUES .....	150
TRACING SERVICE – RESTORING FAMILY LINKS .....	152
HUMAN VALUES, INCLUSION AND PROMOTION OF IHL .....	154
RED CROSS YOUTH .....	156
BUDGET .....	159







## EXTERNAL FACTORS AND TRENDS

The new times represent a great challenge for the humanitarian sector. The world around us is changing in complex and interconnected ways that affect overall social trends, with increasing risks and challenges for the population. Demographic transitions that may cause discord and fuel social tensions are expected to continue. The ongoing migrations and population movements can lead to significant changes in our social structure, and place an additional burden on resources and social cohesion, which can result in the isolation of many communities. Manufacturing and new technologies help is to be better connected and functional, but they also bring their own risks, including some we may not yet understand. Political and economic developments can also result in significant shifts and differences from traditional trends that can lead to unexpected social changes. The biggest and most dramatic challenge before us will be dealing with climate change as a result of the degradation of the environment, the frequency of disasters and their impact on people's lives. All these climatic, economic, and social developments are expected to lead to a potentially greater vulnerability of the population, which will require an increased engagement of the humanitarian sector to respond to contemporary challenges.

The number of humanitarian organizations in the world as well as in the Republic of North Macedonia is constantly increasing, the challenges are more and more different, and the vulnerability of the population is increasing, which results in greater expectations from the humanitarian sector. The civil sector and development NGOs are recognized as important actors for ensuring social, health, economic and even political development.

The humanitarian organizations (international/local/governmental/non-governmental) in RNM are involved in various activities for providing alternative health care, development

of communities, provision of social justice and education as well as provision of humanitarian support in crisis situations. Most of these activities are short-term and focused on specific programs and projects within a limited period of time.

In a social environment where a large number of civil associations and associations work, there is more and more competition between these organizations for mobilizing funds and volunteers for the implementation of their humanitarian initiatives.

In this humanitarian and social environment, the Red Cross of RNM, as a socially responsible and largest humanitarian organization in the Republic of North Macedonia, in its process of change called „Transformations 28“ will try to respond to the complex situations that are expected in the next five-year period with the aim to ensure that what we do is relevant, focused on the people who are most in need of support. We can no longer cling to the old ways of doing things. We must rise to the challenge of being fully accountable and transparent in the way we use our resources. To work together with communities and individuals to be part of our decisions regarding what support is needed and how they get that support. We must take advantage of the opportunities arising from innovation and technology, and the benefits of working with our partners, to reach more people in new ways. We must inspire people to mobilize their kindness to support people in crisis.

The people we work for must always be at the center of our work. The process of transformations should allow us to highlight our comparative advantages, to address and improve aspects of our operations where there is still room for improvement, to try to eliminate our weaknesses and to align our upcoming priorities with the needs imposed by the modern environment and the needs and expectations of our beneficiaries and partners.



The process of transformations should enable us to make substantial changes in the way of thinking and working at the national and local level, as a united organization that constantly strives to be better and more efficient in order to be able to respond to the challenges of our beneficiaries that fall within the scope of operations of the Red Cross. The transformational changes should result in an improved perception of the work of the Red Cross in the social environment, but above all in increased satisfaction of our beneficiaries from the services provided, increased interest of partners in financing, support and joint work with the Red Cross.





## ABOUT THE RED CROSS OF THE REPUBLIC OF NORTH MACEDONIA

The Red Cross of the RNM is the largest humanitarian organization in the Republic of North Macedonia and is part of 192 national societies that are members of the International Red Cross and Red Crescent Movement. In its 77 years of operation, the Red Cross of RNM is strongly committed to improve the lives of the vulnerable population by mobilizing the power of humanity. Through our 33 Red Cross branches and the City Red Cross of Skopje, we work on prevention and mitigation of human suffering, protection of life and health of the people, improvement of their social situation, ensuring respect and dignity of people, especially in case of emergencies, promotion of international humanitarian law and humane values and encouraging voluntary engagement and constant preparedness to provide aid, solidarity and humanity. We act, encourage and promote humane values to respond promptly to contemporary humanitarian challenges, while determined to do more, do it better and go further.

With thousands of volunteers and members in our ranks, we act as an auxiliary to the authorities in the country in creating a healthy and safe society, serving the citizens, above all the most vulnerable and those who need help. In our efforts to respond to the needs of different target groups, we cooperate with institutions and partner organizations to prevent diseases, improve health and alleviate human suffering through our own programs in the field of education, health and social care for the benefit of communities. We carry out emergency operations to provide humanitarian aid, and we also provide other services to help victims of armed conflicts in accordance with the Geneva Conventions. We organize activities to help victims of natural disasters and other emergency situations. We promote respect for international humanitarian law, the fundamental principles and ideals of the Movement and raise awareness on the protection of the Red Cross and Red Crescent emblems.





# STRATEGIC GOALS 2030

**Our strategic goals** are aligned with Strategy 2030 of the International Federation of Red Cross and Red Crescent Societies and are focused in the following areas:

**Goal 1:** People anticipate, survive and quickly recover from crises

**Goal 2:** People lead safe, healthy and dignified lives and have opportunities to thrive

**Goal 3:** People mobilize for inclusive and peaceful communities

## PRIORITIES OF THE RED CROSS OF RNM IN 2023

The priorities and the operational plan and budget of the Red Cross of RNM for 2023 are prepared on the basis of the Strategy 2030 of the national society in order to ensure strengthening the resistance of the community through more efficient preparedness, mitigation of the consequences of crisis situations, prevention, early warning and action. They also call for transformational changes in the way the national society operates, primarily in terms of ensuring comprehensive coordination with RCB / CRC Skopje and development of the national society.

Within the implementation of the Annual Plan of Action and the Budget for 2023, the Red Cross of RNM has identified the existing and new challenges that are part of the work of our organization and which will be the basis for taking local actions to manage and achieve positive global changes in our country and beyond. In order to respond to these challenges, the Red Cross of RNM organizes its work through the implementation of six strategic priorities which, although presented in this document as separate entities, are closely interconnected. Our priorities are:

1. ESTABLISHING SUSTAINABLE PARTNERSHIPS
2. CLIMATE AND ENVIRONMENTAL CRISIS
3. EVOLVING CRISES AND DISASTERS
4. GROWING GAPS IN HEALTH AND SOCIAL SPHERE
5. MIGRATION
6. HUMAN VALUES AND INCLUSION AND PROMOTION OF IHL

# TRANSFORMATIONAL CHANGES IN THE RED CROSS OF RNM

The economic conditions and challenges arising from climate changes, disasters and health and social challenges of a large part of the population in the Republic of North Macedonia, but also in global frameworks, are constantly becoming more complex and affect the overall social life and people's well-being. In the period ahead, major changes are expected in the way we live as a result of the crises and vulnerabilities of the population that we are likely to face.

In order to respond to these various challenges, the Red Cross of RNM is launching a transformation process called Transformation - 28 to initiate new innovative and positive processes and systems in our organization to be able to better cope with modern challenges and achieve measurable results, improvements in efficiency, effectiveness and, of course, in meeting the needs of our beneficiaries of services. Transformations - 28 represent our bold ambition that goes beyond incremental change – they are an opportunity to rethink our business and operating models to deliver added value. They also mean making strategic decisions that will affect how we will develop, how we will function and what kinds of improvements we can expect in the performance of our operations.

The transformations we initiate are not isolated events. It is a journey designed to achieve the desired impact on two levels – individual and organizational. To review the performance in our work, to see how to compete more effectively in different fields and how to become a more agile organization. The transformational journey should simply help us see how to change and adapt our agenda to respond to the continuing dynamics in the external environment.

We expect our transformational journey to help us see the spectrum of opportunities in defining performance standards a little more different than

the traditional landscape we are surrounded by in our current operations. In order for these transformations to be successful, we will try to systematically incorporate the points of view of the governance, management, staff and volunteers in order to integrate all the values and opinions in organization.

We expect that the changes in the next five years will provide us with a new concept of leadership and decision-making at the national and local level – where local communities will be the center of our changes.

We hope that the transformation process will result in our increased efficiency, better planning in order to be more relevant in providing our services to the most vulnerable population in the state. In this process, which we imagine as a dynamic framework, we will actively involve various social actors, but above all the overall organization of the Red Cross at the national and local level, the management and governance, our volunteers and the members of the Red Cross of RNM.

Our expectations are that the process of transformations will allow us to enhance our capacities through sustainable solutions for improved functionality and efficiency and a wider range of opportunities for meeting the most urgent needs and vulnerabilities, working in accordance with the fundamental principles, in a transparent and accountable manner. We invite all our volunteers, members, staff and partners to join our transformational journey that will open new views for the realization of our ambitions and open new opportunities for us to be more efficient and responsible organization that unites in the spirit of solidarity and humanity in the interest of the vulnerable categories of population that we serve.





# NATIONAL SOCIETY AS STRONG AND EFFECTIVE STAKEHOLDER IN THE COUNTRY

**Foreseen funding**  
**481.500 denars**

## Context

The successful coping with the challenges and the achieved results in the operation in the past period created positive preconditions for enhancing the cooperation with partner organizations and promotion of new initiatives to support the most vulnerable categories of population. Having in mind the recognized role as an auxiliary to the authorities in the implementation of certain program activities as well as the positive image before the partner organizations and beneficiaries, the Red Cross of RNM aims to enhance the cooperation with its partners and to improve the quality of the delivered services as well as to explore new opportunities for additional initiatives.

## Strategic approach

By constantly providing support in the work as well as joint action with the relevant actors in the communities, we build a quality and timely response to the humanitarian needs of the population, active involvement, strengthening of trust and development of a healthy and safe society. The established cooperation is followed by accountable, transparent and responsible implementation of joint initiatives supported by measurable performance indicators. In 2023, cooperation with partner organizations will be aimed at reducing the risk and impact of disasters and crises, building the resilience of communities and providing basic health and social services that the population needs. Through a proactive approach at local and national level, we will monitor current needs and consequently initiate joint activities with our partners that will be timely, appropriate and of high quality, with maximum respect for the dignity of the beneficiaries.

## Result 1

The operational and program cooperation is implemented through strengthened dialogue, project and program initiatives and commitments that result in specific financial support as well as authorizations in the implementation of certain services and trainings for vulnerable categories of the population.

## Result 2

The Red Cross of RNM applies an approach of joint identification of the humanitarian needs of the population in cooperation with local partners and preparation of joint action plans to ensure a timely and quality response to them.

## Result 3

The Red Cross of RNM with its partner organizations from the Movement implements bilateral action plans at the national and local level.



## Activities and target indicators

- Mentored and coordinated application of the Guide for partnership cooperation of Red Cross branches with local self-governments, with 33 Red Cross branches and CRC Skopje have revised/signed new agreements for cooperation with local self-governments and institutions on their territory of operation.
- Joint projects have been implemented with four partner national societies to support migrants transiting through the country and for vulnerable categories of population in the Republic of North Macedonia.
- Study visits have been conducted to strengthen the capacities of the management and governance structure with three national societies in the region.
- Conducted in-depth analysis by the ICRC and the national society is promoted to „level 3“ partner organization.
- Conducted meetings with national institutions to promote the auxiliary role of the national society in the country and the place and the role of the Red Cross of RNM in the society.
- The normative framework in the national society has been adapted in accordance with a positive legal framework.
- The policies of the national society have been revised and adapted according to the policies of the Red Cross and Red Crescent Movement.





# EFFECTIVE FUNCTIONAL NETWORK

**Foreseen funding**  
**2.580.000 denars**

## Operational context

The Red Cross of RNM, through its operational network, strives to respond to the humanitarian needs of the most vulnerable categories of the population, in order to enable the delivery of services in areas where it is recognized as an organization with adequate capacities. Despite all the differences that exist in the operation at the local level, special attention is paid to compliance to define approaches, policies and positions in the operation. The mutual support of all organizational levels, the established mechanisms and norms, are a prerequisite for building an efficient and effective unified system of action of the organization in peacetime conditions and in times of crisis.

## Strategic approach

The efficient and functional network further confirms the auxiliary role of the national society as a respected and recognized impartial humanitarian actor in the country that promotes the principles, values and policies of the Movement to ensure a comprehensive humanitarian response to the needs of the population. For this purpose, special attention will be paid to institutional development by strengthening the structure and capacities for service delivery, management and quality leadership. The development of branch organizations will be supported through mentoring, project support and application of tools for situation analysis, recognition of challenges and determination of local development priorities.

## Result 1

Application of a mentoring approach and unified tools for the development of branch organizations.

## Result 2

Strengthened capacities of representatives of the Red Cross branches and the City Red Cross of Skopje to develop relevant and sustainable services, partnerships and management.

## Activities and target indicators

- Supported implementation of 14 project initiatives of RCB through the Fund for Development and Projects of the Red Cross of RNM.  
Implemented mentoring development program to support 8 RCB's.
- Conducted trainings for 33 staff and volunteers for the preparation of project initiatives.  
Conducted trainings for 33 staff and volunteers for planning and preparation of development strategies.
- Regular working meetings for the exchange of experiences and the promotion of the joint work of the representatives of the governing bodies.





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# HEALTH PREVENTIVE PROGRAMMES

**Foreseen funding**  
**2.580.000 denars**

**No. of covered persons**  
**35.000**

## Operational context

According to the current health priorities within the existing strategy 2021-2030 of the Ministry of Health of RNM, there is a need for improvement of the health indicators of the population by increasing health literacy among the vulnerable population in the country. Special emphasis should be given to increasing health literacy among adolescents and school-aged children, mothers, elderly and marginalized people. Chronic infectious and non-infectious diseases such as diabetes, cancer, cardiovascular diseases, tuberculosis, HIV/AIDS, etc. are constantly on rise and represent a major public health problem in the country. The COVID-19 pandemic is still current in the country and it continues to have implications on the functioning of the health systems in the country. The elderly, people with chronic diseases, children and adolescents are the most affected by the pandemic. There is still a need for an integrated approach to respond to the challenges of the pandemic, to which the Red Cross of RNM makes an active contribution.

## Strategic approach

The Red Cross of RNM will work to improve access to health care in communities, with an emphasis on health promotion, community mobilization and disease prevention. Health preventive programs will address the health priorities of the most vulnerable population groups through sensitization and health education for the prevention and control of various diseases. The National Society will actively work on issues related to the prevention of infectious and non-infectious diseases, substance abuse, sexual and reproductive health, promotion of hygiene, education of the population for the prevention of epidemics and pandemics, as well as raising awareness of the health risks caused by climate changes. We will focus our preventive health activities on integrated health and community-oriented health education.

These activities will be carried out in cooperation with the Ministry of Health, Institute of Public Health, WHO, UNFPA, International Federation of Red Cross and Red Crescent Societies, ADA, Austrian Red Cross and other partners and supporters.

## Result 1

Strengthened capacities and preparedness of the national society and the community for health care in emergencies and crisis situations.

## Result 2

Improved individual health and the health of the community through more effective and inclusive health-preventive programs.

## Result 3

Improved capacities of the national society and raised awareness of the population to deal with the health consequences caused by climate change.



## Activities and target indicators

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- Developed system for improvement of the capacities of the national society to cope with health risks caused by crisis situations and disasters - trained 50 volunteers and staff of the Red Cross of RNM for health management in crisis situations.
- Raised level of health literacy and improved skills and knowledge among the population about health risks caused by crisis situations – conducted information workshops on prevention of infectious diseases and promotion of hygiene, trained 500 people from different target groups.
- Raised awareness among the population about their own health and the consequences of chronic infectious and non-infectious diseases – conducted 180 educational lectures and workshops and trained 1,800 people.
- Maintained low prevalence of HIV/AIDS among 700 people who inject drugs in Prilep, Veles and Kichevo. Distributed sterile injection equipment, medical supplies, condoms, lubricants, IEC supplies.
- Provided support to the mobile clinics that conduct gynecological examinations of a vulnerable category of women in RNM.
- Raised awareness of the population in the country on climate change and its impact on people's health – held 30 informational workshops with participation of 400 people.



# FIRST AID

**Foreseen funding**  
**9.772.000 denars**

**No. of covered persons**  
**70.000**

## Operational context

Every day thousands of people lose their lives and many more suffer needlessly because they are not provided with adequate and timely help. A large part of the population in the country does not have enough knowledge and skills to properly administer basic first aid in emergency situations. This leads to unnecessary deaths, injuries and disabilities, and this causes a great burden on emergency medical services. The situation could change significantly if more people are aware of the importance and are properly trained in first aid. First aid is not always given by medical personnel, because in everyday accidents and emergency situations ordinary people are often forced to give first aid to save someone's life. All people are more or less vulnerable, but all have the ability to learn to give first aid. First aid is a vital initial step in providing effective and rapid intervention that helps reduce serious injuries and increases the chances of survival.

## Strategic approach

The primary goal of the national society is to strengthen the existing material and human capacities in the provision of efficient and quality services in the field of first aid for different target groups, the introduction of new and the development of existing program activities in the field of first aid, their implementation, promotion and strengthening partnership cooperation. The Red Cross of RNM will focus on the systematic establishment of first aid through the establishment of a functional first aid expert center. During this process, the Red Cross will develop a curricula, modules and manuals for new first aid trainings for different target groups, as well as a special training program for paramedics. We will work on the digitization of the first aid courses, which will enable greater and easier accessibility to the population of RNM. The Red Cross, in cooperation with the Ministry of Education and Science, will work on integrating first aid into the curriculum in primary and secondary schools.

Cooperation and support partners: Ministry of Health, Ministry of Education and Science, Military Medical Center, RSBSP, the Army of RNM and Austrian Red Cross.

## Result 1

Improved capacities of the national society in the field of first aid.

## Result 2

Increased number of educated population and raised awareness on proper and timely provision of first aid.



## Activities and target indicators

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- Marked World First Aid Day – raised awareness on the importance and meaning of proper and timely first aid at 10,000 people.
  - Organized branch and state first aid competitions with the participation of 32 RCB.
  - Introduced new curricula for first aid courses for children and the elderly, which will be piloted in CRC Skopje and 3 RCB.
  - Conducted first aid courses for drivers, companies and vessels - trained over 28,000 candidates.
- Provided promotion of first aid - raised awareness of 25,000 young people from primary and secondary schools.
- Introduced digital first aid courses.
  - Developed special training program for paramedics verified by the Center for Adult Education.



# BLOOD DONATION

**Foreseen funding**  
**11.000.000 denars**

**No. of covered persons**  
**30.000**

## Operational context

Blood donation in RNM is based on the principles of voluntariness, anonymity and free of charge. Donating blood is a right and obligation of citizens, which derives from the provisions of the Law on Health Care, whereby citizens have the right to health care, including treatment with blood and blood components. Blood donation in the Republic of North Macedonia has social significance and is an activity of general interest. Without the necessary quantities of reliable blood, it is not possible to provide modern, quality and rational health care to the population. Providing the necessary amounts of blood and blood components largely depends on efforts to encourage national awareness of the importance of blood in order to ensure a high degree of motivation of citizens to donate blood through proper and targeted health-educational and motivational activity.

## Strategic approach

The Red Cross of RNM will provide continuous health-educational and motivational work with the population, carry out immediate preparation of blood donation actions in all environments, prepare informative and propaganda material, record blood donation actions, prepare periodic and annual work reports, and award recognition to blood donors. The Red Cross of RNM devotes special attention to the planning and organization of blood donation actions through the implementation of the Annual Integrated Plan for the organization of blood donation actions in the Republic of North Macedonia, organizes educational forms for the training of motivators for voluntary blood donation, volunteers and professionally employed persons and exchanges positive experiences for voluntary blood donation with other national societies of the Red Cross. These activities are carried out in cooperation with the Institute for Transfusion Medicine, with the support of the Ministry of Health of the Republic of North Macedonia through the Program for organizing and promoting blood donation in RNM for 2023.

## Result 1

Awareness among the population has been raised and the degree of motivation for voluntary blood donation has increased.

## Result 2

The capacities have been strengthened and the quality of services for education and recruitment of new and young blood donors has improved.

## Result 3

The awareness of blood donors about their rights and benefits has been improved and a mobile application for blood donation has been put into operation.



## Activities and target indicators

- Around 800 blood donation drives are organized in the territory of RNM and 55,000 units of blood are provided annually.
- Four seminars and workshops were held for the education of motivators, volunteers and professionally employed persons for voluntary blood donation and the 5th Forum for voluntary blood donation was held, which included about 120 people.
- The awareness of blood donors about using their rights and benefits has been improved and the mobile application has been put into operation.



# SOCIAL-HUMANITARIAN PROGRAMMES

**Foreseen funding**  
**14.850.000 denars**

**No. of covered persons**  
**10.000**

## Operational context

The global socio-economic challenges that are a consequence of the prolonged pandemic, as well as the war in Ukraine, are reflected negatively in our society. Demographic changes in the country continue to move towards an accelerated aging of the population, while the need to deal with poverty and social inclusion has increased in the wake of the energy crisis, which brings new challenges to the country's economy. In that context, the state mechanisms for helping vulnerable groups of citizens do not have enough capacity to fully cope with the challenges, thereby increasing the need to involve all stakeholders who are able to help. The Red Cross of RNM plays a significant role in efforts to help and support vulnerable categories of citizens by developing social services in order to contribute to improving their quality of life.

The Red Cross of RNM through projects supported by the Austrian Red Cross, the Austrian Development Agency, the Swiss Red Cross, the Swiss Development Agency, the Austrian Ministry of Social Work, Health, Care and Consumer Protection, the European Union, as well as international organizations and agencies, develops modern social services that represent a solution for the needs of the elderly as well as the vulnerable population. Of exceptional importance is the continuous cooperation and support of the Ministry of Labor and Social Policy, the Ministry of Education and Science, the Ministry of Internal Affairs, as well as the cooperation with the non-governmental sector in the country, through which the Red Cross of RNM strengthens its position as a recognized partner for appropriate, quality and efficient intervention, prevention and delivery of social services for different target groups of the population facing certain social challenges.

## Strategic approach

One of the main goals of the national society is to provide a contribution to reducing the vulnerability of the population in the communities. In that direction, a broader approach is needed that requires interventions across multiple dimensions. We will work to encourage the social integration of vulnerable target groups of the population and we will promote the participatory approach of action with the involvement of all stakeholders including the vulnerable population for a proactive response to the challenges they face. In particular, we will devote ourselves to investing in strengthening the capacities of long-term unemployed vulnerable persons for their positive change through the acquisition of appropriate competencies for professional response and competitiveness in the labor market. We will place special emphasis on the development of social services for the delivery of quality services for care and assistance to the elderly and persons with disabilities in their homes, the development of the personal assistance service for persons with disabilities, as well as the introduction of innovative services for citizens in the communities for help and care of their frail family members. In order to inform citizens about the existence and more efficient access to social services offered by the Red Cross, a digital platform will be created and established. The humanitarian response to the elementary needs of people who are at social risk will continue to represent our investment in providing adequate capacities for basic interventions. The capacities of the national society for appropriate representation and inclusion in the processes of policy making and decision-making for social inclusion of vulnerable target population groups will be continuously strengthened.



## Result 1

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Contribution to the improvement of living conditions and social inclusion of vulnerable target population groups, through quality social services in the community.

## Result 2

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Development of innovative approaches for social intervention in reducing the vulnerability of the population.

## Activities and target indicators

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- Strengthened capacities and enhanced skills and knowledge for long-term unemployed vulnerable persons for professional delivery of social services:
  - Conducted at least 20 trainings for caregivers for help and care to the elderly and people with disabilities - trained 300 caregivers.
  - Conducted 6 trainings for care assistants for people with Alzheimer's disease and palliative caregivers for frail people - trained 80 assistants and caregivers.
  - Organized 8 trainings for personal assistance to persons with disabilities - trained 100 long-term unemployed persons.
- Trained 16 educators to implement verified programs of the Red Cross of RNM for the training of caregivers for assistance and care of the elderly and persons with disabilities, personal assistance of persons with disabilities, palliative caregivers and care assistants for persons with Alzheimer's disease.
- Delivered quality social services for home care and support for over 450 elderly people.
- Provided personal assistance to over 300 people with disabilities in the home, workplace and community.
- Delivered home care services for the elderly – "Emergency Button" with 110 beneficiaries (elderly and people with disabilities) of different social status in the city of Skopje. Partnerships have been secured to increase the capacity of beneficiaries for 150 citizens.
- Provision of resources in order to establish a Social Medical Center in Struga.
- Strengthening the capacities of 11 people from the team in order to increase the quality of the Emergency Button service by organizing 8 educational workshops led by a team of medical experts.
- Development of innovative approaches for long-term home care. Established and developed service for citizens - education for support and care for elderly family members. Strengthened capacities of the national society for delivery of this type of home care service - trained 60 citizens for home care and support.
- Citizens' associations and members of InkluzivaM network supported for the implementation of a total of 10 micro projects for increasing social inclusion and participation of the elderly and persons with disabilities in local communities.
- Contribution for improving the socialization of over 320 children and youth with disabilities from day care centers and children in foster families.
- Raised awareness of over 1000 young people through peer education on the fight against human trafficking.
- Implemented campaign to combat poverty and hunger, and mobilized resources to help vulnerable populations - supported over 3,000 families.
- Raised public awareness on necessary support and social inclusion of older citizens. Over 3000 senior citizens involved in activities for active and healthy aging.











# REFUGEES AND MIGRANTS

**Foreseen funding**  
**23.294.000 denars**

**No. of covered persons**  
**5.000**

## Operational context

The Red Cross of the Republic of North Macedonia has so far faced several major refugee crises and successfully managed to overcome the challenges, putting into operation its material and human capacities to deal with these situations. The humanitarian approach, which means quick intervention and timely assistance to the people who need it, has contributed for the good reputation of our national society, which has enabled further strengthening of the role in the civil protection system. The Red Cross of RNM coordinates a set of humanitarian activities for migrants, refugees, asylum seekers in the country. This includes refugees in transit centres, asylum seekers, irregular migrants and refugees at the southern and northern borders and persons under international protection. We also support the process of local integration of persons who have been granted international protection in RNM with an emphasis on supporting them in realizing their rights within social and health care and facilitated socialization. As a consequence of the international armed conflict in Ukraine, in 2022, the presence of people from this country on the territory of the Republic of North Macedonia was recorded. The Red Cross provides continuous humanitarian aid and a set of activities for the easier integration of this target group. In all these refugee crises, the Red Cross of RNM has a leadership role, which it realizes through direct cooperation with the relevant institutions, especially the Ministry of Internal Affairs, the Ministry of Labor and Social Policy, the Ministry of Health and numerous non-governmental and international organizations. In this way, a comprehensive approach is built in the assessment of needs and provision of support for refugees.

## Strategic approach

Following the movements on a global level, but also their reflection in a local context, the Red Cross of RNM, in accordance with its mandate and position in the system, continues with activities aimed at alleviating the suffering of migrants and refugees. The planned activities will be based on field experiences, lessons learned from the past as a prerequisite for good crisis management and the basis on which we set all subsequent plans for the implementation of activities. The appropriate response to the needs of the persons of interest will mean a coordinated approach in the field with all relevant organizations and state institutions, coordination in providing support and service activities, strengthening the advocacy and humanitarian diplomacy of the Red Cross of RNM. We will actively participate, but also initiate activities to upgrade our own capacities, as well as the capacities of the institutions for response and action during disasters and crisis situations in order to more professionally identify and deliver the necessary services, mobilize resources, professional support and transparency, and participation in crisis response analyses. The Red Cross of RNM will actively participate in the responsible bodies with the relevant representatives from the institutions of the system and NGOs working in this field, with the aim of promoting normative solutions, practical modalities of communication and promoting the dialogue regarding certain topics of crisis management. The Red Cross will produce promotional materials and activities to raise awareness on the needs of refugees and migrants and sensitize the public in order to overcome stereotypes and prejudices that lead to discrimination. Having in mind that the volunteers of the Red Cross are the main thread of our action in crisis situations, we will work on motivating them, strengthening their personal and professional capacities and we will strengthen the volunteer network. Special attention will be paid to building a good base and mechanisms for quick activation of properly trained volunteers in emergency situations.







## Result 1

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Through humanitarian assistance to refugees, irregular migrants, persons with humanitarian status and other groups of persons on move on the territory of the RNM, we will contribute to mitigating their vulnerability.

## Result 2

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Facilitated process of integration of asylum seekers and persons under international protection in the PNM and enabled social inclusion in the community and all spheres of the system.

## Activities and target indicators

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- Through the action of the mobile teams of the Red Cross, humanitarian aid and assistance will be provided to more than 5,000 refugees with an emphasis on the distribution of humanitarian aid in food and non-food products, first aid and transport to medical institutions, family reunification, and first psychological aid.
- Provided support in the process of integration and socialization to asylum seekers and persons under international protection and support in the process of exercising guaranteed rights in the area of social and health care.
- Conducted activities to strengthen the advocacy of the Red Cross before the relevant institutions in the system in order to facilitate access to the guaranteed rights of refugees, asylum seekers and persons under international protection in the RNM and greater recognition of the organization in the domain of integration.
- Provided humanitarian support to more than 400 people from Ukraine who are staying in our country in form of psycho-social assistance, Macedonian language classes, assistance with food packages and hygiene products, assistance with vouchers for clothes and shoes, support in the process of realization of certain rights. Through the functioning of the support channel for children, their stay will be supported and they will receive support for easier coping with the school process.
- Realized activities in various forms aimed at prevention of smuggling, forms of human trafficking, unwanted traffic accidents with irregular movement, etc. for the persons on move who transit through our country.
- Conducted activities to raise public awareness to overcome stereotypes and prejudices towards refugees, overcoming xenophobia towards this vulnerable group.
- Continued education and strengthening personal and professional skills of staff and volunteers who are part of the mobile teams of the Red Cross and persons working in programs to support refugees, migrants, asylum seekers and persons under international protection.
- Sharing experiences, knowledge and initiatives with other national societies in the region and beyond in order to establish a coordinated approach to persons interested in the program and sharing best practices in the operation.







# PSYCHOLOGICAL FIRST AID – PSYCHO-SOCIAL SUPPORT

**Foreseen funding**  
**1.129.603 denars**

**No. of covered persons**  
**5.560**

## Operational context

The first psychological aid during a crisis is essential to reduce the long-term consequences that may arise from a stressful situation. The importance of first psychological aid is becoming more important, as well as the preparedness of every person to provide it. The COVID -19 pandemic has left behind numerous consequences on the mental integrity of the population, which imposes the need to provide support for the services of the institutions that mainly interact with the population, as well as for individuals who need special support. Natural disasters such as floods, fires, etc. also pose a challenge to the mental health of the affected population and can also have long-term effects on individuals. Psycho-social support after a certain distressful event is needed for individuals to recover and return to their normal obligations.

## Strategic approach

The Red Cross of the RNM, as an auxiliary to the authorities, is committed to the establishment of inter-agency and inter-institutional cooperation for a joint response in times of disasters, with inclusion of psycho-social support. The center for psycho-social support and the teams of the Red Cross will work on the development of the psycho-social component as part of disaster response. By providing active and continuous support based on the principles of Hobfall by professionally trained persons, we will work to reduce the consequences of exposure to a short-term major stressful event or prolonged stressful global conditions such as the Covid-19 pandemic.

Psychosocial teams will implement preventive activities related to mental health, perform psycho-education and serve as support to emergency service personnel during or after exposure to stressful interactions or actions. In order to strengthen resistance capacities of vulnerable categories, we will work with individuals in third age on prevention and improvement of mental health through the program for healthy aging. The psychological education is an important component of preventing mental health disorders. The center for psycho-social support will work on the availability of information on psychological first aid and guidelines for maintaining mental health through sharing of psychological educational content on official networks and interactive content on the website.





## Activities and target indicators

- Conducted first psychological support training for volunteers and staff of the Red Cross of RNM.
  - Trained 150 Red Cross volunteers for Psychological First Assistance.
  - 500 realized meetings on healthy aging.
- Strengthened capacities for preparedness, response and recovery from disasters related to mental health and psycho-social support
  - Established psychosocial team for disaster response.
- Established cooperation between Centers for psycho-social support and institutions
  - Trained 60 members of the personnel of the crisis management service (police, fire fighting units and emergency medical services)
  - Advocacy for maintenance and protection of mental health
  - 5,000 people informed about the importance of mental health and normal reactions to stressful events through social networks
  - At least 50 posts posted on prevention on social networks.



# DISASTER PREPAREDNESS AND RESPONSE

**Foreseen funding**  
**2.372.000 denars**

**No. of covered persons**  
**3.000**

## Operational context

Recent crises and disasters, such as the global migrant crisis that escalated in 2015 and which daily generates life-threatening situations, major disasters with fatal consequences that occurred as a result of heavy rains and landslides in 2015 and 2016, the crisis that occurred at the beginning of 2020 as a result of the Covid-19 pandemic, the increasingly pronounced effects of climate change and fires, which almost every summer are a serious threat to all life and nature, indicate that the Red Cross of RNM must constantly upgrade its capacities for disaster preparedness and response.

The National Society as an auxiliary to the state authorities closely cooperates with local self-governments and state institutions (Directorate for Protection and Rescue and Center for Crisis Management), ministries, municipalities and the City of Skopje, as the main entities within the system for protection and rescue and management crisis. The Red Cross of RNM maintains a close cooperation with the partner national societies of the Red Cross and the Red Crescent and the International Federation of the Red Cross and Red Crescent Societies and mobilizes the necessary partner support for building institutional capacities for disaster preparedness and response and assistance to the affected population in emergency situations.

## Strategic approach

The Red Cross of RNM continues to nourish and promote cooperation with state entities, primarily the Center for Crisis Management and the Protection and Rescue Directorate and other relevant institutions for mobilizing and providing timely support for the affected population during crisis situations and disasters.

We will work to strengthen the organization's capacity to provide stock reserves, upgrade the disaster management system, train volunteers and staff on disaster preparedness through theoretical exercises and practical simulation exercises in cooperation with the entities within the system for crisis management and protection and self-defense.

Our focus will also be aimed at establishing an efficient mechanism for reducing disaster risks, with an emphasis on educational institutions and the general population.

## Result 1

An improved system of the national society in the area of disaster preparedness, response and management, and upgraded capacities at the national level for disaster preparedness and response through the provision of stock reserves.

## Result 2

Raised awareness of the general population and educational institutions on reducing the risks from disasters.

## Result 3

Improved cooperation with national societies of the Red Cross and the Red Crescent in the region and beyond.



## Activities and target indicators

- A restructured program for disaster preparedness and response and defined key services that can be provided by the Red Cross of RNM.
- Improved operational and logistical capacities for disaster preparedness and response at the central level.
- Introduced digital technological solutions for disaster preparedness and response.
- Prepared standard package for conducting disaster preparedness and response training - 3 simulation exercises held, 30 people trained from disaster response teams.
- 15 people trained for promotion of hygiene.
- Provision of stock reserves for response in case of disasters - humanitarian aid for 3000 families.
- Organized course for water safety instructors – trained 5 water safety instructors.
- Organized training for water sanitation and hygiene promotion, 25 volunteers trained.
- Conducting trainings for protection and self-protection in 5 schools.
- 50 lifeguards trained for open and closed waters as well as training for members of the Army of RNM - 25 people covered.
- Organized dissemination 33 RCB / CRC Skopje for utilization of the application for response in case of disasters.



# PUBLIC RELATIONS, INFORMATION AND COMMUNICATION

**Foreseen funding**  
**1.550.000 denars**

**No. of covered persons**  
**100.000**

## Operational context

Public relations and communications are important prerequisites for the Red Cross to build a good image and successful partnership relations in the country and internationally, related to the importance and informing about the work of the Red Cross in the social framework and sharing information with citizens and partners in order to ensure participation in the mobilization of funds and acquaintance with the work of the Red Cross, as well as involvement in decision-making and implementation of projects that have an impact on the wider social environment and offer opportunities for involvement in the activities of the Red Cross in communities. Public relations is an important tool for the organization.

Communication for us is not a matter of choice, but responsibility. Through communications, we provide information for the needs of our communities, who use us to represent and deliver solutions to priority problems that fall under the domain of the work of the Red Cross. The right information and advocacy, at the right time and to the right people, can bring lasting solutions and impact to ensure effective and responsive delivery of assistance and support to our organization in collaboration with various local, national and international stakeholders. The Red Cross of RNM continues to promote new communication approaches to ensure greater effectiveness in reaching all participants who play a key role in the implementation of Red Cross programs in order to provide effective support to the target groups of the population that we serve. In that direction, of particular importance is the incorporation of new technologies and digital

practices, to enable us to better presentation of our goals and activities to the general public, partners and target beneficiaries in order to make better use of our collective knowledge, to successfully mobilize funds and also to ensure fast flow of information.

## Strategic approach

The emphasis in the work of the Red Cross of the RNM in the area of public relations and communications will be on improving the relationship between the organization and the public and partners through promoting the work and improvement of the image of the Red Cross in the country. In that process, we will invest in incorporating digital technologies and improving communication in order to benefit from the potential of our network and to ensure access to information for our supporters, partners and beneficiaries.

## Result 1

Established and operational functional digital and communication network in the national society.

## Result 2

Enhanced communication skills and competences of the staff and volunteers in the national society for work with digital technologies.

## Result 3

Improved transparency and image of the organization.



## Activities and target indicators

- Published and printed promotional materials, strategic documents, publications and post stamps defined by the law for the Red Cross and program and project activities within the publishing activity of the national society.
- Shared information about the implemented activities of the Red Cross of RNM and RCB/CRC Skopje through the publication of 100 editions of the e-newsletter „Info“.
- Held workshop with 15 journalists and editors from electronic and written media.





# MOBILIZATION OF VOLUNTEERS AND MEMBERS

**Foreseen funding**  
**1.470.000 denars**

**No. of covered persons**  
**25.000**

## Operational context

Volunteer activities in the Red Cross of RNM in the last decade mark a positive development despite the economic challenges facing our country. However, the mobilization of volunteers remains a continuous challenge in order to secure the necessary human resources for the implementation of the activity in response to the needs of the local communities. Voluntary action remains the essence of the work of the Red Cross of RNM. Volunteering and mobilizing members and volunteers in the Red Cross represent the basis for ensuring a more inclusive society through their participation in the humanitarian work of the Red Cross in the local communities. Promoting and expanding the volunteer base and membership are important prerequisites for ensuring public support and implementing the services of the Red Cross in order to contribute to our environment, especially in crisis situations.

## Result 1

New organizational models have been introduced for managing volunteers and members for providing volunteer services and mobilizing membership in communities.

## Result 2

Inspired and mobilized volunteers to build an inclusive social environment through volunteer programs that reflect the diversity of communities.

## Strategic approach

Volunteers and members of the Red Cross are the main foundations of our work. We will dedicate ourselves to promote volunteering in the organization of the Red Cross and the RNM through the development of new, flexible, open and complementary methods that will allow us to create a more efficient network of humanitarian workers who work for the common good in our local communities. We will work on strengthening our approach to volunteer management, enabling a participatory model of work and efficient support for our volunteers and giving recognition for the engagement and work of volunteers.

Special attention will be paid to building systems for offering volunteer tasks according to the interests of volunteers, and we will invest in providing adequate training, safety and protection to volunteers, especially those who work in crisis situations. We will promote diversity in our volunteer base and opportunities for inclusion in our work, which are available to all volunteers. We will promote similar opportunities for volunteering for the elderly, cross-generational cooperation and involvement of persons with special needs and other marginalized persons who may not have been able to participate in the Red Cross before. We will invest in changes where volunteers will be able to provide support, knowledge and resources and influence the way they want to be seen in the world in order to lead and further our Movement.



## Activities and target indicators

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- Prepared and disseminated a new model for membership in the Red Cross of RNM, accompanied by appropriate normative framework of the national society.
- Promotion of innovative forms for mobilizing new members in RCB's.
- Coordination of the activities of the RCB's for mobilizing members - 20,000 members recruited at local level.
- Coordination of the activities of the RCB's / CRC Skopje for mobilizing volunteers - 4,000 volunteers recruited at local level.
- Conducted training for management of volunteers and members for 33 representatives of the RCB's and CRC Skopje.
- Coordination of the activities of the Red Cross of RNM orienteers, enhanced skills of 50 orienteers and provision of support for the activities of the orienteers in 33 RCB's. One training session held for existing and new orientations in the Red Cross of RNM.
- Creating non-financial solutions for recognition and motivation of volunteers.
- Establishing a system for regular information sharing and involving volunteers in the planning and decision-making process at the local level.
- Marking the International Volunteer Day on December 5 and presentation of awards to individuals and forms for organizing volunteer work who achieved best results in 2023.
- Preparation and introduction of a new software solution for registration and monitoring the activities of volunteers with an emphasis on offering opportunities for volunteering in each Red Cross branch by presenting volunteer tasks for inclusion in the work of the Red Cross on a local and national level.
- Development of flexible activities in communities that are in accordance with the personal commitments of volunteers and correspond to their lifestyle – developed activity framework.
- Revised Red Cross Volunteering Policy of the Red Cross of RNM in accordance with the policy of the International Federation of the Red Cross and the Red Crescent Societies.
- Sharing experiences, knowledge and initiatives through the European Network for the Development of Red Cross/Red Crescent Volunteering (ENDOV) – participation in initiatives and events in the Movement for sharing experiences and lessons learned.
- Carrying out activities to raise public awareness of the importance of volunteerism in the country – organized national campaign for promotion of volunteering. Covered 33 RCB's/CRC Skopje.



Волонџер  
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се бескор  
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#BE  
HUMAN  
KIND

БИДИ ЧОВЕЧЕН / БЕНДЖЕЗОР

Red Cross & Red Crescent Day 2022

June 2022



ДИЊЕ НЕ СЕ  
, НЕ ЗАЊОА ШЊО  
РИСНИ, ШУКУ ЗАЊОА  
Е БЕСЦЕНЕТИ!



# MONITORING AND EVALUATION

## Operational context

The staff of the Red Cross of the RNM HQ continuously initiates and plans development activities in daily operations in order to improve the work of Red Cross branches. Part of the essential components of the overall implementation of program activities are monitoring and evaluation, without which no organization can be sustainable, successful or trustworthy. The information and data derived from these processes represent key guidelines and evidence in strategic planning for which programs or processes are the most acceptable and efficient, which, in turn, enables improvement in the process of creating project or program activities. The essential prerequisite for continuous development is constantly monitoring the current situation and taking appropriate measures that will reflect the new trends in the operation in order to enable appropriate development of the organization at local and national level. This is especially important in efforts to better position the organization as a humanitarian leader in the country in the field of providing comprehensive services to various target groups in local communities.

## Strategic approach

One of the most important commitments of the Red Cross of RNM for continuous improvement of the organization is regular monitoring of work performance and investment in efforts to improve the services and activities of the organization. In 2023, we will work to systematize and improve the quality of the monitoring and evaluation process. We will invest in the improvement and modernization of tools for assessing the work of the Red Cross branches and the City Red Cross of Skopje, as well as the Central Office and the internal information system, through which standards and criteria can be determined, which on the one hand will be a guide for planning and implementation of the activities at the local level aligned with the current needs and opportunities for action at the branches. We will build a model for monitoring and evaluation in which separate formats for monitoring various aspects of the work of the Red Cross branches will be appropriately categorized and evaluated, which will be the basis not only for improving the performance of the national society, but also for planning future activities according to the needs and local context.

## Result 1

Enhanced and standardized monitoring and evaluation system as a prerequisite for increasing the efficiency, accountability and transparency of the organization.

## Result 2

Determination of strengths and weaknesses in the work of RCB's/CRC Skopje through continuous monitoring of the progress of implementation of program activities and giving recommendations and measures as a basis for efficient transformation, reorganization, and capacity building of the national society.

## Activities and target indicators

- Followed work of RCB's / CRC Skopje through various tools and analysis of the results of monitoring and challenges in order to adopt measures for improvement of work and development of the national society;
- Implemented annual assessment through the new electronic tool for monitoring the situation and identifying fields for development of the RCB's / CRC Skopje;
- Defined measures and recommendations for RCB's / CRC Skopje for overcoming certain weaknesses or negative trends in work and monitoring the implementation progress;





# RED CROSS IN ACTION – PROMOTION OF HUMAN VALUES

**Foreseen funding**  
**800.000 denars**

**No. of covered persons**  
**5.000 (1.500 volunteers**  
**and 3.500 beneficiaries)**

## Operational context

The work of The Red Cross of RNM is based on the number, strength and capacity of volunteers, and for this reason there is a need to continuously invest in them. It is necessary to constantly strengthen their capacities and invest in knowledge in peaceful conditions so that we are better prepared, act and give an appropriate response during disasters. We will work on finding interesting and attractive tools for recruitment and retention of volunteers.

## Result 1

Inclusion of young people from different ethnic backgrounds in joint projects for building mutual understanding, tolerance and culture of dialogue.

## Result 2

An increased number of volunteers in each Red Cross branch, who are motivated to continue their volunteering.

## Result 3

Implemented small projects for the welfare of communities to support people at risk.

## Strategic approach

„Red Cross in Action-Promotion of Human Values“ (RCA-PHV) is a program that has been implemented in the country for 24 years and is a national tool for recruitment and retention of young volunteers in the Red Cross, aged 13 to 18, which ensures training of 1200 new volunteers every year. We invest in the promotion of culture of dialogue as a main precondition for the creation of an intercultural society and promotion of active knowledge and attitude to life, through the principles and values of the Red Cross. In the course of training, young people acquire knowledge for the development of small projects for the well-being of the community. The PHV program is a rare opportunity for young people to change their daily routine, learn and do good things for themselves, but also for others in the community. They work on small projects as a team, spend 150 volunteer hours in the implementation of the project, and improve the lives of vulnerable target groups. The program includes students in activities that reduce the opportunities for developing attitudes and behavior that may lead to misunderstanding and affirms positive cultural values. Through the program, we build better personalities and future leaders for our country.



## Activities and target indicators

- Organized meeting with the secretaries of the Red Cross branches to present the model and to ensure support at the local level;
- Organized meeting with 30 PHV instructors for motivation and preparation for realization of PHV cycle;
- Organized training for 40 new disseminators in each Red Cross branch;
- Organized 120 trainings (3 in each RCB) for 1,200 young people on the topic of dissemination, development of small projects;
- Implementation of 120 small projects for the welfare of the community and support provided to 3,500 persons at risk;
- Reviewed and evaluated projects by the PHV instructors at the preparatory workshop;
- Three best Red Cross branches nominated (the best projects with strong effect and permanent changes in the community) to win the cup and cash prize;
- Presented 1,200 certificates of appreciation to each participant who created a small projects;
- Organized PHV week, which is marked from September 21-27;
- Strengthened Club for young people with new volunteers.



# TRACING SERVICE – RESTORING FAMILY LINKS

**Foreseen funding**  
**835.970.00 denars**

**No. of covered persons**  
**20**

## Operational context

Republic of North Macedonia as a signatory of the Geneva Conventions and Additional Protocols, is obliged to conduct the Tracing Service – Restoring Family Links. The Government of the Republic of North Macedonia entrusted the organization and obligations of the Tracing Service to the Red Cross of the RNM, as a partner and auxiliary to the authorities in the humanitarian sphere. The role of National Societies in relation to victims of armed conflicts and victims of natural disasters in need of assistance is set out in the Geneva Conventions and the mandate of the Red Cross. The migration crises that was very intense in the last few years in the world have contributed to an increased volume of work and accelerated development of the Service. The needs of people on the move, members of families separated due to an armed conflict or a disaster of any kind, minors, for Tracing Service are growing and more frequent.

The Red Cross of RNM continuously undertakes activities to ensure timely support to these persons and to enable comprehensive development of the Service.

## Strategic approach

The Red Cross of RNM will work to strengthen the capacities of the Tracing Service in the national society. In this regard, the national society will closely follow the latest developments in the work of the Tracing Service in frames of the RFL network. We continue with the activities of RFL on the northern and southern borders of RNM in order to provide adequate support for people on the move. We will work on improving and enhancing cooperation with the International Committee of the Red Cross and we will implement joint activities to support vulnerable target groups.

## Activities and target indicators

- Processed tracing requests for reunification of separated family members – processed 20 tracing requests of missing persons;
- Initiated procedures for at least two reunifications of members of separated families;
- Provided RFL services (use of phone, internet, social media for contact with family) at border crossings for at least 500 migrants;
- Established digital archive and certified program for work within the RFL network in the national society;
- Enhanced knowledge of persons responsible and trained for RFL at national and local level;
- Exchanged experiences through the presentation of good practices of national societies with a rich archive, developed service and a large flow of cases;
- Modernized and digitized archive of the Tracing Service;
- Coordinated activities with the Regional Information Center for RFL - the ICRC office in Belgrade regarding statistics and data on cases, movements and needs in the RNM, as well as participation in monthly and annual meetings of the national societies that are part of the RFL network;







# HUMAN VALUES, INCLUSION AND PROMOTION OF IHL

**Foreseen funding**  
**714.336 denars**

**No. of covered persons**  
**12.000**

## Operational context

We continue in our mission to spread knowledge about the International Red Cross and Red Crescent Movement, the role and mandate of the International Committee of the Red Cross, the International Federation of Red Cross and Red Crescent Societies and the activities of national societies, the fundamental principles of the Movement, the International humanitarian law and human values. Dissemination as a tool that builds relationships with various stakeholders in society, i.e. with our beneficiaries, supporters, partners, collaborators, volunteers and members, will represent an important segment in operations in 2023. The respect and affirmation of international humanitarian law (IHL) is one of the basic commitments of the International Red Cross and Red Crescent Movement, which rests on the provisions of the Geneva Conventions and Additional Protocols. The Red Cross of RNM is dedicated to promoting IHL in the country.

## Strategic approach

We will focus on strengthening the overall system of organizing and implementation of the dissemination program through staffing of the IHL Disseminators Club, the Commission for Dissemination and IHL as well as the human resources available to the Red Cross branches and the City Red Cross of Skopje. The emphasis will be on building relationships and partnerships with relevant institutions (higher education institutions, relevant ministries, state authorities and agencies and international partners). We will work on adopting appropriate policies, strategies and plans for innovation in action by cultivating new, modern and attractive tools and mechanisms to achieve our goals in the field of dissemination.







## Result 1

Disseminated knowledge about the Red Cross Movement to different target groups of population with a special focus on the young population and the partners of the national society.

## Result 2

Raised awareness on the importance of International Humanitarian Law and the role of the Red Cross.

## Activities and target indicators

- Organized trainings for disseminators for different target groups - trained a minimum of 30 new disseminators for general dissemination and a minimum of 20 disseminators for IHL.
- Organized dissemination sessions for different target groups - covering at least 9,000 people.
- Conducted activities for promotion of the Movement's mission.
- Dissemination and affirmation of International Humanitarian Law through which at least 1,500 people are covered.
- Implemented campaign for the protection of the emblem of the Red Cross.
- Organized activities of the Club of Disseminators for IHL to improve the situation with the program area of operation.
- Coordinated work of the National Committee for IHL for promotion and affirmation of the importance of IHL before various stakeholders in society.

# RED CROSS YOUTH

**Foreseen funding**  
**1.000.000,00 denars**

**No. of covered persons**  
**45.000 persons**

## Operational context

The young people of the Red Cross of RNM are enthusiastic, ambitious and dedicated and invest their capacities, knowledge, abilities and free time in fulfilling the organization's mission and helping those who need it most. Our activity is organized at national and local level. Within each Red Cross branch and the City Red Cross of Skopje, young people are organized in Youth Clubs, while at national level, representatives from all youth clubs comprise the Youth Council as the highest body of the Youth of the Red Cross of RNM. In some youth clubs, there is a branching of smaller organizational forms due to the extensive territorial coverage in local communities or schools (school clubs for education and prevention), and in some youth clubs there are branches of the clubs organized to act in certain programs (Club 25; club of young blood donors).

### Result 1

Strengthened youth capacities at the local and national level for development and implementation of quality policies, programs and projects.

### Result 2

Reorganized and reformed youth structures in order to deliver appropriate results from youth work.

### Result 3

Mobilized volunteers and staff for youth clubs by offering innovative programs in accordance with needs and trends.

## Strategic approach

The work of the youth of the Red Cross of RNM is targeted towards the needs of the young people, through peer to peer approach and various forms of informal education with the aim of promoting and improving health, mitigating social problems through humanitarian actions, acting in emergency situations, preserving dignity and diversity, training the young population for protection and self-protection, acquiring skills in the field of first aid, promoting the principles of the Movement, calling for a culture of dialogue for mutual understanding, tolerance and humane treatment without discrimination. The approach in the operation will be mainly determined by the Youth Strategy 2021-2025 with primary focus on the facilitation of Youth Clubs and programs that include young volunteers/members in terms of their directions regarding development and creation of activities and programs. The strategy provides mechanisms for strengthening youth participation in the national society and adaptation to the new needs and challenges that arise from the pandemic with the Covid-19 virus. In the process of strengthening and unifying the work of Youth Clubs in 2022, the Guidelines for establishing minimum standards for the work of Youth Clubs were in the pilot phase, which will continue with implementation in 2023 through the implementation of appropriate operational activities.



## Activities and target indicators

- Conducted peer educations for preventive programs for young people, with covered 30,000 young people;
- Created at least three new youth programs in the area of health-preventive activity, social-humanitarian activity and disaster preparedness and response;
- Organized national camp for the training of representatives from youth clubs for organizational aspects of youth work;
- Organization and implementation of youth exchanges with other national societies;
- Creation of programs intended for different target groups of young people with a special focus on the student population;
- Marked Youth Week (October 1-7);
- Conducted activities within the framework of school clubs in at least 100 schools on the territory of RNM;
- Realized program to strengthen and unify the work of the Youth Clubs;
- Involvement of over 1,500 volunteers in the activities of the Youth Clubs;
- Mobilized membership of over 3,000 young people within the Youth Clubs;
- Trained over 2,500 young volunteers on various topics through workshops and trainings.









# BUDGET 2023

The Red Cross of the Republic of North Macedonia in its annual budget clearly demonstrates the annual income and expenses which enables development of model for financing of the organization which ensures implementation of the specific strategies, activities and plans.

The total budget for 2023 is increased for 4,03% compared to the last year's budget. The increase comes as a result of the income on basis of projects from foreign donors, income from services for personal assistance to persons with impairments and home care for older persons and persons with impairments.

The planned own income participates with 27.96% in the total income which in nominal figures represents an insignificant increase compared to last year. The income from organs and donors participates with 72.04% in the total income and it is increased compared to last year when it amounted to 70,93%.

In the area of expenditures, the capital expenditures amount to 0,24%, and the running expenditures amount to 86,69% and the expenditures for donations and assistance amount to 10,07% of the total expenditures. This year as well, the policy of the organization is targeted towards development of the Red Cross branches and CRC Skopje through the established funds for development, visibility and emergency response.

It is important to emphasize that 51,27% of the total budgeted expenditures of the Headquarters are for direct transfers to the Red Cross branches for implementation of their programme activities, and they are increased compared to 2022 as a result of transferred funds from projects of foreign donors. 82,87% of the total expenditures in the Budget relate to the expenditures of Red Cross branches and the City Red Cross of Skopje

The expenditures of the Red Cross of RNM HQ cover the salaries for the staff, material expenditures and expenditures for running maintenance. The expenditures for the Red Cross of RNM branches/City Red Cross of Skopje cover the expenditures for projects of donors or programmes funded by institutions.

The Red Cross of RNM continuously modernizes the material and financial operation, which enables improved transparency and good reporting in the operation, automated processing of the data, fast flow of information and financial indicators and accurate comprehensive data base of financial data and enhancement of the overall capacities of the national society.

The budget of Red Cross of RNM is realistic, concise, precise, and balanced and the defined resources in the Budget for 2023 will be used by Red Cross of RNM in a rational and economic way with full transparency and accountability.

# BUDGET OF THE RED CROSS OF THE REPUBLIC OF NORTH MACEDONIA FOR 2023

	%	2023	2022	2021
<b>TOTAL INCOME</b>	<b>100.00</b>	<b>160,762,374.00</b>	<b>154,527,842.00</b>	<b>124,239,157.00</b>
Own sources	27.96	44,947,800.00	44,913,800.00	47,504,800.00
From organs and donors	72.04	115,814,574.00	109,614,042.00	76,734,357.00
<b>TOTAL EXPENDITURES</b>	<b>100.00</b>	<b>160,762,374.00</b>	<b>154,527,842.00</b>	<b>124,239,157.00</b>
Running expenditures	89.69	144,195,574.00	135,307,342.00	114,500,457.00
Capital expenditures	0.24	380,000.00	3,033,700.00	4,476,400.00
Assistance and donations	10.07	16,186,800.00	16,186,800.00	5,262,300.00
<b>BALANCE</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## I N C O M E

Description	Own sources of income	Income from organs / donors	Budget 2023	Budget 2022	Budget 2021
<b>TRANSFERS AND DONATIONS</b>					
Ministry of Labor and Social Policy					
— programme activities	9,075,000.00		9,075,000.00	9,075,000.00	9,075,000.00
Government of the Republic of North Macedonia (for stock reserves)		15,000,000.00	15,000,000.00	15,000,000.00	
Blood Donation — Ministry of Health		11,000,000.00	11,000,000.00	11,000,000.00	8,000,000.00
Social Welfare programmes	7,600,000.00	7,250,000.00	14,850,000.00	23,637,949.00	5,300,000.00
Organizational Development	200,000.00	3,000,000.00	3,200,000.00	300,000.00	200,000.00
First Aid	8,500,000.00		8,500,000.00	9,005,000.00	5,500,000.00
Health Preventive Programmes		5,679,604.00	5,679,604.00	11,309,308.00	4,012,794.00
Youth		264,000.00	264,000.00	132,000.00	450,000.00
Disaster Preparedness and response	50,000.00	22,248,500.00	22,298,500.00	2,204,585.00	11,229,254.00
Dissemination		676,500.00	676,500.00	156,000.00	152,400.00
RCA-PHV		660,000.00	660,000.00	594,000.00	0.00
Public Relations		0.00	0.00	0.00	0.00
Restoring family links		835,970.00	835,970.00	775,200.00	589,909.00
International Cooperation		0.00	0.00	0.00	0.00
Mobilization of funds			0.00	1,100,000.00	3,690,000.00
Human Resources and Monitoring and Evaluation			0.00	0.00	0.00
Creation of Polices and Volunteer and Membership Management			0.00	250,000.00	250,000.00
<b>TAX EXEMPTED INCOME</b>					
From RC branches (membership fee)	1,770,000.00		1,770,000.00	1,770,000.00	1,770,000.00
Donations from natural persons	150,000.00		150,000.00	200,000.00	200,000.00
Donations from legal persons	300,000.00		300,000.00	600,000.00	600,000.00
Additional post stamps (Red Cross Law)	150,000.00		150,000.00	50,000.00	100,000.00
From rent of office space	1,180,800.00		1,180,800.00	1,918,800.00	1,918,800.00
From registration of vehicles	10,800,000.00	49,200,000.00	60,000,000.00	60,000,000.00	60,000,000.00
From courses for lifeguards	50,000.00		50,000.00	50,000.00	50,000.00
Balance brought forward from last year	5,122,000.00		5,122,000.00	5,400,000.00	5,400,000.00
<b>TOTAL INCOME</b>	<b>44,947,800.00</b>	<b>115,814,574.00</b>	<b>160,762,374.00</b>	<b>154,527,842.00</b>	<b>118,488,157.00</b>



## EXPENDITURES

Description	Own sources /donors	Income from organs	Budget 2023	Budget 2022	Budget 2021
<b>RUNNING EXPENDITURES</b>					
<b>BASIC SALARIES AND COMPENSATIONS</b>					
Gross salaries for employees	14,221,325.00	3,863,635.00	18,084,960.00	18,084,960.00	16,642,800.00
Compensation for annual vacation	0.00		0.00	0.00	0.00
Other compensations	60,000.00		60,000.00	60,000.00	40,000.00
<b>CONTRIBUTIONS FOR SALARIES AND PERSONAL TAX ON SALARIES</b>					
Personal tax on compensations (perdiem, jubilee premium)	30,000.00		30,000.00	30,000.00	30,000.00
<b>TOTAL EXPENDITURES FOR SALARIES</b>	<b>14,311,325.00</b>	<b>3,863,635.00</b>	<b>18,174,960.00</b>	<b>18,174,960.00</b>	<b>16,732,800.00</b>
<b>PERDIEM AND DAILY EXPENSES</b>					
Travel abroad	250,000.00		250,000.00	370,000.00	250,000.00
<b>COMMUNAL FEES</b>					
Electricity	1,500,000.00	849,000.00	2,349,000.00	1,249,000.00	660,000.00
Water and sewage	48,000.00		48,000.00	48,000.00	48,000.00
Waste disposal	90,000.00		90,000.00	90,000.00	90,000.00
<b>HEATING</b>					
Central heating	480,000.00		480,000.00	480,000.00	480,000.00
<b>COMMUNICATION AND TRANSPORT</b>					
Post office	100,000.00		100,000.00	100,000.00	30,000.00
Telephone and fax	780,000.00	360,000.00	1,140,000.00	830,000.00	780,000.00
Perdiem in country and abroad	90,000.00	123,000.00	213,000.00	193,000.00	50,000.00
Fuel	700,000.00	300,000.00	1,000,000.00	1,000,000.00	300,000.00
Expenses for registration of vehicles	415,000.00		415,000.00	435,000.00	435,000.00
Other expenses for transport (toll, car wash, fixing tires)	108,000.00		108,000.00	114,000.00	84,000.00
<b>MATERIALS</b>					
Office material	300,000.00	60,000.00	360,000.00	508,500.00	220,000.00
Subscription for magazines and books	45,000.00		45,000.00	46,000.00	46,000.00
Tapes, cassettes, for audio/video equipment for AOP	100,000.00		100,000.00	100,000.00	100,000.00
Xerox, printing and publication of material	2,570,000.00	1,649,000.00	4,219,000.00	4,408,000.00	2,771,000.00
• Organizational Development	180,000.00		180,000.00	390,000.00	200,000.00
• Information and Communication	120,000.00		120,000.00	70,000.00	170,000.00
• Dissemination		201,000.00	201,000.00	0.00	0.00
• Health preventive programmes			0.00	0.00	0.00
• First Aid	830,000.00		830,000.00	830,000.00	280,000.00
• International cooperation			0.00	0.00	0.00
• Blood Donation		1,448,000.00	1,448,000.00	1,448,000.00	1,025,000.00
• Social Welfare programmes	300,000.00		300,000.00	530,000.00	456,000.00
• Restoring family links	0.00		0.00	0.00	0.00
• Mobilization of Funds	50,000.00		50,000.00	50,000.00	50,000.00
• Creation of Polices and Volunteer and Membership Management	590,000.00		590,000.00	590,000.00	590,000.00
• Disaster Management	50,000.00		50,000.00	50,000.00	0.00
• RCA-PHV	150,000.00		150,000.00	150,000.00	
• Youth	100,000.00		100,000.00	100,000.00	0.00
• Human Resources and Monitoring and Evaluation	200,000.00		200,000.00	200,000.00	
• Beverages, food items, hygiene material	250,000.00		250,000.00	250,000.00	168,000.00
Materials for fire extinguishing	20,000.00		20,000.00	20,000.00	20,000.00
Material for special purposes (medical material and electro materials)	160,000.00	245,000.00	405,000.00	2,035,999.00	602,000.00
Other materials	450,000.00		450,000.00	450,000.00	450,000.00
<b>RUNNING MAINTENANCE</b>					
Repair and maintenance of vehicles	250,000.00		250,000.00	250,000.00	250,000.00
Expenses for maintenance of equipment	100,000.00		100,000.00	100,000.00	100,000.00
Expenses for maintenance of the building	100,000.00		100,000.00	100,000.00	100,000.00
Maintenance of the software and hardware	660,000.00	312,000.00	972,000.00	972,000.00	516,000.00
<b>CONTRACTUAL SERVICES</b>					
Fees for solicitor	120,000.00		120,000.00	120,000.00	120,000.00

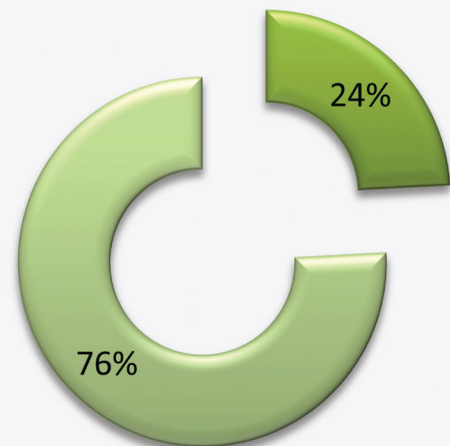
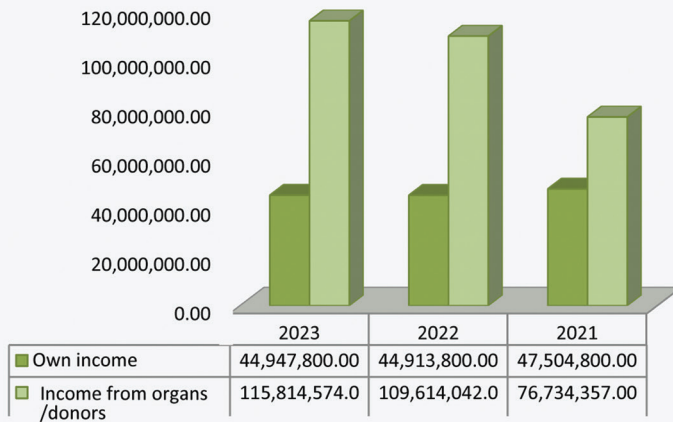
Seminars and meetings	7,547,800.00	9,611,825.00	17,159,625.00	24,026,406.00	14,464,462.00
• Organizational Development	110,000.00	250,000.00	360,000.00	360,000.00	367,000.00
• Information and Communication	3,000.00		3,000.00	25,000.00	25,000.00
• Dissemination	3,000.00	288,000.00	291,000.00	3,000.00	3,000.00
• RCA-PHV		470,000.00	470,000.00	470,000.00	0.00
• Health preventive programmes	50,000.00	1,736,850.00	1,786,850.00	9,196,926.00	50,000.00
• First Aid	1,080,000.00	505,000.00	1,585,000.00	1,585,000.00	410,000.00
• Blood Donation		440,000.00	440,000.00	440,000.00	375,000.00
• Social Welfare programmes	3,125,000.00	850,000.00	3,975,000.00	7,091,380.00	5,745,000.00
• Restoring family links	10,000.00	64,575.00	74,575.00	141,100.00	113,567.00
• Mobilization of Funds	390,000.00		390,000.00	990,000.00	0.00
• Youth	50,000.00		50,000.00	50,000.00	0.00
• Disaster Management	496,000.00	4,743,400.00	5,240,200.00	1,194,000.00	4,383,195.00
• Creation of Polices and Volunteer and Membership Management	780,000.00		780,000.00	780,000.00	500,000.00
• Governing Board meetings	100,000.00		100,000.00	100,000.00	100,000.00
• Red Cross of RNM Assembly	100,000.00		100,000.00	100,000.00	100,000.00
• Meetings with branch secretaries/presidents	100,000.00		100,000.00	100,000.00	100,000.00
• State first aid competition	500,000.00		500,000.00	500,000.00	350,000.00
• Youth Council/Coordination body/Youth Academy /Programme for enhancing youth capacities	650,000.00		650,000.00	650,100.00	178,100.00
• Youth Camp /		264,000.00	264,000.00	250,000.00	150,000.00
• European coordination meeting			0.00	0.00	507,600.00
• Human Resources and Monitoring and Evaluation			0.00	0.00	1,407,000.00
• Seminars and meetings					
Bank commission	100,000.00		100,000.00	80,000.00	80,000.00
Insurance on property and security	250,000.00		250,000.00	250,000.00	250,000.00
Other financial services (part time contracts) (marrëveshje për angazhim të përkohshëm dhe të përhershëm)	3,367,764.00	1,924,225.00	5,591,989.00	7,278,868.00	4,564,813.00
Other contractual services (customs, manual labor), court decisions, rent	50,000.00	307,500.00	357,500.00	419,000.00	50,000.00
External audit	180,000.00	120,000.00	300,000.00	220,000.00	100,000.00
Membership fee in int. organizations	206,500.00		206,500.00	206,000.00	206,000.00
<b>OTHER OPERATIONAL EXPENDITURES</b>					
Fundraising	100,000.00		100,000.00	100,000.00	100,000.00
Expenses for international cooperation	420,000.00	50,000.00	470,000.00	80,000.00	50,000.00
<b>TRANSFERS TO RCB/CRC Skopje</b>					
Transfers to RC branches		82,422,000.00	82,422,000.00	65,045,609.00	65,215,382.00
5% procurement and upgrading of software and equipment	297,000.00		297,000.00	297,000.00	
Disaster Management Fund	1,728,000.00		1,728,000.00	1,728,000.00	
Development Fund and Projects	2,350,000.00		2,350,000.00	1,728,000.00	2,613,000.00
Visibility Fund	1,404,000.00		1,404,000.00	1,404,000.00	1,404,000.00
<b>TOTAL RUNNING EXPENDITURES</b>	<b>41,998,389.00</b>	<b>102,197,185.00</b>	<b>144,195,574.00</b>	<b>135,307,342.00</b>	<b>114,500,457.00</b>
<b>CAPITAL EXPENDITURES</b>					
<b>PROCUREMENT OF FURNITURE AND OFFICE MATERIAL</b>					
Procurement of office furniture	80,000.00		80,000.00	200,000.00	0.00
Procurement of equipment (HQ/Operational Centre)	100,000.00		100,000.00	433,700.00	686,400.00
<b>PROCUREMENT OF VEHICLES</b>					
Procurement of a car			0.00	0.00	3,690,000.00
<b>BASIC AND SPECIAL MAINTENANCE</b>					
Capital investments in RC branches			0.00	0.00	0.00
Development Support for RC branches	100,000.00		100,000.00	200,000.00	0.00
Reconstruction and renovation of buildings	100,000.00		100,000.00	2,200,000.00	100,000.00
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>380,000.00</b>	<b>0.00</b>	<b>380,000.00</b>	<b>3,033,700.00</b>	<b>4,476,400.00</b>
<b>ASSISTANCE, DONATIONS AND OTHER FEES</b>					
Assistance, donations and other distributions in kind	1,186,800.00		1,186,800.00	1,186,800.00	1,186,800.00
Assistance, donations and other distributions in cash		15,000,000.00	15,000,000.00	15,000,000.00	4,075,500.00
<b>TOTAL DONATIONS, ASSISTANCE AND OTHER FEES</b>	<b>1,186,800.00</b>	<b>15,000,000.00</b>	<b>16,186,800.00</b>	<b>16,186,800.00</b>	<b>5,262,300.00</b>
<b>TOTAL EXPENDITURES</b>	<b>43,565,189.00</b>	<b>117,197,185.00</b>	<b>160,762,374.00</b>	<b>154,527,842.00</b>	<b>124,239,157.00</b>
Expenditures for Red Cross of RNM HQ	27,538,389.00	17.13	Expenditures for Red Cross of RNM HQ	38,842,989.00	24.16
Expenditures for RC branches	133,223,985.00	82.87	Expenditures for RC branches	121,919,385.00	75.84
<b>TOTAL</b>	<b>160,762,374.00</b>	<b>100</b>	<b>TOTAL</b>	<b>160,762,374.00</b>	<b>100.00</b>

Finance and Audit Department  
Zaklina Popovich

Secretary General  
PhD. Sait Saiti

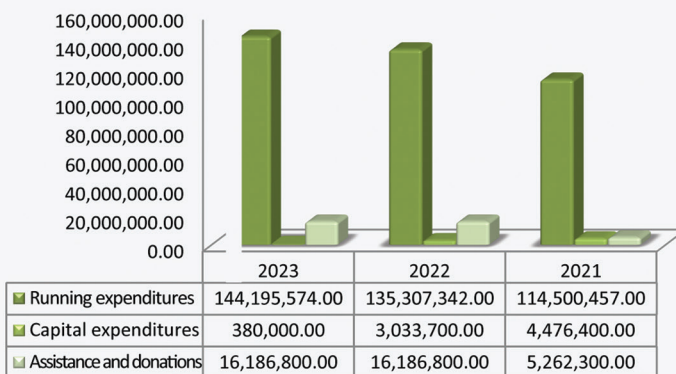


## INCOME IN 2023



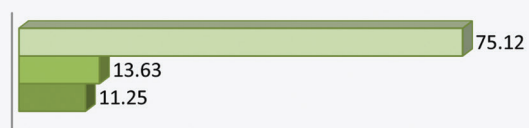
- Expenses for the head office
- Expenses for the RC branches

## EXPENDITURES IN 2023



## STRUCTURES OF EXPENDITURES OF RC OF RNM

- Programs / projectsT
- Material expenditures
- Salaries for staff



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