

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## BOSNIA AND HERZEGOVINA

5 March, 2001

*Appeal No. 01.54.2001*

*Appeal Target*

*Programme Update No. 2; Period covered: July 1 - December 31, 2001.*

*This Programme Update is intended for reporting on Annual Appeals.*

### “At a Glance”

**Appeal coverage: 38.7%**

**Related Appeals: 19/01; Bosnia & Herzegovina: Floods**

**Outstanding needs: This appeal received extremely limited coverage in 2001 (38.7%), and donors are encouraged to provide more significant support for the 2002 Annual Appeal (no. 01.44/2002).**

**A Major Accomplishment:** The International Federation welcomed the Red Cross Society of Bosnia and Herzegovina (RCS BiH) as its 177th full member at the General Assembly in November. This was the culmination of much work and effort, overcoming many difficulties and obstacles.

**A Major Need:** This new and still struggling national society is in critical need of financial assistance. Faced with an alarming array of challenges and some of Europe's most truly vulnerable people, funding for its programmes has been disappointingly weak. The need for an active and capable Red Cross Society in Bosnia and Herzegovina is considerable. Now is the time for the rest of the Movement to offer not only moral support, but also the financial support that is crucial in order for the RCS BiH to be able to better assist those in the greatest need.

### **Operational Developments:**

The political situation in Bosnia and Herzegovina (BiH) seems to have improved somewhat. For the first time since 1991, nationalist political parties do not have a strong hold on political power. At the national level and in the Federation of Bosnia and Herzegovina entity (FBiH) a coalition of moderate political parties -the Alliance for change- hold power, albeit tentatively. However, within the Republica Srpska entity (RS) nationalist parties still

#### **Some Quick Facts and Figures about BiH**

- 4.2 million population (est.)
- over 25% of the population are refugees or displaced
- unemployment of 40% and predicted to rise
- extreme inter-ethnic strife
- massive war devastation impacting all sectors of society



wield power. The international community has placed much hope in this new political configuration, expecting it to push through the very

necessary structural reforms required for an economic and political transition in BiH. To date the coalition government has been unable to engage systematically in issues of crucial importance for the country's future, and its capacity to deliver on its election promises has been undermined by apparently overwhelming differences between the parties.

***From a humanitarian perspective the situation remains grave.***

The plight of refugees and displaced persons is still far from resolved. For the year 2000, the UNHCR states that 67,445 refugees returned to BiH. However, there are still about 1,2 million people who have not yet returned to their prewar homes.

Many retired persons also face the prospect of not receiving their pensions, combined with inadequate health care from the entity in which they live.

The Red Cross Society of Bosnia and Herzegovina (RCS BiH) was admitted as a full member of the International Federation at the General Assembly in November. In her address to the General Assembly, the chair person, Adela Skaro, spoke of her great pride in the RCS BiH being the first national humanitarian organisation and paid tribute to the good will and vision shown by the leadership of the Entity Red Cross organisations (ERCs) in the process leading to the formation and recognition of the RCS BiH. The RCS BiH national headquarters continues to strengthen, it is expected to gradually take over the national coordination for programmes from the Federation delegation. However, despite this success, the funding for this newest of National Societies (one of the few national organisations within BiH) remains very precarious.

The past six months has shown significant down sizing of the delegation. Delegate numbers have dropped from five to three and will continue to decrease by one more delegate over the next six months. Local staff numbers

**Programmes Under-funded**

Unfortunately, many critical activities have not been carried out due to a lack of funding. It is hoped that increased support in 2002 will allow them to be implemented. The newly recognised Red Cross Society of BiH is at a decisive point, where it greatly needs financial support to more strongly establish its position at all levels of society.

have been retrenched to a staff compliment of 15 including field offices.

***Flood Disaster in June***

Due to the flood disaster in late June, the RCS BiH launched an appeal. A Federation three-member FACT team visited BiH immediately after the disaster to assist the RCS BiH develop a plan of action for assistance. Based on the first report, the Federation launched an emergency Appeal the same month.

***Disaster Preparedness***

An extension of the funding for the 2000 programme by the Canadian RC until March 2001 allowed the programme some funding during the year. The programme has been strongly integrated into the RCS BiH and its component ERC structures with the ensuing ownership of the programme and has received strong support both technically and financially from the Regional Delegation.

**Objective 1:** *to continue to negotiate the role and responsibility of the Red Cross in DP with mandated governmental and non-governmental agencies.*

The Red Cross of Republika Srpska (RCRS) has been recognised within that entity's government authorities as a partner for DP/ DR. For the Red Cross of the Federation of Bosnia and Herzegovina (RCFBiH), there has been no similar recognition. Therefore, memorandums of understanding between that ERC and its entity government authorities have not been developed. However, the newly formed NS is considered to have become a partner by international organisations and the national government.

A DP workshop was held in September and was attended by secretaries from all regions and cantons and ERC headquarters staff. Detailed presentations on entity DP plans showed them how important a VCA questionnaire was as a basis for any planning.

The ICRC presented its conflict preparedness programme, explaining the role of the NS in conflict preparedness and the ICRC mandate, emphasising the excellent co-operation they have with the International Federation in DP.

**Objective 2:** *to support the establishment of the ERC organizations' DP network.*

Following the September meeting a number of conclusions were reached. Steps to be taken to fulfill this objective include: the creation of a body at NS level that will co-ordinate the entity activities in DP and DR; ensuring that DP plans have been adopted by the Regional/Cantonal Secretaries; creating and equipping four Emergency Response Units (ERU's) by November (two in each entity) with a plan to create an ERU in each Region/Canton by June 2002. Each newly formed ERU should conduct a simulation exercise once a year, as well as establishing one warehouse in each entity that will be used as a DP w/h and to find a donor for emergency stocks. Finally, they should ensure that entity HQs and NS continue to lobby for the legal provisions regarding the RC role and responsibilities in DP/DR,

**Objective 3:** *to ensure participation of RC youth in DP activities. RC youth leaders will participate in DP-related workshops and further disseminate information on DP to members of youth groups.*

RC Youth had planned to participate in DP-related workshops, and further disseminate information on DP to members of youth groups. However, this did not take place due to lack of funds.

**Objective 4:** *to work closely with the ICRC on their new initiative to support the ERC in preparedness for conflict situations as part of their overall DP programme.*

There are regular contacts and sharing of information with the ICRC Co-operation delegate regarding DP and Conflict preparedness. The respective roles in DP activities for both organizations have been agreed, i.e., the ICRC has responsibility for tracing, dissemination and conflict Preparedness, while the International Federation has the lead role in assisting and supporting DP activities of the RCSBiH/ERC's. The ICRC will continue to support equipping the ERU teams.

<p style="text-align: center;"><b>Some of the Most Vulnerable</b></p> <p>The president of the Association of Refugees and Displaced Persons in BiH has warned that the first snows found some 1,000 returnees in tent settlements and many hundreds of other returnees in locations such as ruins, containers and outsheds. These returnees lack even the most basic items for survival - food, clothes, and medicine. There is also a significant problem with the availability of building materials for reconstructing unused houses. Many of the returnees are elderly and have neither the health nor the financial resources to build a house.</p>
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**Objective 5:** *to develop and improve the internal and external DP communication and information system of the ERC.*

The internal communication between ERC DP coordinators has significantly improved. They now have close co-operation as a result of the Regional DP workshops. A Regional DP meeting was held in BiH in July. The NS DP/DR work was presented with improvement in information and experience sharing, regional co-operation, was also discussed. Proposals included: establishment of a Regional Training Center for specific activities in each country; creation of a joint Regional Disaster Response Unit with contributions from each NS, implementation of an agreement on regional co-operation and exchange of NS DP/DR plans; presentation of a joint Regional DP/DP co-operation plan to the authorities in each country and the Federation Regional Delegation; and finally, NSs

should meet and be in contact as often as possible. In August the RCS BiH/ ERC DP coordinators attended a regional meeting on DP activities and planning for 2002/2003.

In October the BiH and Yugoslavian RC DP coordinators met in Belgrade to discuss with the Yugoslav delegation and Yugoslav RC the establishment of Emergency Response Units in BiH and future co-operation between the two NSs in DP. In the same month a DPP workshop was held in Romania, attended by the DP coordinators from BiH. Topics discussed were: DP, DR, Disaster Management, Communication, Conflict Preparedness and DP plans.

**Objective 6:** *to raise community awareness of mitigation activities planned by the ERC organisations.*

The RCSBiH/ERC have already chosen the first group, which will be a mixture of RC professional staff and volunteers to be trained in those DP skills. The RCSBiH/ERCs DP plans detail that disaster mitigation activities and community based public education will be carried out in close co-operation with the information and health departments with specified volunteers of the ERC organisations. Volunteers will receive the necessary training in First Aid, water/sanitation, and health related issues in emergencies by experienced ERC staff.

**Objective 7:** *to finalise planning for the creation of Emergency Response Units (ERU) at Regional/Cantonal levels.*

RSRC has already established teams in Gradiska and Trebinje. Teams in Grude and Tuzla (RC FBiH) were created at the end of December. Training in both ERC will simultaneously start by the beginning of 2002.

Without the negotiated extension of the Canadian Red Cross grant and the strong support from the Regional Delegation, no activities at all could have been possible in this programme area.

Currently, there is no approved national RC Law, nor one for the RC FBiH, through which the NS would be given a statutory role of involvement in this programme. The RCS BiH and its component ERC have made significant progress in planing their role in DP. Not having a clear legal mandate may affect the NS's preparedness to respond effectively in times of disaster, but it is difficult to estimate to what extent.

The June floods (Appeal 19/2001) were an excellent test case for the RC PD/DR capacity. Many positive results were noted, such as a rapid response from the municipal RC organisations, excellent co-operation between the RC volunteers and the Civil Defense authorities and strong support by the NS to the International Federation FACT team.

The Disaster Preparedness (DP) component of Appeal 2001 has not been supported by donors. This lack of support is frustrating, bearing in mind that DP is a core area of support to national societies by the Federation. Considering the recent history of BiH, the continued political instability within the sub-region and the fact that BiH is a disaster-prone area, the lack of support to the RC Disaster Preparedness programme is difficult to understand.

### ***Humanitarian Values***

There have been several activities and achievements during the past six months. Financial assistance from the Regional Delegation enabled the RCS BiH/ ERC to prepare promotional material and carry out events. There was a significant response in the media to the RC Peer Education project with the trainers giving statements and interviews countrywide to various media. It is a considerable accomplishment that in the Red Cross, the mass media has found a new source of information on this very important issue.

This programme is closely liaised with other programme activities. During the June floods, the Federation communications officer and ERC information officers prepared directions and guidelines for local RC organisations. This involved the local media, and helped promote Red Cross visibility during the distributions. The media response was good while the disaster situation raised public awareness of the RC capacity and created better understanding for the importance of community based RC participation.

The traditional 'Fight Against Tuberculosis' week took place in September. The RCS BiH/ERC, with Federation support, published posters and leaflets with the theme "Tuberculosis is curable". During October, two articles

were displayed on the Federation web page, one on the HCP, and a second one on Peer Education. The articles were used as promotional and illustrative material of RCS BiH activities in the info pack prepared for the RC delegates attending the General Assembly in Geneva. Press releases were issued in November regarding the RCS BiH admission to membership of the International Federation and proceedings during the General Assembly. The Federation head of delegation gave an interview with a national TV station and used the opportunity to raise awareness of the RCS BiH and emphasising the importance of supporting the NS in its humanitarian mission assisting the vulnerable.

The ERC information and health programme managers prepared a plan of action for raising awareness of World Aids Day. Themed T-shirts, pocket calendars, and RC bags were distributed together with brochures on reproductive health. Twelve radio stations agreed to broadcast, free of charge, the RC Youth jingle on AIDS prevention. A quiz was organised on a nation-wide radio station and a TV spot was broadcast on at least four TV stations.

## ***Health and Care***

### **Health programme**

**Objective 1** *to promote and support the RC blood donor recruitment (BDR) programme in BiH.*

The 8th 'International Colloquium on Blood Donor Recruitment' was held in September in South Africa and attended by a member of the RCS BiH Presidency, who presented the current situation with BDR in BiH. The Federation also supported the participation of three NS representatives at 'The Future of Blood Safety, a challenge for the whole of Europe,' held in October, under the auspices of the European School of Transfusion Medicine. The representatives were doctors and specialists in transfusion medicine who are also activists of the RC BDR programme. Their work helped to raise the profile of the programme, and they returned with many valuable ideas and insights.

**Objective 2** *to maximise cost recovery of the First Aid programme (FA) during 2001 - 2002.*

An agreement was signed between the Norwegian RC (NRC) and the ERC organisations regarding training of trainers (ToT) in Basic Life Support. Improving the service delivery of this new FA training together with the existing FA courses offered, will continue to be a joint objective of the Health and Resource Development Programmes.

**Objective 3:** *to encourage cross-entity co-operation and reconciliation through the Health Programme. The ERC will be encouraged and supported to organise local and, in particular, national FA youth competitions.*

This objective was not met due to lack of funding.

**Objective 4:** *to support implementation of the Reproductive Health Peer Education (RHPE) programme.*

The training of trainers event regarding the RHPE Programme was held in July to plan summer activities. Three presentations on Safer Sex were held in the RC Youth summer camp in July and August with the participation of more than 180 young people. A presentation was held in Vogosca (Sarajevo) for the Norwegian Red Cross Youth, who visited the region together with a core group of trainers and selected peer educators. Regular activities were continued in September with the beginning of the new school year. An important event was the Educational Fair held in Sarajevo. Among the 20 selected governmental, national and international organisations, the RCS BiH presented its Youth RHPE programme and other RC (youth) activities. There was significant interest in the programme, and the core group of trainers have been invited by different organisations and national associations (UMCOR, "Women for Women," Student Association from Foca University, and the FBiH Army) to present "Safer Sex" for their specific environments.

The Bosnian language version of the brochures on Reproductive Health was published at the end of September. The Educational Fair was used to promote and circulate the brochures on HIV/ AIDS, STDs and "Safe and Sound Sexuality in Youth". The event was well covered by public media.

An induction course for Peer Educators on HIV/ AIDS was organised in October under the auspices of UNICEF, UNFPA and UNESCO. The primary trainer, Dr. Bob Zielony from UNFPA HQ, was assisted by two RC trainers of the RHPE programme, which was considered a significant recognition of the project. Dr. Zielony carried out an assessment of ToT of the RHPE programme in October and expressed his satisfaction with the results achieved to date.

At a conference on HIV/ AIDS prevention in BiH, held in Sarajevo in October and sponsored by IOM, the RC RHPE programme was presented by the RCRS Health Officer.

Regular meetings with the two ERC Health and Information officers to plan activities for December 1 World AIDS Day were held with input from the Regional Delegation. The Campaign was well prepared and organised, also involving RC Youth. This was the first year that the media in BiH could be considered as partners to the youth and their programmes. They were supportive in promoting their activities and helping them to develop the Public Health Education programme.

**Objective 5:** *to promote the prevention of tuberculosis.*

The Regional Delegation supported the printing of TB prevention information material for both ERC and a free medical check-up in Sarajevo Canton for the most vulnerable population during the TB Week in September. More than 5000 posters and 5000 leaflets were distributed throughout the country by local Red Cross branches to elementary and secondary schools and health facilities.

Thanks to the UNFPA, the RHPE programme is being implemented without significant constraints

### **Home Care Programme**

The HCP in BiH is an extremely complex countrywide, social welfare programme with a significant relief component. It has more than 10 000 permanent beneficiaries with an additional 5 000 - 7 000 beneficiaries who use its services on an irregular basis. An excess of 2 000 activists / volunteers, including 1 000 youth volunteers, deliver the service through each of the 161 municipal branches of the RCS BiH. It is a significant carrier of the social welfare burden within the country, in particular related to the isolated elderly. In the past five years, the programme has built up a strong operational structure and has had significant amounts of funds moving through it.

**Objective 1:** *to agree on a long-term strategy and plan of action, taking into account beneficiary needs, the nature of assistance, programme structure, its positioning in relation to the national welfare system, and resourcing for the programme.*

The RCS BiH, both on national and Entity levels, has made numerous requests to the health and social welfare authorities to achieve additional funding for the HCP, a major service programme, but without significant results. Minor support has already been achieved in Sarajevo and West Herzegovina Cantons. The Federation will continue to advocate, on behalf of the RCS BiH, for a higher degree of recognition and financial support for this programme from government authorities throughout 2002.

**Objective 2** *to advocate on behalf of the ERC to donors.*

Advocating for external support to the HCP remains a priority for the Federation delegation. A beneficiary focused article appeared on the International Federation web page in October. The HCP was highlighted in the briefing pack prepared for the partnership meeting held in Budapest at the end of November and the HCP was strongly promoted by the RCS BiH delegation attending the General Assembly.

The November Partnership meeting in Budapest showed a positive, initial response to the HCP with a number of soft pledges for 2002 by the Swedish and Austrian RC.

**Objective 3** *to assist the ERC in advocating, on behalf of the elderly, with the government and other stakeholders.*

On 1 October - International Day of Older persons - the NS / ERC organised a round table discussion with representatives from Ministries of Social Policy F BiH, General Secretary of RCFBiH, HCP Coordinators, Federation , ICRC , volunteers and beneficiaries in attendance. During the discussion the entity level representatives offered the RCS BiH to lobby for this programme and to advocate on behalf of the elderly. The Federation Delegation will assist in advocating, at the local level, for continued support for this essential RC programme in line with the recommendations in the Federation's programme evaluation, issued in September 2000.

**Objective 4:** *to assist the ERC in building its human, financial and material capacities for resource development and to take an integrated approach to capacity building through institutional and resource development.*

The RCS BiH and its ERC components continue in their efforts to find solutions to the self-reliance of this programme.

During the months of July, August and September, nine national one-day, cross-entity workshops on HCP financial management were held with selected branch secretaries. These workshops provided branch secretaries with tools for day-to-day management of the HCP. The response of the participants was very positive, hence, the delegation will continue with similar HCP training during the transition period. A total of 1.000 young people have also been trained and are involved in the HCP activities.

The HCP cross-entity management group organised meetings at Cantonal and Regional levels, discussing development of strategies for the transfer of full decision making and implementation of the HCP to branch levels, revising the data base for beneficiaries and volunteers, project proposal on partial financing of the programme, co-operation with government institutions at the municipal level, and the issue of budget proposals for programmes.

**Objective 5** *to widen the program's local resource base and reduce reliance on external support. .*

A National fundraising campaign was held in September / October. As the campaign progressed, cantonal and regional secretaries adapted the use of the promotional material and methodologies in order to better engage local sponsors in local HCP needs. This proved to be a very successful initiative with many regions and cantons achieving considerable results. Winter fuel, dry food, used clothes, services and utilities in kind were all contributed to the programme, along with some financial support. In many cantons and regions a relatively strong liaison has been established between the local donors and the HCP, which can be built on in the future.

The preparations for the survey of the fund-raising environment within BiH was completed in November. The survey will be carried out in January/February 2002.

**Objective 6** *to continue to encourage cross-entity co-operation and reconciliation through the programme.*

The HCP sees itself as a *country-wide* programme. The HCP management group is composed of representatives from both ERCs. All major meetings, workshops and training sessions have been held on a cross-entity level. The programme has become more involved in regional activities: representatives of both ERC, together with the SWP manager, attended a regional HCP seminar held in Budapest in December to exchange experiences and to establish the preconditions for regional co-operation and networking

The HCP vision is to reposition itself as a self-sustaining, community based service and development programme. The RCS BiH/ERC are reluctant to enter into such a process, which is related to the fact that decisions regarding the HCP in the past were largely taken by the Federation delegation. The delegation has to make strong efforts in assisting the NS to build up sufficient self confidence among their management structures to continue the transition process based on strategic decisions.

There are still considerable needs to be covered by the HCP. Most of the local authorities do not have means to support the RC for this programme as their expected revenue generation, even six years post Dayton has not materialised.

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## ***Institutional and Resource Development***

### **Institutional Development**

**Objective 1:** *to support the development of the RCS BiH leadership and management structures and ensuring its statutory and legal base by the end of 2001.*

With the establishment of the RCS BiH late 2000, OD turned its focus to the capacity building of the newly established NS and has provided all necessary technical and financial support, and held regular meetings with its leadership. OD continues to facilitate and engage the development and marketing commissions to take a more proactive role in leading the OD process. However, it should be noted that no significant evidence of their role in leading the OD process has been noticed. The development commission has made a decision to organise a two-day seminar for all local branch and volunteer staff of the RC FBiH to evaluate the existing strategy, capacity and needs, and provide a platform for the exchange of information between field and HQ staff and governance. This seminar is planned for January 2002. OD will facilitate SWOT exercises concerning the roles of the NS governance in fundraising and volunteer management.

Although both ERC organisations identified focal persons for OD, these counterparts need skills development in order to be able to lead the OD process and manage the programme initiatives. Hiring a full-time OD manager is not currently a NS priority. However, there are some positive changes for the future in this regard: the presidency of the RCSBiH decided to establish the position of Secretary General (not foreseen in their statutes), a finance manager, and a volunteer/youth co-ordinator.



All meetings organised by OD are now RCS BiH activities and therefore cross-entity ones. OD supported and participated in the HCP cross-entity meetings, youth leadership meetings, cross-entity training, and arranged meetings to establish priorities for the Appeal 2002-2003. In October and November 2001, nine cross-entity, one-day seminars on the Red Cross Movement culture were held by a team made up of the Federation, ICRC and NS. More than 260 RC branch staff and volunteers participated. The seminars raised the awareness of the Red Cross and Red Crescent Movement culture in general, and how this is related to and reflected in their experience and work. The seminars will continue in 2002.

The statutes of both ERC organisations were adjusted to comply with the RCSBiH statute, with some issues still to be cleared by the RCRS. The issues of mission statement and emblem were disseminated throughout BiH during the RC Movement culture cross-entity seminars. The previously planned governance workshop was postponed until 2002 due to the very busy schedule with the nine seminars mentioned above.

OD supported RCSBiH presidency members and other staff members in their participation in international RC meetings. In August, Secretary Generals and Presidents of RC societies from the region met to participate in the youth camp, 'Friendship Without Borders'. Four members of the Presidency participated in the General Assembly of the International Federation in Geneva in October. Two Presidency members participated in the TB workshop in Moscow. Two members were briefed and received material and took part in the Budapest Partnership Meeting. Two HQ staff members were sent to Budapest for the Logistics and Project Planning Process workshops. OD participated and supported four Presidency meetings and two ERC General Assemblies.

**Objective 2:** *to support and help the ERC organisations build their capacity for sustainable resource development*

The ERC have their individual development plans up to 2004, but with the establishment of the NS they have agreed that a joint strategy should be developed. The OD has organised two cross-entity meetings in July to discuss the priorities of the RCSBiH in the core areas of Federation support. Together with the Partnership Meeting in Sarajevo in March 2001, those planning exercises have helped to facilitate the process of developing a joint strategy.

OD continues to support the RCS BiH/ ERC efforts to lobby authorities for increased financial support. Some of the cantonal and municipal Red Cross offices have successfully achieved minor local government support for their programmes. The NS chairpersons continue to meet government representatives and lobby for the adoption of Red Cross Law.

The Home Care Programme (HCP) continues to be the 'flag ship' activity of the RCS BiH. Hence, its survival is essential to the NS and its image as a service provider. The programme is crucial to assure a minimum quality of life to more than 10.000 beneficiaries. The programme is going through a major transition in the way it is managed and coordinated, in the way the service is delivered and depending on the the way it will be funded in the future.

The OD programme provided the opportunity to use the skills learnt by the participants in proposal writing seminars by offering a Branch Seed Fund project that would assist to build the capacity of the management of local RC branches and strengthen their communication skills and relations between HQ, Cantonal and local branches. Twenty projects were chosen for implementation. Monitoring is carried out by the ERC HQ, cantonal offices and Federation field officer through situation visits and report reviews. A final evaluation was carried out in October/November and a decision was made to support some projects further with the help of PNS.

To assist the NS to develop partnership with NS in the region, OD discussed this opportunity with the Regional Delegation in Budapest. The OD workshop held in Budapest in October helped to established a regional network. This process will continue.



OD discussed with the NS their role and involvement in the fundraising process. Taking into consideration the pressing needs for local fund-raising opportunities and for better co-operation with external donors outside of the Red Cross and Red Crescent Movement, the availability of grants for the RCS BiH was discussed with USAID, BPRM and the World Bank. This process continues as help is given to the RCS BiH to connect to the local civil society network.

**Objective 3:** *to develop capacity of the ERC branches to manage programmes more effectively.*

As mentioned earlier, a draft was prepared to stage a board orientation manual and conducted six presentations on the role of governance in building fundraising and volunteer management systems. The management skills of key personnel in the local branches and HQ were improved through specific projects such as the Branch Seed Fund. The communication system was improved through the branch profile data base, providing adequate information to governance and management for planning and monitoring. The proposal for the additional volunteer data base was prepared, and this will strengthen the system of recruiting, training and rewarding volunteers. In addition, RD provided training and a standardised approach to the budgeting process at branch and programme level, focusing on the HCP.

A variety of information was collected based on Federation guidelines, and prepared a draft rule book that defines the roles and responsibilities of branches and their relationship to Cantonal branches and the HQ with the FRC BiH ERC. This is an ongoing activity and will be finished when the RCSBiH Presidency members provide their own feedback and input. The Federation delegation will secure translation and dissemination cost.

The support for English language training for the management and governance of the RCS BiH was maintained. Twenty-five people participated and graduated from two-terms courses, while five continue with additional classes. Support for the English language training will continue through the first six months of 2002.

There was cooperation with the RC Youth to produce and facilitate the design of a national volunteer induction course for the ERC organisations. A benchmark visit was organised to the American RC to review their volunteer induction and management system and to help plan further improvements in the RCS BiH. The visiting team provided detailed reports and conducted six presentations to the governance boards of both ERC organisations, and recommended improvements to the RCS BiH governance in its volunteer management system. As an

indicator of progress the Presidency decided to establish a new position at the HQ- a Volunteer/Youth Co-ordinator.

**Objective 4:** *to improve the communication and information systems of ERC organisations.*

The branch profile data base was designed and information from the field supplied by the ERC HQ staff. In May 2001, this data was finalised. Both ERC organisations have a data base that is easy to use and this will help to establish better co-ordination between the HQ and local branches- particularly those which tended to act semi-autonomously during the war period. In addition, all Cantonal and Regional branches and ERC HQ have access to the Internet. The RCS BiH HQ received new computers and Cantonal/Regional branch equipment was updated. The additional two parts of the data base were developed in November and December: a blood donor data base and a volunteer data base were created, which were added to the existing branch profile data base.

Financial Management Training will be jointly carried out with RD and is planned to be implemented in early 2002. A proposal has been made to the RCS BiH to jointly produce an annual report, which can be used by the NS as a marketing tool. If the proposal is accepted, the Annual Report will be finalised in the first two months of 2002.

**Objective 5:** *to facilitate the change process of ERC organisations by ensuring an adequate capacity to implement existing programmes and integrating the OD process into their programmes.*

Efforts will continue to assist HCP, health programme and Youth programme to build capacity through their activities. The regional delegation has been working intensively with HCP coordinators. Thus, OD supported this process by designing promotional material, including HCP in volunteer induction courses as a main opportunity for volunteer involvement, supporting advocacy efforts, and fundraising initiatives by building governance fundraising skills. Moreover, OD cooperated with the health programme to design a blood donor data base, and provided financial support for the reproductive health education workshops.

OD will continue to provide its financial and technical assistance to the Youth programme and has supported youth leadership trips to the American RC SEPA chapter for HIV/AIDS training during the period. RC Youth involvement was supported in preparation and hosting of a regional seminar (Friendship Without Borders) in August. Finally, there are

weekly meetings with counterparts from the NS and the ICRC, and periodical meetings with PNS to share information and identify ways to strengthen co-ordination and joint efforts to support capacity building of the NS.

The OD process is not a priority area for the NS and ERC at the moment. An interest in, and understanding of and commitment to the OD process does exist but is somewhat clouded by pressing operational and financial constraints. At times, the priority is to obtain external financial support to secure the immediate salary of HQ's staff, office space, and other operational expenses rather than deal with organisational development issues.

RC Commission members are recruited from a pool of branch secretaries and are thus, in general, reluctant to accept the responsibility to carry out necessary organisational changes. They are often averse to invest their time in this long-term process and for them cash support for their branches is a higher priority than organisational development. This issue continues to be addressed through a variety of workshops and the continuation of the Branch Seed Fund project.

The legal status of the Red Cross properties is one of the major pending problems. The OD programme supported the RCS BiH in drafting their RC Law. The law has passed the Council of Ministers and is currently on the Parliament agenda for final approval (which is expected shortly). The Law will guarantee the RCS BiH undisputed legal ownership of the existing RC premises whose unclear legal status has had a negative impact on the launch of a special appeal to rehabilitate the National HQ building in Sarajevo, destroyed during the war.

The RCS BiH was founded on 15 December 2000, yet the establishment of the HQ office took several months. The NS HQ needs all the technical and financial support it can get to establish its position as a supportive leader to the ERC. Unfortunately, the RCS BiH does not yet have the capacity to lead the OD process for the entire organisation.

Currently, the RCS BiH, including ERC, do not have the overall capacity to meet the many requirements of the International Federation supported programmes. There is a slow decision making process, often caused by the Presidency members. It must also be appreciated that the operating environment in BiH is extremely complex which is reflected in the work of the RCS BiH. The present structure of the RCS BiH, reflecting the wider environment within BiH, with two strong ERC organisations and a NS HQ without efficient management, is a significant obstacle for the OD to achieve its goals.

The long-term involvement of, and ongoing support from the international components of the Movement, has contributed to the creation of a strong conviction that these resources will always be available for the RCS BiH. A certain level of dependency has been established.

Regardless of the constraints, the OD achievements throughout the past years and especially in the last year have created a solid base to move forward. This base has permitted OD to start a more intensive implementation of jointly selected (by the RCS BiH and International Federation) OD initiatives. The creation of the RCS BiH with full support of the ERC was the main achievement of the past year. With the increased understanding of the OD process by the NS HQ and the ERC, the International Federation OD programme aims to build commitment to OD initiatives through the continuation and implementation of the planned activities for the remainder of the year.

The OD process will still be supported by some discrete 'quick hit' projects in computer training, English language training, regional visits and the use of experts for consultations on the selected topics from the bench marking NS. Progressively, roles and responsibilities for implementation will be clarified through the contracts and assessment and strategic planning workshops, although it is not yet clear how much capacity and resources the RCS BiH and ERC will commit to the implementation of the programme.

The main focus for the next six months will be in objectives two and three of Appeal 2002-2003: to enhance the RCS BiH planning capacity by developing the 5-year strategy, and to enhance the capacity of the RCS BiH to create a sustainable fundraising mechanism. Continuation of the RC Movement culture seminars on a monthly basis and extension of the Branch Seed Fund for five additional projects is also proposed. Finally, OD will continue a dialog with the RCS BiH and its ERC organisations to identify possible ways to have a full-time OD manager to lead the process within the RCS BiH, as well as to identify ways for the NS to participate more fully in the programme, and continue developing the commitment to OD by achieving tangible programme results.

### **Resource Development**

**Objective 1:** *to assist the ERC in developing and updating their mid-term strategic plans and incorporating the RD as an integral component of the organisational development process.*

During July and August this process was further strengthened with the active involvement of the RCS BiH programme managers and some key leadership in the International Federation's Appeal process 2002/2003. The Appeal process was introduced in a working session and it was clearly explained that the document is designed to assist the RCS BiH, but should not be seen as a substitute for the RCS BiH own strategy and programme development. Working groups were formed comprising NS personnel (programme managers and ERC coordinators) and Federation staff for each of the core areas. The working groups worked from the base of the Federation's Appeal 2001/2002 and documentation from the Partnership Meeting held in March 2001. The groups subsequently met individually to develop the broad outlines of Federation assistance to the RCS BiH for 2002/2003. A one-day working session was held towards the end of July to share information and establish the realistic goals and objectives of the Federation assistance in the core areas and to ensure that the evident liaisons between those areas were correctly perceived.

While the Federation Appeal 2002/2003 is not the planning document of the RCS BiH, a significant step was taken during the planning process towards establishing an annual planning exercise for the RCS BiH. Based on the work carried out for the Partnership Meeting and the engagement of the RCS BiH in the Appeal process, it was perceived that it would now be a priority for the NS to develop its strategic and development plans over the

coming six months. When appropriate, OD technical assistance will be requested from the Regional Delegation to facilitate this process.

**Objective 2:** *to develop the planning, financial management and budgeting skills of staff at all levels of the ERC organisations throughout 2001.*

To facilitate this objective, a budgeting and financial management training module was prepared and agreed upon in March. The HCP, as the NS main service delivery programme, was seen as the adequate vehicle to implement this capacity building initiative. New tools to assist RC secretaries in budgeting branch level activities were designed. The material was presented to the HCP management group and the ERC HQ finance officers, who gave valuable input for their improvement. A workshop to explain the new approach and related tools, together with an introduction of the branch level finance management concept, was carried out. The event included: planning and budgeting process; budget preparation/structuring; practical application of the tool; and branch or programme level financial management, including cash management. This approach will be applied to other programme areas.

Between June and mid-September, a total of nine one-day workshops had been carried out in various parts of the country. As a result, and based on this new approach, all Regional and Cantonal branches are now able to submit their financial plans for HCP and other Federation supported programmes.

**Objective 3:** *to improve the financial control systems of the ERC organisations.*

Considerable delay has occurred in relation to achieving this important objective. Currently, the Federation is making all programme support payments through the NS HQ for onward disbursement to the programmes through the ERC HQ. A Financial Agreement -as annex of a General Co-operation Agreement- was signed between the Federation and the RCS BiH based on the Federation financial procedures for relief and rehabilitation.

In October, the RCS BiH Presidency decided to establish a Finance Manager position at the HQ and a person was employed in December. Once effectively involved in the work, this person will participate in setting up an ERC financial control system. It might be necessary to involve a local auditing firm in this, especially with regard to the needs of the NS and best practice in the country.

**Objective 4:** *to place specialised staff in the field of Resource Development at the ERC level with guidelines and policy formulated by newly developed resource development commissions.*

The RD programme has made some inroads on this objective by engaging the NS governance in resource acquisition. Terms of reference for a local fund-raising environment assessment have been agreed upon and a local firm has been engaged to carry out a survey. The ICRC has agreed to fund 50% of the survey and the work will commence in January 2002. In addition, the importance of fund-raising has been repeatedly stressed to the governance board of the RCS BiH. In principle, the concept of a fund-raising position at HQ level has been agreed but this position will not be filled until the second half of 2002, at the earliest. The objective of establishing a Resource Development/ Fund-raising Commission will continue to be a priority area for the programme throughout 2002.

**Objective 5:** *to produce RD plans in co-ordination with the ERC Resource Development Commissions by September 2001.*

As indicated under objective 4, the establishment of Resource Development Committees is not considered a priority at the moment. Until the Commissions are in place and operational, the activities detailed under this objective cannot be implemented. This objective will continue to be a priority area for the OD during 2002.

**Objective 6:** *to improve the image and raise the public awareness of the ERC, promoting their image nationally and internationally.*

The weak response to the Humanitarian Values Programme in the Federation Appeal has meant that very few joint activities could be carried out.

**Objective 7:** *to diversify and increase the existing resource base and revenue sources of the ERC.*

A local firm has been hired to carry out an assessment of the fund raising opportunities and potentials for the RCS BiH (objective 4 above). This will be carried out in early 2002 and the outcome, together with other evaluations and assessments, will assist the RCS BiH to develop a national fund-raising strategy.

Promotional and representational material was developed for the RCS BiH delegation attending the General Assembly in November, which helped to raise the profile of the RCS BiH within the Movement. NS representatives were also briefed for the Budapest Partnership Meeting by the delegation members.

The programme is still in a transition period and needs a consolidated structure before the process can continue. However, the unexpected dismissal of the RC FBiH HCP coordinator in the second half of the year had an adverse effect on this process. On the positive side, a successful fund-raising campaign at Regional and Cantonal levels was carried out by the HCP in October. Considerable financial and in-kind contributions were achieved. This should encourage the ERC to continue fund-raising at local level, i.e., the very same environment where they are assisting the vulnerable population

**Objective 8:** *to incorporate the RD programme into the RD strategy and programme of the Budapest Regional Delegation and form linkages with other National Societies in the region.*

Federation ID and RD delegates participated in the regional OD workshop, with the aim of creating a regional approach and network on OD initiatives. Contacts were made with the Bulgarian RC, which has carried out public opinion surveys and built a data base of potential donors. This model will be used for our assessment of the environment for fund raising potential, where applicable. It was hoped that the RD programme could transfer its technical component to the Regional Delegation at the end of this year or the beginning of 2002, but with staffing changes in the Regional Delegation in Budapest this is not now possible.

Time pressures on key leadership and governance during this critical structuring of the NS and its ERC has meant that some activities have had delayed implementation. However, with the RCS BiH involved in the delegation planning process and its participation at the Budapest Partnership Meeting in November, there would now appear to be ownership of this process. A significant constraint has been the lack of dedicated RD commissions at both NS HQ and ERC levels. Until these commissions are active, the necessary policies, guidelines and directions for the RD process will be absent and it will be difficult, if not counterproductive, to make unilateral progress in this regard. However, the RCS BiH at governance leadership level seems to have coalesced their thinking on future RD to a broad 'concept' of a combination of remuneration from the authorities for RC services provided, (legalised by a Red Cross Law) and financial support from sister NS for its standing process. It is necessary to find adhoc 'counterparts' to implement the programme activities through involving service programme managers, which has been reasonably successful in terms of activity implementation.

For the moment, the RCS BiH perceives its fund-raising 'strategy' in terms of building partnerships with sister NS and the BiH government structures. It does not, for good practical and cultural reasons, see natural liaisons developing in the near term between the RCS BiH and the private sector. The private sector is still largely recovering from war and is struggling with the transition from socialism to a market economy. In addition, the RCS BiH traditionally sees itself as a service provider to the government within the field of health and social welfare and hence expects the government to be its primary funding partner.

The RCS BiH does not see the need to promote itself as a priority. This whole area needs to be worked on and prioritised on the RCS BiH agenda and remains a challenge for the OD programme in 2002.

The foreseen time frame for achieving an operational NS has been too optimistic. Key co-ordinator positions still need to be filled, i.e., an executive officer/ Secretary General and a Finance Manger. This has slowed the implementation of activities in terms of co-ordination, communication and working through a focal person.

The Resource Development programme is now an integrated component of the overall International Federation assistance strategy to the RCSBIH, and is engaged in NS capacity building through engaging with its service programmes. The programme now better reflects the International Federation's approach to RD and has been adapted to the circumstances particular to BiH. The approach has been accepted by the RCS BiH and the ERC,

although ownership of the process would not appear to be as strong as hoped for, but it is evident that a process has commenced at leadership level in this regard. RD will be fully integrated into the Federation OD programme for 2002 /2003. It is not recommended that the delegate position be replaced after the termination of the current delegate's EOM in May 2002. Space for the RCS BiH to reflect on its RD and fund-raising strategies must be afforded at this stage.

### **Youth Development**

**Objective 1:** *To assist in assessing the RCY needs and building an adequate RCY structure in governance and volunteer management and its target group.*

Leadership meetings were held with relevant ID/RD workshops (BLTC, SLTC and Leadership meetings) during the reporting period. The Federation RCY policy and strategy were implemented through workshops and seminars by the Youth Development delegate. Training of RCY volunteers in the Youth Development Programme was also successfully implemented during the Leadership trainings. RCY reviewed the ERC statutes in order to clarify the position and role of RCY within the RC structures. As a result, the participants suggested the establishment of a national Youth Council.

**Objective 2:** *To increase the number of Reproductive Health Peer Education Programme trainers by 80 more volunteers by March 2001, to train an additional 4.000 youth volunteers by the end of 2001.*

In conjunction with the reproductive health peer education programme, RCY reproductive health trainers educated 109 RCY members throughout the country. For details on the activities in relation to the achievements of this objective see the Health programme section above, objective 4.

**Objective 3:** *to involve RCY in DPP.*

First Aid training and competition at local, Regional/Cantonal and entity levels was implemented with a total of 2376 RCY participants. Youth concluded to have a common literature of FA and to have FA competitions at the national level.

**Objective 4:** *to increase the number of Red Cross youth members involved in the HCP.*

The HCP has attracted 417 new RCY members who took part in assisting elderly beneficiaries at home by socialising with them, helping in the house and by distributing relief items as part of the ongoing HCP. Also, RCY fully participated in all HCP meetings. See HCP section above.

**Objective 5:** *to support participation of youth in advocacy and cross-entity reconciliation activities*

Three preparatory meetings were held on promotion of tolerance and promotion of humanitarian values in co-operation with Friendship Without Borders. A total of 49 RCY participants from eight NS (Norway, Macedonia, Albania, Yugoslavia, Croatia, Slovenia, Switzerland and BiH) have participated in the conference, held in Neum in August. Concurrently a senior leadership meeting was held. Two cross-entity summer camps were implemented with the participation of 200 youngsters. A RCY Conference was held in July. Finally, six workshops regarding advocacy for reconciliation and tolerance were carried out.

#### ***Additional achievements/ activities:***

- Thirty cross-entity meetings, workshops, training events and seminars were conducted June -December 2001, with a total of 541 participants.
- Sixteen RCY trainers trained 153 new RCY members in the BLTC.
- The RCY trainers (VCA techniques) from BiH facilitated two training events each in Slovenia and Romania.
- Two RCSBiH RCY representatives attended the 5th Regional RCY Conference, held in Budapest.
- 20 000 copies of RCY brochures, 2000 posters, 250 stickers, 1000 badges, 2000 pens, 10 000 ID cards and 4000 leaflets were printed in the three official languages of BiH and were distributed to the volunteers.
- From 3130 RCY members in June 2001, membership of volunteers increased approximately to 3500 in December 2001.

Although RCY have made significant progress in establishing their presence within the NS and ERC governance structures, there is still a distance between RCY and their adult counterparts, particularly at Cantonal, Regional

and municipal levels regarding management and programme implementation. This gap needs to be closed for RCY to fully participate in and contribute to the development of the RCS BiH and its programmes.

During the last six months of 2001, the reconciliation aspect has taken a very big step forward. The tasks for the next six months were agreed upon during two ERC conferences: to create a national RCY body; to establish a coordinator position within the RC FBiH; to increase RCY membership; to continue to improve RCY cross-entity co-operation and communication; to achieve a stronger youth overall involvement, including DP/DR programmes; to include the RCY in all management and government bodies of the local RC organisations; and to adopt existing material for RCY FA training.

### ***Regional Co-operation***

This programme area was not included in the BiH Appeal 2001 /2001. Nevertheless, within all core areas there has been increased co-operation and co-ordination with the Regional Relegation.

### ***Co-ordination and Management***

The establishment of the RCS BiH created a new environment for further development of the RC structures in BiH. This forced the Federation Delegation to be more proactive and efficient in assisting the consolidation process of the newly formed NS, including national and international recognition. The role of the NS governance and management bodies, their relations with the ERC became one of the highest priorities for the NS leadership. The objectives included in the Appeal were adapted to the new realities and a number of steps have been initiated by the Delegation in order to support the NS undertakings in its standing efforts, and to ensure the continuity of the ongoing RC programmes.

**Objective 1:** *to help build further confidence and strengthen co-operation between the two ERC organisations during the next two years;*

With the establishment of the NS, a number of RC programmes such as DP/DR, Tracing, Repatriation and Return, international and regional relations/ co-operation, required a more global approach. The delegation encouraged the ERC to work together regularly, in order to find solutions for common problems. The Federation facilitated the NS/ ERCs efforts by providing technical, operational and advisory assistance. The international community has been regularly updated regarding the activities of the Federation and the establishment of the RCS BiH.

**Objective 2:** *to provide continued advice and support to the process leading towards establishment of the RCS BiH.*

This was fully achieved by the establishment of the RCS BiH, after which activities were very much focused on NS capacity building. This included governance and management, programme planning and implementation, human and financial resources, communication and promotional activities, technical facilities and logistics. Necessary equipment and supplies, as well as the part of the International Federation's delegation office facilities, (big enough to meet the minimum office requirements of the RCS BiH HQ), were provided to the NS to set up its HQ and become operational. In logistics the delegation has supported transport by lending the NS vehicles, but later this year the NS will make its own vehicle procurement.

The Federation also facilitated the process of the establishment of the NS HQ by providing consultancies and advice regarding the HQ staff regulations and recruitment and design of the job descriptions. Regular meetings were held with the Chairman of the RCS BiH Presidency to discuss issues of common interest. Counterpart relations were established between the delegation and the newly recruited NS HQ staff. Relevant regulations concerning the use of the Federation funds by the NS HQ have been introduced. In the area of finance, the NS is slowly strengthening in this regard by making financial journals while an established software system will be installed.

Special attention has been paid to co-operation with the ICRC. Regular meetings were held at all levels, including the field offices, in order to achieve efficient collaboration in supporting the NS. Evidence of this collaboration was the thoroughly agreed steps in facilitating the NS recognition process. As a result of the agreed performance between the two international RC bodies both at delegation and Geneva levels soon after its

establishment, the NS was recognised by the ICRC on May 8 and provisionally admitted as a member of the International Federation on May 16. The co-operation with the ICRC is also efficient in terms of the NS programmes including OD, DP, Communication and Humanitarian Values, Health Education (FA) and Home Care.

An emergency flood appeal was launched in June, both by Geneva and from the Field, where various embassies were contacted and funds were raised.

### ***Outstanding needs***

By June 2001 the objective of Resource Development being considered an integral component of the OD process had been largely achieved. The final act in a long and complex process of reconciliation and formation culminated in the admission of the RCS BiH to the Federation in November 2001. The OD (ID and RD) continues to negotiate, lobby and discuss with the RCS BiH and its ERC the need and importance for strategic planning. It is believed, however, that the notion of a joint RCS BiH National Strategic Plan is now accepted, which will reflect the programme priorities of the ERC.

The response to Appeal 2001/ 2002 has been disappointingly weak, despite the fact that the newly established RCS BiH is facing many complex problems. This fledgling society requires timely, sustained and committed support. The International Federation's assistance is evidence of understanding, and of the solidarity of the Movement. It is also an expected result of the third strategic direction of Strategy 2010. Generous donations from the American, Swedish, Norwegian, British RC Societies and UNFPA have secured funding for OD and Health and Care. However, the core programme areas of DP and Promotion of Humanitarian Values (which may be the most significant for BiH and are certainly a priority for the RCS BiH) have not received any support during the year. Management and Co-ordination were, for the most part, also not covered. It is hoped that the Appeal 2002 /2003 will be more successful and coincide better with donor priorities for BiH.

Important programmes have been prepared and are ready for implementation. Following its recognition as one of the newest national societies, the RCS of BiH is ready to continue developing and to assume a more active and visible role in the country.

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*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>.*

John Horekens  
Head  
Relationship Management Department

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Bosnia and Herzegovina						ANNEX 1
APPEAL No. 01.54/2001		PLEDGES RECEIVED				05.03.2002
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>5'517'276</b>		<b>TOTAL COVERAGE 38.7%</b>
CASH CARRIED FORWARD				354'867		
AMERICAN - PRIVATE/RC				41'246	13.10.2001	HOME CARE PROGRAMME
AUSTRIAN - RC				1'993	19.11.2001	NS PARTICIPATION TO GA
BELGIUM - RC				1'666	20.11.2001	NS PARTICIPATION TO GA
CANADIAN - RC		3'605	CAD	3'941	30.03.2001	
GERMAN - RC		100'000	DEM	75'211	05.11.2001	DEV OF BRANCHES IN BIH
NORWEGIAN - GOVT/RC		1'078'749	NOK	205'032	03.07.2001	REBUILDING THE RC
NORWEGIAN - RC		84'500	DEM	65'734	16.07.2001	YOUTH DEVELOPMENT
NORWEGIAN - GOVT/RC		2'500'000	NOK	478'260	27.06.2001	HOME CARE YOUTH, FIRST AID
NORWEGIAN - GOVT/RC		173'100	DEM	130'517	19.12.2001	YOUTH SEED FUND
SWEDISH - RC		1'150'000	SEK	199'755	30.03.01	HEALTH & CARE PROG. HOMECARE
SWEDISH - GOVT		1'344'428	SEK	222'503	06.07.2001	HEALTH & CARE, COORD & MGT
PRIVATE ON LINE		5	USD	8	26.02.2001	
UNFPA		112'857	USD	189'035	18.01.2001	HEALTH
SUB/TOTAL RECEIVED IN CASH				1'969'768	CHF	35.7%
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Spain	Delegate(s)			8'542		
Iceland	Delegate(s)			34'825		
Great Britain	Delegate(s)			59'958		
USA	Delegate(s)			59'958		
SUB/TOTAL RECEIVED IN KIND/SERVICES				163'283	CHF	3.0%
<b>ADDITIONAL TO APPEAL BUDGET</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED				0	CHF	
<b>THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:</b>						

