

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

lundi, 20. août 2001

Appeal No. 01.54/2001

Appeal Target: CHF 5,517,276

Program Update No. 1; Period covered: January - June 30, 2001.

“At a Glance”

Appeal coverage: 32.9%

Related Appeals: N/A

Outstanding needs: CHF 3,704,820

Update: Despite the complex problems faced by the Red Cross Society of Bosnia and Herzegovina (RCSBiH), the response to this appeal has been disappointingly weak. Timely, sustained, and committed support is required from donors, particularly in the core programme areas of Disaster Preparedness and the Promotion of Humanitarian Values, two areas which may be the most significant for Bosnia and Herzegovina and which are certainly a priority for the RCSBiH.

Operational Developments:

Following the November 2000 elections the new authorities have focused more on issues of social vulnerability, with an agenda considered to be more reform orientated tackling the deep structural and economic problems that Bosnia and Herzegovina (BiH) must urgently address. Improvements in the overall security situation will lead to the increase in the process of repatriation of refugees and displaced persons. According to UNHCR, 4,026 returns to Bosnia and Herzegovina (BiH) were registered in January 2001. These statistics give a basis for optimism regarding increasing returns during the year. During 2000, 67,445 returns were registered in BiH making a total of 368,576 refugees who returned to BiH in the period from 1996 - 2000, out of which 339,990 returned to FBiH, while 28,586 returned to the Republika Srpska (RS). However, it needs to be stressed, the problem of repatriation is far from being solved. According to UNHCR, over 1,5 million BiH citizens are displaced from their original domicile, either in the country or abroad. There are still 40 tented settlements, where thousands of refugees and returnees live in appalling conditions, awaiting for the restitution of their properties. Should the much hoped for breakthrough in returns occur, this increasing number of the people in need will result in an additional burden on the already over extended operations of government and non-government, local and international humanitarian organizations, inevitably including the Red Cross.

The formation of the Red Cross Society of Bosnia and Herzegovina (RCSBiH), that officially took place on December 15, 2000, is seen as an encouraging step further in strengthening civil society and the country's capacity to deal with its own humanitarian issues. Subsequently, RCSBiH was recognized by the ICRC as the 177th national society in the Movement. The International Federation provisionally admitted the RCSBiH as a member, which will be ratified in November by the General Assembly. Although, there is still a long way to go before RCSBiH is fully operational and effective, it is expected that the coordination of humanitarian assistance assigned to this national society will dramatically increase in the near future.

In the third week of June heavy rain falls in northern Bosnia and Herzegovina resulted in large scale flooding, with over 100,000 people affected and hundreds of landslides. Entire villages and smaller towns had to be evacuated. The Red Cross Society of BiH and the International Components of the Movement were actively involved in the relief effort. (See the emergency appeal issued - Bosnia and Herzegovina : Floods, no 19/2001, issued on 29 June 2001 and subsequent Operations Updates)

Politically the sub region remains volatile. For the past five months ethnic tensions have continued to escalate in Macedonia, resulting in massive population displacements.

Disaster Preparedness

The Disaster Preparedness (DP) programme in BiH was financially supported by the Canadian Red Cross during 2000. Originally we appealed from January to December 2000. Funding was pledged as of March 2000. We requested an extension of the funds sent by the Canadian Red Cross in October 2000. The funds were extended until March 2001. The disaster preparedness appeal 2001 programme has not been supported to date. The lack of support is somewhat baffling when one considers the recent political history of BiH and the continued political instability within the sub region. In addition, BiH is in a region that is susceptible to natural disasters such as earthquakes, droughts and floods. Disaster preparedness is also a core area for the Federation through its strategy 2010. Given these circumstances, the lack of support to a Red Cross disaster preparedness program for BiH is even more difficult to understand. In any event due to this lack of donor support many of the objectives and activities proposed in the appeal have not been achieved.

Goal: to support Entity Red Cross organizations (ERCs) / RCSBiH in establishing a community based DP network in Bosnia and Herzegovina, the following Objectives and Activities were planned:

Objective 1 to continue to negotiate the Red Cross' role and responsibility in disaster preparedness with mandated governmental and non-governmental agencies.

Activities proposed in appeal 2001 / 2002 :

- meeting with appropriate governmental and non-governmental agencies to negotiate the Red Cross' DP role in BiH;
- developing Memorandums of Understanding between the ERCs and governments, state institutions in charge of DP, community based authorities, governmental and non-governmental organizations dealing with DP;
- gaining approval from governing boards of the two ERCs for the role defined and the memorandums achieved with other bodies involved with DP;
- organizing joint workshops with the representatives of the ERCs, governments, authorities and agencies dealing with DP.

Achievements to Date

Contacts regarding the Red Cross role in DP were established with Entity Governments, BiH Government, UNHCR, IOM and UNDP. In February 2001, the Ministry for European integration of BiH organized a meeting regarding DP activities in BiH. Participants included relevant ministries, civil defense, the seismological institution and UNDP, as well as the Red Cross. The main topics on the agenda were information exchange on Disaster Preparedness and Prevention Initiative (DPPI) work within the Stability pact for South-Eastern Europe and the strengthening of regional cooperation in DP. The Ministry for European integration of BiH, as a coordinator for such activities, gathered all relevant actors in DP to prepare the final report for DPPI Working team on the possible risks and risk prone areas in BiH, levels of public awareness, existence of national plans and procedures and responsibilities in case of disaster. It has been decided that all institutions should establish close cooperation regarding this matter.

The ERCs are not yet recognized as a counterpart by the international organizations who have a mandate in DP. The Red Cross of Republika Srpska (RCRS) is, however, recognized within that Entity's government authorities as a partner for DP / DR. For Red Cross of the Federation of Bosnia and Herzegovina (RCFBiH), there is not yet similar recognition. Therefore, it has not been possible to develop memorandums of

understanding between that ERC and its entity government authorities. However, the newly formed national society is considered a likely partner by the international organizations and national government. Establishing a memorandum between the RCSBiH and the appropriate partners, both nationally and internationally, will be a priority activity of the program for the next six months.

The ERC have prepared DP plans and both plans have been adopted by the governing boards of the two ERCs. Those plans are in harmony and have been consolidated into a National Society plan. The Governance of RCSBiH have yet to approve this national Red Cross DP plan.

The representatives of the Ministry for European Integration of BiH and Government participated in the regional DP workshop organized by the regional delegation. The goal of this workshop was to discuss the role of an National society within a national context, its organizational set up and management in case of disaster.

Objective 2 to support establishment of the ERC organizations' DP network by the end of 2002.

Activities proposed in appeal 2001 / 2002:

- printing and distribution of DP rules and regulations, forms and related public information materials in cooperation with the information department by September 2001;
- meeting with the two ERC commissions in order to complete the national DP plan by March 2001;
- establishing the DP network, regulations and rules for disaster relief;
- evaluating available financial, human and material resources needed for DP based on results of the vulnerability assessment, in close cooperation with the ID/RD department;
- determining a funding strategy for DP with the two ERC commissions by August 2001.

Achievements to Date

As previously mention the appeal 2001 /2002 has not been supported. Likewise the delegation appeal for promotion of humanitarian values has neither been supported. The first activity in this objective as seen as a linking activity between the two programs. Because of this very difficult funding situation this activity has not been commenced but continues to be a priority should funding become available.

As detailed under *objective 1* above the two ERCs' for their part have finalized their DP plans which have been adopted by the boards of two ERC. DP teams from both ERC was established and meet regularly to discuss further activities. A DP network is explained within the ERCs' DP plans. The DP teams have prepared a DP database based on the findings of the vulnerability assessment which has been submitted to the ERC Head offices the National Society (NS) headquarters. The data base has also been shared with the ID/RD department will use this data base together with the branch data base to assist it to identify branches requiring support and assistance within their piloting program. The final activity is due to commence in August 2001

Both ERCs are very aware of the funding difficulties for this priority program. The funding requirement of this program at ERC and national society levels has been discussed in detail during the preparation of DP plans. The national society and its component ERCs look to the Federation and the ICRC as initial funders of this program. The hardware element to the program such as: the construction of warehouses and establishing stocks of distribution items, will be presented to the Stability Pact for South Eastern Europe for potential funding.

Objective 3 to ensure participation of Red Cross youth in DP activities. Red Cross youth leaders will participate in DP-related workshops, and further disseminate information on DP to members of youth groups. Youth will be targeted especially in materials produced for public awareness and community based education campaigns.

Achievement to Date

It is planned that Red Cross youth will participate in DP-related workshops, and further disseminate information on DP to members of youth groups. Youth will be targeted especially in materials produced for public awareness and community based education campaigns. However it stressed that DP education through workshops hasn't started yet due to the lack of the funds.

Objective 4 to work closely with the ICRC on their new initiative to support the ERCs in preparedness for conflict situations as part of their overall DP programme. Various sessions will be held with the ICRC and the ERC organizations regarding conflict preparedness in order to ensure understanding of the concept and to design a plan for it which will be integrated into the overall DP programme.

Achievement to Date

The Federation and the ICRC delegations have had several meetings and agreed on cooperation and a definition of the respective roles in DP activities. It was mutually agreed that the ICRC has responsibility for conflict preparedness including tracing and dissemination of International Humanitarian Law in emergencies and times of disaster. The International Federation has the lead role in assisting and supporting the RCSBiH with its DP activities. Various sessions were held with the ICRC and the ERCs regarding conflict preparedness in order to ensure a better understanding of the concept and to design a plan into how conflict preparedness can be better integrated into the overall ERC DP plans and programme. The ICRC has prepared operational standard procedures for the RCSBiH regarding conflict preparedness. This document will be submitted to ERCs' DP coordinators for consideration and possible inclusion as an annex to the ERCs' DP plans.

Objective 5 to develop and improve the internal and external DP communication and information systems of the ERC organizations.

Activities proposed in appeal 2001 / 2002:

- preparing special radio and TV programs on possible disasters in high-risk communities using experiences from within the region;
- informing the general population about the Red Cross' role in case of disaster, in coordination with local media;
- publishing leaflets and brochures on preparedness for disaster situations;
- supporting the ERCs in establishing a DP information system and data base on availability of existing resources.

Achievement to Date

The internal communication between the entity DP coordinators has significantly improved with now excellent and close cooperation established between the two. As a result of their participation on the regional DP workshops, the ERCs' DP coordinators have now established very good contacts with DP coordinators from neighboring NSs. As detailed above in *objective 2* the ERCs have established DP database of the existing resources within their organizations based on the information gather during the assessment. Other activities detailed in the appeal remain a priority for the DP programme but, once again, due to lack of support it has been impossible to begin those activities - in particular the activities relating to external communications and public information / awareness campaigns

Objective 6 to raise community awareness of mitigation activities planned by the ERC organizations.

Activities proposed in appeal 2001 / 2002:

In close cooperation with the information and health departments, mitigation activities and community based public education will be undertaken by the ERCs. Volunteers will receive appropriate training in first aid and water/sanitation health by experienced ERC staff in close cooperation with the health department to qualify them to respond in emergency situations.

Achievement to Date

The ERCs / RCSBiH disaster preparedness plans detail, that in close cooperation with the information and health departments disaster mitigation activities and community based public education will be carried out with specified volunteers of the red cross organizations. Volunteers will receive the necessary training in first aid, water/sanitation, and health related issues in emergencies by experienced ERC staff in close cooperation with the health department which will train those volunteers to respond effectively in emergency situations. The ERCs / RCSBiH have already chosen the first group, which will be a mixture of Red Cross professional

staff and volunteers to be trained in those DP skills. Regretfully, due to lack of funding, this activity has not commenced in the current period under review but remains a priority area for the Red Cross and its disaster preparedness programme in BiH.

Objective 7 to finalize the planning for the creation of emergency units at the headquarters, regional/cantonal and state levels of the ERCs.

Activities proposed in appeal 2001 / 2002 include planning for training of ERC staff to form emergency response units complete with two first aid provider, a driver, a rescuer and a logistics/relief person and organizing exercises or simulations once or twice per year for them and other agencies involved or interested in DP.

Achievement to Date

As detailed in the appeal 2001 / 2002 we had plan to implement the activities in relation to this objective in 2002. However, the plan for training of ERC staff to form emergency response units consisting of two first aid givers, a driver, a rescuer and a logistics/relief person and organizing exercises or simulations once or twice per year for them and other agencies involved or interested in DP is already completes and forms part of the ERC DP plans.

Objective 8 to utilize existing capacities and experiences of volunteers and involve them in DP planning and training. Existing human resources (such as experienced home care volunteers) of the ERCs will be involved in planning, knowledge sharing and training activities for the DP programme. Workshops will be organized for ERC staff, volunteers and representatives of governmental and non governmental bodies to introduce international minimum standards (such as those developed by the Sphere Project) when conducting emergency operations.

Achievement to Date

The activities under this objective were not planned in the appeal 2001 /2002 to be carried out in the period under review. However, and yet again, it must be stressed that even if they had had been, then due to the weak response to the appeal we would not have been able to undertake those activities due to the funding constraints.

Objective 9 to improve communication and information systems between the two ERC organizations. Activities will include the creation of joint promotional materials and web site, and organization of joint press conferences.

Achievement to Date

Many of those activities were to be run jointly with the information departments of the delegation and the ERC who appeal for funding under the programme area - Promotion of Humanitarian Values. As previously stated Joint promotional material and web site haven't been established due to the lack of funds.

Constraints

At the risk of being repetitive, the major constraint of this programme has been the complete lack of a response from the donors to fund this program. In fact without the negotiated extension of the carry forward funding from the Canadian Red Cross no activities could have been possible in this area. Disaster preparedness is a priority area for the newly formed Red Cross Society in BiH and its component Entity Red Cross organizations - a priority programme that they would appear well placed to implement effectively given their experiences and national coverage. It is also a core area within the Federation strategy and as such is a priority program for the Federation assistance to BiH. This is a program area that the Red Cross has a distinct competitive advantage and is perceived as an area of expertise for the red cross amongst other (international) agencies working within BiH and the region. (Reference the DPPI of the Stability Pact report for the sub region May 2001 which makes special to the regional and national Red Cross structures)

For the Red Cross in BiH it has been a traditional program area and one that is identified in the public perception of what the Red Cross should do. It would also seem to be a program area that is particularly relevant to BiH given its recent history and its exposure to risk of natural disaster. It would not appear, however, to be a priority for the donor national societies. As many of those participating national societies are 'bilateral' active BiH, the explanation that programme funding for BiH even for Federation priority program is difficult is then considerably weakened. One can only assume them that the programme area is not a priority for the donor National Societies despite strategy 2010 being also their strategy as members of the International Federation.

The programme objectives and activities as outlined in the appeal 2001 / 2002 have been seriously curtailed or have had to be postponed due to the intolerable funding situation. It is difficult to now prioritize the objectives that we will try to achieve meet and the activities that we should plan to carry out for the remainder of the year as we not received any pledges to date. There in the context of this uncertain funding the programme remains on hold but with the same goal objectives and activities. Should funding become available then *objectives 6 and 8* will be a priority areas for Federation assistance in the coming months.

Conclusions

While there currently does not exist a national red cross law within BiH nor with the Federation Entity of BiH which would attribute a statutory right to the Red Cross to be involved in this programme area, the National Society and its component ERCs have made significant progress in planing their role in DP. The lack of a clear statutory roles may effect the RCSBiH ability prepared and respond effectively at times of disaster time but it is difficult to see how restrictive this constraint could be in view of the fact that we have not been able to commence many of the activities due to lack of funding.

The recent floods, as detailed in the emergency appeal: "Bosnia and Herzegovina floods" (no 19/2001) was an excellent test case for the Red Cross disaster preparedness plans in BiH. Many positive results were noted, such as a rapid response from the municipal Red Cross organizations in the affected areas, excellent cooperation between the red cross volunteers and the civil defense and strong support by the National Society to the International Federation FACT team. However, weakness were also apparent, principally the weaker than expected coordination and communications between the ERC's DP teams. This is an area that the national society and ERC will prioritize in the coming period.

Despite the fact that we have received a zero funding response for DP Appeal program, the RCSBiH together with the International Federation Delegation has achieved the following:

- ERCs' DP plans are completed and adopted by ERCs' boards. The national society DP plan has been prepared and will be shortly adopted by the Governance Board;
- DP database was completed based on the information provided by the VCA;
- ERCs have clearly identified the roles and responsibilities of the Red Cross in case of disaster in their DP plans;
- Already established contacts with the Entity and State Governments have been further reinforced and formalized;
- ERCs / RCSBiH are ready to start with DP training and education of Red Cross staff, creating of emergency response units and commencing public awareness campaigns;
- Other national societies in the region now recognize the RCSBiH as a full partner and regional cooperation has been established.

Should we receive the much needed funding promptly for this priority program, DP will be able to achieve *objectives 2, 3, 6, and 8* as detailed in the Appeal. If sufficient funds are available on a timely basis, all objectives as detailed in the Appeal 2001 - 2002 will be achieved.

Humanitarian Values

Goal: The creation of contemporary information departments at the ERCs with developed operational frameworks and sustainable strategies for promotion of humanitarian values, advocacy and Red Cross information activities.

Objective 1 to develop and strengthen the information and communication policy of the ERCs according to the Federation's "Strategy 2010", enhancing their information departments and developing an innovative and more contemporary image of the Red Cross' activities in BiH.

Activities proposed in appeal 2001 / 2002:

- drafting of a communication policy framework, including a code of conduct for external relations, through meetings with the ERCs and a two-day workshop by January 2001;
- in celebration of the international year of volunteers, creating a core group of volunteers as candidates for future information department staff at the ERCs/national societies;
- designing of a new public relations strategy to enhance the image of the Red Cross based on results of the public opinion poll conducted through the institutional development programme;
- supporting the production of a promotional brochure and the Red Cross of Bosnia and Herzegovina web site after creation of the unified national society.

Objective 2 to improve internal and external communications of the ERCs and to promote sound cross-entity cooperation.

Activities proposed in appeal 2001 / 2002:

- updating, in cooperation with the institutional development programme, communications equipment at the cantonal/regional level of the ERCs and the plan of action for coordination of their networks, both within and between respective entities by March 2001;
- establishing autonomous ERC information departments (staffed by an information professional and two volunteers) with clear job descriptions and duties;
- forming information teams at the cantonal/regional level comprised of one to three volunteers led by volunteer professional journalists with clear information duties as most of them are presently home care volunteers or activists as well;
- creation of a humanitarian information and documentation resource center in the ERCs' headquarters complete with a newspaper library, photo archive, Red Cross and Red Crescent Movement publications and relevant documents from NGOs by February 2002.

Objective 3 to promote reconciliation among ethnic groups in BiH by disseminating the Movement's fundamental principles, International Humanitarian Law, and humanitarian values through all Red Cross programs. A strategic plan for dissemination activities (such as forums, concerts and talk shows) will be developed in close cooperation with respective Secretariat technical departments and the ICRC in BiH to target ERC staff and volunteers and university-level journalism students. At least two round table discussions will be organized for international and local journalists and local and international Egos on the topic "Humanitarian Information and Journalism". The first round table will coincide with World Red Cross and Red Crescent Day celebrations in 2001, the second one in November 2001 and a potential third one in May 2002. It is also planned to eventually establish a Red Cross of Bosnia and Herzegovina humanitarian award.

Objective 4 to assist and support current Red Cross programs in their advocacy, information, promotion and lobbying activities. The resource development programme will be supported with activities to promote the World Red Cross and Red Crescent Day 2001, the year of volunteers, the pin Campaign, production of calendars and other fundraising campaigns. The youth development programme will be assisted in production of its newsletter and in training youth groups on reporting and information guidelines. Also, assistance will be provided in translating the programme of a communication skills seminar used by the Spanish Red Cross which will then be held in BiH during 2001. An advocacy campaign will be organized in coordination with the social welfare department to promote awareness of the needs of the elderly in BiH by October 2001. The disaster preparedness programme will be assisted with background information and production of materials for its public information campaign. To support and advise the Health Program on the Blood Donor Recruitment Campaign, Public Health Education campaigns and First Aid activities through the technical advice in the production of promotional Materials. Events such as a reception and at least two field visits will be organized

to attract media attention to the activities of the ERCs and to lobby diplomatic missions in BiH. Also, contributions of stories, articles, reports and pictures about ERC activities will continue to be made for use in Federation publications and its web site as well as to campaigns organized by the regional delegation's information programme.

Achievement to Date :

While this appeal programme was not supported, certain achievements can be noted over the past six months. The entity red cross organizations information departments and information officers are well prepared and highly motivated to implement this program should funding be pledged - although it must be stressed that in the absence of confirmed funding this interest and motivation will be very difficult to maintain. The National Society and its component entity organizations see the programme as a core area and a priority program for BiH. Because of the close liaisons this program area has with the other programs certain other activities have been undertaken. A Red Cross Society of BiH promotional brochure was prepared for the partnership meeting held in March 2001. The information department was a focal point for Red Cross day planning and activity preparation. A nation wide poster campaign was carried by the ERC and RCS BiH featuring the power of volunteers within red cross services in BiH for Red Cross week. A national broadcast recognizing the work and role of volunteers in the Red Cross was transmitted on National TV on May 8. Press releases were regularly compiled and issued in respect of major red cross achievements; the partnership meeting held in March 2001, the recognition of the National Society by the ICRC and admittance by the Federation, significant donations through the National Society etc. Cooperation with the ICRC communication department was a major feature of the activities during the period.

Conclusion

Promotion of humanitarian values is a core area of support for the International Federation as outlined in *Strategy 2010*. It was a new programme area in the appeal process 2001 /2002. Considering the BiH context and its recent history this program should be considered a priority for the Red cross structures in BiH. It is a priority programme of the newly formed Red Cross society and its component ERCs. It is also a priority programme for the Federation and its assistance strategy to this newly formed, but fragile, National Society, having very close liaisons and joint activities with the other programme areas.

It would not, however, appear to be a priority area for the donor national societies, many of whom have been, and are still, active 'bilaterally' within BiH. To date we have received no funding commitment for this programme area. Without funding, particularly in relation to promotional and informational activities, the new National Society - the RCS BiH - can not position itself nor promote itself adequately, in what is a very hostile and competitive environment for humanitarian organizations. Goals, for example, like financial self reliance of the National Society, which is an often cited congruent goal of supporting national societies, are simply not achievable without this program and its related activities. The delegation again requests support for this program from the donor national societies as a matter of priority.

Health and Care

Health and Care in the community

Goal : Entity Red Cross organizations considered active partners in the public health education, blood donor recruitment and first aid fields, positioned within the wider welfare system of BiH. Continued home care assistance to at least 10,000 vulnerable elderly.

(i) Health programme

Objective 1 to promote and support the blood donor recruitment programme in BiH. Activities to achieve this objective will include revision and preparation of information and promotion materials, in cooperation with the information department, to conduct a blood donor recruitment campaign throughout the country in May 2001.

Achievement to Date :

In the appeal document 2001 /2002 liaising activities were incorporated within the program area to have a more consolidate and team approach to our assistance to the ERC's and the emerging National Society. As stated above the appeal area - promotion of humanitarian values has had a zero response to its appeal. While the health department provided their advice on the technical content for the BDR campaign, unfortunately the information departments resources did not extent to cover the printing of those promotional and informational materials. For the next six months the health department will support the National Society's involvement in the 8th 'International Colloquium on Blood Donor Recruitment' - September in South Africa. We will also support representatives form the National Society attend a courses on 'The Future of Blood Safety, a challenge for the whole Europe' to be held in Sarajevo next October under the auspices of the European School of Transfusion Medicine.

Following those courses we will support the National society to organize workshop for red cross activists involved in Blood Donor Recruitment through BIH. Information and promotional materials will be designed and distributed for this purpose and for the BDR program.

Objective 2 to maximize cost recovery of the first aid programme during 2001 - 2002. After an assessment of the income generating potential of the current first aid programs of the ERC organizations, a market survey will be conducted in the wider community and a programme for cost recovery will be designed.

Achievement to Date :

In conjunction with the resource development programme a concept paper to expand the first aid (FA) courses provided by the Red Cross in BiH was developed. Providing appropriate and professional first aid courses to the general public is seen as a significant potential source of own generated income for the Red Cross in BiH.

During the partnership meeting held in March 2001, the Norwegian Red Cross, a lobbying term supporter of Red Cross First Aid training in BiH were approached regarding this concept for future funding. The desk officer was interested in the impact of the Norwegian donations on the development of the FA programme over the past two years and the plans for the following six months. The programme in the past has focused on the technical support to the Red Cross FA programme - 51 FA cabinet were equipped and a new manual for learner drivers was printed for BiH. We stressed that future priority Federation support to the FA programme would focus on the creation of new FA trainings courses such as Basic Life Support Training, Child Accidents etc. The Norwegian Red Cross indicated that it was willing to support this new development.

Initial contacts have been made to the relevant ministries to explore where the Red Cross can position itself to become a supplier of first aid courses within BiH. Initial investigation would show this to be a particularly competitive environment with health centers and the emergency service competing for the same market share. The initial planning process for further developing FA training to include Basic Life Support training was approved by the respective Health Commissions in both ERCs. The training of trainers in Basic Life Support will be organised in October 2001 with the technical support of Norwegian Red Cross instructors.

Improving the service delivery of this new first aid training together with the existing first aid courses offered will continue to be a joint objective of the health and resource development assistance programs of the federation funding permitting.

Objective 3 to encourage cross-entity cooperation and reconciliation through the health programme. The ERCs will be encouraged and supported in organizing local and, in particular, national first aid youth competitions.

Achievement to Date :

Due to funding difficulties the delegation health programme did not support directly first aid competitions. However, the ERC organizations continued with their first aid youth competitions albeit on a reduced scale. As a partial achievement of this objective the programme has encouraged cross entity cooperation and reconciliation through the reproductive health per education programme, managed by the delegation (for further explanation see objective 4)

Objective 4 to support implementation of the reproductive health peer education programme. Training of 80 peer educators will be carried out by Red Cross reproductive health trainers by March 2001. These newly trained peer educators will run workshops on reproductive health in secondary schools and various youth organizations, targeting 4,000 youth by December 2001. This programme was funded by UNFPA and due to a cut back in its funds worldwide in 2000, some of the work which was planned for last year, will be completed in 2001.

Achievements to Date :

Achieving this objective through its related activities have being the main focus of the Federation health programme in the period under review.

A three day workshop for training of trainers of Reproductive Health (RH) was organised in the RS entity, from January 26 to 29. The focus was on developing communication and presentation skills.

A two day training of trainers was held in FBiH, from February 10 to 11. Trainers discussed the connection between intravenous substances abuse and spread of HIV/AIDS and STIs. An ex-drug addict was the guest lecturer and shared his personal story with the participants.

Under the auspice of IOM, a meeting was held in February to exchange information about different health projects within BiH regarding the prevention of HIV/AIDS and other STIs. Representatives of WHO, UNICEF, UNAIDS, LILA and IOM Italy, UN and the International Federation attended the meeting. We presented the International Federation / Red Cross Society of BiH programme on RH through Peer Education in the country which attracted significant interest during the meeting.

A two-day workshop on RH for the core group was held February 24 and 25. Concurrently the Red Cross Youth Basic Leadership Training Course was held in the same premises providing an excellent opportunity for the Core Group to conduct a Reproductive Health programme presentation and disseminate goals and objectives of the RH programme.

In February a pilot presentation about different RH issues was held in a selected secondary school in RS by the Core Group. 60 students attended who enthusiastically accepted the materials. The event was covered by the local TV and newspapers.

During March 16 (sixteen) trainers of the Core Group passed the final exam for Trainers of Peers . The exam commission consisted of two medical doctors from Entity Red Cross Health Commissions, two Co-ordinators of the Project, and the International Federation's Health Program Manager.

During the month of March a selection of new group of future Peer educators to attend Reproductive Health training was completed. Members of this group were selected from four cantons of FBiH - Tuzla, Travnik, Zenica and Mostar, and four regions of RS - Sarajevo-Romanija, Doboje, Foca, and Bijeljina.

A four day workshop for training of new 109 Peer Educators was organised in March. The training, which was successfully conducted by the core group focused on forming groups to work with their senior trainers in the following three months, and informed the participants on basic information about the project. This training was also viewed as a practical exam for recently licensed trainers of trainers.

After the initial four-day training of 109 Peer educators in March 2001, the core group of trainers continued to implement the planned project activities in 8 cantons / regions of Bosnia and Herzegovina through April, May and June 2001. During this period they covered issues about anatomy and physiology of male and female reproductive systems, prevention of unintended pregnancy, sexually transmitted diseases, and HIV / AIDS. The workshops were held twice a month and presentations on topics mentioned above were very well attended by student population. The final presentations will be held at the beginning of July before the end of academic year.

Two presentations on Reproductive Health Education through Peer Counselling was held in April. The presentation in Brcko was specially important due to the presence of members of UNDP and UNFPA Executive Board. More than 100 high school students were involved in this interactive presentation on different issues such as HIV/AIDS and other STIs, methods of contraception, and safer sex in general. The UN member states representatives were pleased to see such progress of the programme as well as the interest among youth for this kind of education.

The Annual Project Review meeting on Reproductive Health Education through Peer Counseling was held in the Federation in April. The UNFPA specialist in Reproductive Health Commodities and a representative for Arab States and Europe together with representatives of FBiH Ministry of Health and Public Health institute, the RCFBiH Health Co-ordinator, two trainers of the Core Group, and representatives of the International Federation participated in the meeting. The meeting reviewed the progress and achievements and discussed further plans of the project. Constraints and recommendations to further improvement of the project were also discussed. Questions regarding the self sustaining of this project and the necessity of this kind of education for young people was raised with the focus on the leading role of entity ministries of health and education in the future. The project was evaluated as highly positive.

The Third Sub regional Peer Education Workshop was held in May 2001, under the auspices of UNFPA and UNICEF. Young people involved in Peer Education from five countries - Bosnia and Herzegovina, Federal Republic of Yugoslavia, Former Yugoslav Republic of Macedonia, Republic of Hungary, and Czech Republic - participated in the workshop. The Red Cross Peer Education project on RH, funded by UNFPA, was presented by RCFBiH Health officer and two trainers of trainers from both entities of BiH.

The materials for three booklets on Reproductive Health issues - STDs, HIV / AIDS, and Safe and Sound Sexuality in Youth - have been drafted and sent to UNFPA for review before printing. Printing is planned during July.

The Inaugural Conference for the Modernization of Primary and General Secondary Education in BiH was held in June under the auspices of the European Commission - Technical Assistance to Education Reform in BiH. Since one of the objectives of the reproductive health education through peer counseling project in BiH is the development of national strategy for reproductive health of young people and for sexual education to be part of the regular school curriculum, the International Federation health program manager participated and advocated the need for sexual education in schools. The transformation of the school system is a long term process, so this conference was seen as an initial step in that direction. It was stressed that all stakeholders involved in reproductive health, i.e.. ministries of health and education, health professionals, international organizations and NGOs, should take part in this process.

The International Federation is a member of a UN sponsored coordination group whose role is develop policy guidelines for HIV specific to BiH. UNICEF is the lead UN organization in this regard. All organization with programs actives in the sector were invited to offer suggestions for this policy guideline.

The delegation health program manager participated in the workshop on "Prevention and Treatment of HIV/AIDS in the Balkans" which was held in Rome in June 2001. The purpose of the workshop was to establish a regional network of organizations and people involved in this field. This activity has links to the blood donor recruitment.

Objective 5 to promote the prevention of tuberculosis. A week long tuberculosis prevention campaign targeting the general public will be conducted by the ERCs in September 2001.

Achievement to Date :

This activity is planned for September 2001. The planning of this activity is currently ongoing.

Conclusion and Constraints

While the UNFPA funded peer education reproductive health program is being implemented without significant constraints the same cannot be said for the other health programme objectives. Again, the

overriding constraint would appear to be weak funding commitments from the donors. Public health education is an neglected area within BiH and the Red Cross through its traditional association with Blood Donor Recruitment its profile as a (limited) provider of first aid training and its involvement in public health education in the past would give it a strong competitive advantage become an active partner in those fields as stated in the goal of the project. However this is weakly funded both inside BiH through the traditional budget channels and latterly through the international red cross net work.

It should also be noted that other components of the movement are involved in health initiatives in BiH - some initiatives are tentatively tied to the National Society . At times it appears that there is little Red Cross space left to the National Society to implement its health (education) programme and the proliferation of red cross health initiatives within BiH can confuse the ministries and other organizations and indeed donors involved in this sector. This can at times be a constraint to this program.

The roles of the Red Cross within BiH is not yet covered by a Red Cross law that is applicable to the entire country, as mentioned in disaster preparedness section of this report. This has implications for the Red Cross Society of BiH in its goal to become an active partner and auxiliary to the authorities in the fields of public health education, blood donor recruitment and the provision of first aid. This lack of a statutory base is particularly relevant when the National Society will attempt to generate revenue form those traditional services. The National Society needs to be vigilant in this regard when reviewing draft Red Cross laws.

(ii) Home Care Program

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 home care programme working group will be expanded to include ICRC as well as the ERC organizations and International Federation. This group will continue to work on the strategy and plan of action and monitor progress in relation to the long term vision for the programme. A round table will also be formed which will involve the World Bank, the Office of the High Representative, government policy makers, donors and other welfare providers to provide an input and advice to the working group.

Achievement to Date :

A home care management group was established in late 2000 comprising the entity home care coordinators and key home care regional and cantonal program managers and the Federation delegation home care programme manager. This management group meets on a monthly basis and has as its main task to create and ensure the fulfilment of the programme's vision through preparing and finding agreement for a coherent strategy and plan of action. In March the management group was expanded to comprised the International Federation delegation OD delegates, senior programme coordinator and information programme manager to give additional expertise and guidance to the direction of the program .

During March April a series of meetings were held the ERC home care program coordinators and representatives of the IFRC Delegation regarding the future direction of the programme, especially in light of the programme activities and directions that the donors were now willing to fund. The coordinators reported back to the core management group established at the end of 2000 who suggested that the program should continue to be operational at the same level for the period until May / June 2001 with the International Federation continuing the same level of (financial) support. It was further suggested that the management group would intensify their efforts regarding the transition process of the program and reorganise its management delivery system. It was suggested that by June 20 a new operational plan would be adopted that would be in accordance with the circumstances now prevailing in BiH. We suggested a gradual introduction of changes in the programme by means of "pilot" projects in certain municipalities of the country that would be selected according to predefined and agreed criteria. The main idea of the new approach would be to encourage the activities of local Red Cross branches to generate and locate funds within their local municipalities to support their home care activities at branch level.

The activities to create a round table which will involve the World Bank, the Office of the High Representative, government policy makers, donors and other welfare providers to provide an input and advice to the working group have not been taken up in this six month period. Until the Red Cross Society in BiH

formulates its strategy to this significant service program the formation of this round table will not be a priority - It is more appropriate to first formulate and agree the strategy to this program (internally) and then receive input from outside stakeholders.

Objective 2 to advocate on behalf of the ERCs to donors. Direct communication with the donors and coordination of donor response will be undertaken by the Federation in order to allow the ERC organizations to continue providing quality home care services to at least 10,000 of the most vulnerable elderly people in BiH.

Achievement to Date :

A partnership coordination meeting was held in Sarajevo in early March 2001. 15 (fifteen) participating national society attended this meeting. The National Society through its entity organizations presented their priority programme for funding. The Home care coordinators presented the home care program in detail which was enthusiastically received by the donors. Firm commitments from the Norwegian, German, and Swedish National Societies for the home care programme was received.

The delegation successfully negotiation the extension of the Sida funding which was earmarked for the development of the home care program until April 2001. This extension allowed the delegation OD department to become much more implicated in the programme and its development, applying OD techniques to this service programmed.

In the six months to June 2001 the home care program has made direct presentation of the program to the ministries of health and social welfare in a number of cantons and regions in order to attract additional government funding and support to this major service programme. There seems to be a growing acceptance within the relevant government ministries that they should support the red cross to continue the home care programme. These meetings / presentation are further detailed under objective 3 below as those presentation were also designed to meet this objective of advocating on behalf of the elderly with the government.

Objective 3 to assist the ERCs in advocating on behalf of the elderly with the government and other stakeholders. Advocating activities will be carried out by the ERCs to ensure that issues regarding the elderly are kept at the forefront of the social policy debate and to gain financial and material assistance to continue the programme. Also, an effective lobbying strategy will be designed with the assistance of experts in the field and the information department between March and May 2001. Implementation of the strategy will then begin and culminate with activities highlighting the International Day of Older Persons on October 1, 2001.

Achievement to Date :

To develop a revised strategy to return the implementation and decision - making of the process of the HCP to branch level, the home care programme management group organized meetings at cantonal and regional level with the following agenda:

- Data base for beneficiaries and volunteers;
- Discussion about project proposal about partial financing of the programme;
- Cooperation with government institutions on municipal level;
- Budget proposal for programme.

Representatives from cantonal ministries for Social Politics, Displaced Persons and Health, branch secretaries, representatives from center's for social work, cantonal HCP coordinators, volunteers, Red Cross Youth and beneficiaries participated in these meetings.

The goal of those meetings was to form a future strategy for the programme taking into consideration its complexity and totality and evaluate the programme, its recourses and capacity, the quality of the services provided to beneficiaries, and the programme's expectations from the government. The most significant outcome of those meeting is that the government now recognizes the Red Cross as a responsible and capable partner to implement a major segment of the state's social welfare burden through the HCP. It was noted that it

is important to find a common approach together with the centres for social work regarding the services provided to the beneficiaries and find new sources of financing for implementation of the program's services.

It was agreed that the Red Cross Home Care Program is deemed more necessary now than ever. The expected structural stabilization and economic growth, five years post Dayton has not materialized in BiH. The economy continues to be aid dependent and the capacity of the government to provide and fund an adequate social welfare system is still a distant goal. The number of elderly and beneficiaries is increasing constantly while the productive population continues to decline through emigration and rising unemployment. Coupled with this the international humanitarian agencies are scaling down their activities and programs in BiH.

Against this background the National Society and its component entity organizations are trying to find a way which will lead to the self reliance of the programme. The National Society recognized that it faces a massive challenge to transform the HCP to reach its goal as a self sustained community based development programme. The process will take some considerable time and will not be without pain for the National Society. The transition process will require the continued support from international red cross donors. In that light, it was agreed that the future strategic steps the entity organizations should focused on include :

- Provision of quality assistance for current beneficiaries;
- Advocacy on behalf of elderly in all communication with government ministries regarding issues of social protection law;
- Developing and implementing fundraising campaigns specifically targeted at municipal level to support the home care program ;
- Development of its own human and material resources;
- Collection of help from local community throughout the home care program current network of volunteers and activists.

Objective 4 to assist the ERCs 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. Further training of volunteers and staff will take place during 2001 in order to increase the skills base for the programme and for the ERCs as a whole. Training topics will include: financial management; computer use; project proposal writing; and activating youth in home care. By the end of 2000, some 800 will have been trained to work with the older beneficiaries. It is expected that by the end of 2001, a total of 1,000 young people will have been trained and 1,200 by the end of 2002. The Federation's institutional and resource development departments will work with the ERCs to pursue ways of self-financing the programme and obtaining a greater contribution from government throughout 2001 and 2002. This will be done after a financial review is conducted to assess the entire income and expenditure of the programme. It is expected that the role of the social welfare department will be significantly reduced in 2001 as the programme becomes more integrated into the development division.

Achievement to Date :

In the first six months of 2001 a number of successful workshop were run to enhance the managerial capacity of the programme. A detailed description of those workshops is provide under objective two of the resource development section of this report.

To further build the capacity of the Red Cross Society of BiH (RCSBiH) a three day seminar, entitled the "Project Cycle: From Ideas to Proposals", was held from April 9 - 12, 2001. The seminar was designed to improve management capacity building of Home Care Coordinators in the field of project planning and design, and aimed to improvement the project proposal writing skills of the participants. An analysis of recommendations provided in the Home Care evaluation carried out in August 2000.

During the month of June, following the joint preparation and agreement of materials the home care and resource development departments organized three workshops on a budgeting approach and tools together with an introduction to financial management of the Home Care Program with branch secretaries: those participants were selected jointly be the delegation and the ERC home care coordinators. One workshop was held in Sarajevo, and two in Banja Luka. It is planned that these workshops can help to improve the day to day management of the programme on the level of local branches.

Red Cross Youth within BiH were involved in the home care program at all levels of the organizational structure. There are now 540 Red Cross youth educated in the basics of home care service provision, and another 470 Red Cross Youth involved in the programs through their basic leadership training courses. Involvement of RCY in the home care program proved to be very significant for the overall implementation of the programme.

Objective 5 to widen the program's local resource base and reduce reliance on external support. With the assistance of local experts and the information department, a national fundraising campaign for the programme will be planned and implemented by August 2001 as part of the effort to reduce reliance on external support which will be decreased to zero by 2004.

Achievement to Date :

Due to a lack of funding to delegation's promotion of humanitarian values programme the information department was not able to support those activities as planned. As described in the rescues development section under objective 7 the terms of reference to engage a local research house to research the local fund raising environment for the home care program has been complete and agreed. This survey was to be completed in April / May but due to funding difficulties had to be postponed. The survey is now planned for August / September, contingent on funding support and the home care management group are in the preliminary stages of planning a nation wide fund raising appeal in October 2001.

As detailed in *objective 3* as part of the ongoing negotiation with line ministries the program is hoping to eventually receive funding from those ministries for the social welfare services provided by the home care programme which is within the realms of the state's responsibilities. In certain canton and regions these negotiations are at an advanced stage. The RCRS has had continual and close cooperation with the its RS entity ministries of health and social welfare. The meeting held between the RCRS and the ministries was very successful where the ministries tentatively offered support to the RCRS for the programme subject to an appropriate request from the RCRS and funding permitting. Within the FBiH the political situation is somewhat more complex. Meetings were arranged with all cantonal governments. With key cantonal governments such as Sarajevo, Mostar, and Tuzla Cantons the government ministries recognized the contribution of the RCFBiH home care program to the social welfare sector and have agreed to looking at ways they can best support the Red Cross within their cantons continue with the program - again subject to Red Cross requests and funding constraints.

Objective 6 to continue to encourage cross-entity cooperation and reconciliation through the programme. The Entity Red Cross organizations, through the home care programme, will continue to stress the national nature of the programme by holding cross-entity planning and coordination meetings, conducting cross-entity training of staff and volunteers and organizing cross-entity community gatherings for beneficiaries.

Achievements to Date :

The Home Care program sees itself as a country wide program. Its management group is made up of representatives from both entity organizations. All major meetings workshops and training's as detailed in the above objectives were held on a cross entity level. Only those meeting that were of cantonal or regional specific did not required representation from the other entity.

Cross entity gatherings, which have been a major summer time activity of the program in the past have had to be curtailed in the current period due to funding difficulties.

Constraints:

The Red Cross Home Care program in BIH is an extremely complex country wide social welfare programme with a significant relief element. It has in excess of 10,000 permanent beneficiaries with an additional 5,000 - 7,000 beneficiaries who avail of the home care services on a tempora basis. In excess of 2000 activists / volunteers including 1000 (approximately) youth volunteers deliver the service through each of the 161 municipal branches of the Red Cross in BiH. It is a significant carrier of the social welfare burden within BiH in particular that burden relating to the isolated elderly. In the past five years the program has built a strong

operational structure and culture and has had significant funding move through it. It is not an easy programme to reposition from either a service provision or service delivery view point.

The assumptions that underpinned the original concept and donor involvement has not materialized. There are dramatic need still to be covered by the home care programme. The local municipal authorities do not have, for the most part the necessary funding to support the Red Cross for this programme as their expected revenue generating possibilities five year post Dayton have not materialized. However donor funding has dramatically reduced. The programming is constantly squeezed between the needs it must meet on a day to day basis and the financial constraints imposed on the programme. This is a very real time consuming constraint of the program to deliver its service effectively.

Part of the vision of the home care programme is to reposition itself towards a self sustained community based development program. This is a long and difficult process that will take some considerable time, and will involve a considerable painful change process for the program, even should the program receive considerable (financial) support within BiH. This change process is inevitably being resisted which is a constraint to achieving many of the objectives which will ensure the fulfillment of the programme goal.

The strategic decision making in relation to the home care program have been largely taken in the past by the international components of the movement. This has had the effect of leading to a certain paucity in the management capacity, and indeed a reluctance by the RCS BiH, to now make decisions and develop strategies for the home care program. To build the confidence of the Red Cross to make these necessary decisions will take time and is proving somewhat difficult.

Conclusions

The home care program continues to be the main service programme of the Red Cross in BiH. The continued survival of this programme is essential to the existence of the Red Cross within BIH. It is also, need less to say, a very important program to assures a minimum quality of life to in excess of 10,000 beneficiaries. The program is going through a major transition in the way it is managed and coordinated, in the way the service is delivered and in the way it will be funded in the future. The continued support of the donors is still required in the critical period for the home care program.

Institutional and Resource and Youth Development

(i) Institutional Development

Goal: to assist the two ERC organizations and the National Society to develop their institutional capacities in order to contribute towards attaining the characteristics of a well functioning National Society and, ultimately, to more effectively and efficiently improve the situation of the most vulnerable people in BiH.

The Organizational Development (OD) program focuses its activities on the progress of strategic and development plans with the RCSBiH and two ERC organizations, which are based on the characteristics of a well functioning National Society (NS). It identifies future directions and clearly defined roles and expectations for all movement components operating in BiH. Strengthening the structures, resources, system and performance of the Red Cross Society Bosnia and Herzegovina and supporting their efforts to assist well identified vulnerable groups throughout the country through a capacity building approach is the main focus of the program.

Objective 1: to support the development of the Red Cross institutional structures by establishing a framework for the formation of a National Society and developing its statutory and legal base by the end of 2001.

Activities proposed in appeal 2001 / 2002:

- Providing financial and technical support for the activities and process of the Inter-Entity Contact Group (IECG);
- Facilitating regular IECG meetings and regular meetings of the ERC organisations' development commissions;

- Identifying an institutional development manager in each ERC organization to be responsible for leading the organizational development initiative;
- Identifying and organizing small cross-entity activities between branches on issues of mutual concern;
- Review and revision of statutes according to Federation guidelines and clarifying of a mission statement.
- Conducting dissemination meetings and distributing printed materials to help ensure that statutes and mission statement are understood and complied with.
- Hiring a legal expert to clarify legal matters regarding statutes of Red Cross properties and to obtain legal titles where possible.
- Facilitating and offering technical support on review of the Red Cross law and lobbying government for its adoption;
- Technical assistance in reviewing and restructuring the governance system and commissions of the ERC;
- Supporting and facilitating participation of governance members in Movement meetings and workshops related to OD matters.
- Facilitating the organization of ERC general assemblies.

Achievement to Date :

The technical and financial support provided by OD for the 16 IECG meetings held last year led to the establishment of the Red Cross Society BiH. Consequently, in 2001 the IECG meetings were not conducted, the goal had been achieved before the end of December 2000.

OD turned its focus to the capacity building programs of the newly established national society and provided all necessary technical and financial support, as well as it held regular meetings with its leadership. These efforts led to the significant progress and on May 8th the ICRC Assembly officially recognized the RCSBiH as 177th national society. On May 16 the governing board of International Federation provisionally admitted the RCSBiH as one of its members.

OD participated and facilitated four development and marketing commission meetings. However no significant evidence in their role in leading the OD process was noticed. Furthermore, usually commission members are recruited from the local branch of secretaries pool. Thus, in general they are reluctant to accept the responsibility that is necessary to drive through organizational change. Simply put, they are often reluctant to invest their time in this long term process and for them cash support for their branch organizations is more a priority than organizational development. Therefore, altering their approach to the OD process is a real constraint and OD is going to continue to address this issue through a variety of workshops and continuation of branch seed fund project.

In addition to supporting management in their needs to address the most difficult organizational and programmatic issues, OD facilitated and participated in three cantonal meetings for the secretaries of local branches. The impact of these meetings significantly improve branch seed fund project designed for the local branches.

The aim of the OD was to identify a full time organizational development manager in each ERC organizations and be responsible for the development initiatives. Unfortunately, it failed. In both ERC organizations the focal persons for the OD team were identify by the Secretaries Generals (SG). For these counterparts this is an additional responsibility and they do not have the capacity for leading the OD process and managing the program initiatives. Both the ERC and Head quarters (HQ) disagreed with the OD program's recommendations to hire a full time appropriately skilled OD manager. In the next six months OD will continue its efforts to achieve ERC full support for the proposed changes. This understanding is a slow process, however we have had some perceptible changes at both local branch and HQ level.

All meetings organized by OD are cross-entity activities. OD supported and participated in the HCP cross-entity meetings, youth leadership meetings, cross entity training's, and planning meetings. In September and October 2001 ten additional cross-entity workshops will be conducted by Federation, ICRC, and national society team on the issues of mutual concerns such as mission statement, statutes, roles and responsibilities of the existing components of six the Movement in BiH.

OD program supported the work of the presidency members of RCS BiH in preparing the new statutes, and provided legal expertise from the Secretariat to the process. The existing RCFBiH statutes are now in compliance with the national society statutes, and the RCRS statutes are in process to be complied. Moreover, the next general assembly (GA) of the RCRS will adopt the final draft, and the next GA is plan for the October 2001.

The existing mission statement for both ERC organizations will be disseminated in September and October during the workshops for the local branches. Furthermore, the OD has additional plans in regards to this activity. As a result of the establishment of the national society, both ERC organizations and national society HQ's should now develop a joint mission statement for the RCSBiH. In addition, before the end of 2001 OD will support the governance workshops and hope that the joint mission statement will be developed. This issue was discussed with the regional delegation in Budapest.

The legal status of the Red Cross properties is one of the major pending problems. The unclear legal status of the Red Cross head quarter building in Sarajevo, which were destroyed during the recent war, has had an negative impact on the launch of this special appeal. The national society is outsourcing legal experts as necessary to clarify these matters, and OD has been supporting these initiatives.

The national society presidency members prepared a draft on the Red Cross Law, and the OD facilitated feedback and support lobbying efforts toward the government for the adoption of this law. The senior development delegate and HoD are fully engaged in this process.

To support restructuring the governance system the OD programme organized a bench marking trip to the American Red Cross to learn about management and governance system, and its role as regards the development of fundraising system and volunteer management system. The OD team subsequently organized six presentations for the members of presidency and management on the above mentioned topics. In addition, OD held four individual meetings with the presidency members of the ERC organizations (Presidents included) and the NS. During those meetings they discussed the draft material for the 'board orientation' for the members at all levels of governance within the Red Cross structure in BiH. Finally, it prepared comprehensive reports and gave recommendations to the presidency members on possible changes.

Last winter two chairpersons of the RCSBiH participated in the regional national societies leadership meeting in Budapest, and OD supported this initiative. In addition in May 2001, OD facilitated individual meetings of the presidency and management of the national society with the regional OD delegate to discuss important issues related to the capacity building program of the NS. Decisions were made to hold a regional OD seminar and governance workshop in October and November with the participation of governance and management of the RCSBiH.

In the last six months OD participated and supported seven presidency meetings and two GA meetings held by the ERC and national society organizations. Consequently, important decisions were made, among them one regarding on harmonization of the existing statutes with the approved national society statute.

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

Activities proposed in appeal 2001 / 2002:

- Review and revision of current Red Cross strategic development plans led by the ERC development commissions.
- Development of a plan for assisting the ERC organizations and their branches to lobby government for increased support.
- Reviewing capacity levels of branches to establish their current ability to sustain, implement and manage programs.
- Providing training to branch and headquarters staff in proposal writing and fundraising.
- Building the management capacity of branches and expanding their experience in fundraising by establishing a seed fund for small-scale projects and branch fundraising initiatives.

- Developing partnership with other regional National Societies to benchmark fundraising system.
- Increasing ERC involvement and participation in the Federation -coordinated fundraising process and developing their relations with participating national societies.

Achievement to Date :

The ERC organizations have their individual strategic plans up to 2004, but now following the establishment of the national society they have agreed that a joint strategy should be developed. In the coming six months OD will organize and facilitate strategic planning workshops. However this aim may not be finalized before the end of 2001 and will be carried forward into the following year.

OD supported the ERCs and national society efforts to lobby government for increased (financial) support. In April 2001 the presidency members of the ERC organizations met with their respective state government representatives seeking support for the Red Cross program that benefits most vulnerable people in BiH. Some of the cantonal and municipal Red Cross offices are successfully achieving the local government support for their programs. Further, thenational society chairpersons continue to meet government representatives and lobby for the adoption of the Red Cross Law.

Various assessment have been carried out in recent months and years by different programs. It was extremely difficult to convince the ERC organizations and their local branches that an additional evaluation will be carried out. Therefore, a decision was made to use the existing assessments and provide a simple SWOT analysis with the local branches to be used by the OD department. The branch profile data base is an additional valuable tool. The summary of existing assessment will be done before the end of 2001.

A proposal writing workshops held in September 2000 for forty participants from the local branches and HQ, which was followed by the branch seed fund project. Thus, in September 2001 when evaluation of this project will be finalized the future possible training's will be planned. In the last six months resource development in conjunction with the home care program provided training for the HC coordinators in planning techniques and preparing and writing proposals.

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 the management of local RC branches and strengthening their communication skills and relation between HQ, Cantonal and local branches. Among 65 received projects, 20 were chosen for implementation. The mini project are in their third phase. Monitoring is carried out by the ERC HQ, cantonal offices and federation FO and the Federation delegation through sit visits and report review. A Final evaluation will be carried out in September which will help in the design of future trainings for the local branch managers.

To help national society to develop partnership with the regional national society the OD discussed this opportunity with the regional delegation in Budapest. Therefore, this idea will be further developed during the regional OD workshop in October 2001.

OD discussed with the national society their role and involvement in the Federation and coordinated fundraising process and decision was made that the national society will take responsibility to lead the process. However, no significant achievements were noticed. OD will address this issue withnational societyin the future counterparts meetings and will provide necessary support.

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

Activities proposed in appeal 2001 / 2002:

- Designing a rule of book of policy which clearly defines roles and responsibilities of branches and their relationships with the cantonal offices and the headquarters, and identifies standards, performance guidelines, obligations and rights
- Publishing and disseminating the new branch policy within the entire organization
- Supporting English language training for selected staff, particularly those involved in communication with international donors.

- Facilitating training's activities using local experts to further develop management skills of branch staff in leadership, programme development, local networking, and civil society concept, organizing a conference to facilitate the exchange of ideas and experience in both branch management and programme implementation in BiH and the region
- Designing, producing and facilitating a national volunteer induction course for ERCs to be implemented at the branch level.
- Arranging a benchmark visit to other National Societies to review their volunteer induction and management system to help plan further improvements in the ERC organizations.

Achievement to Date :

As mention earlier OD prepared to draft stage a board orientation manual and conducted six presentations on the role of the governance in building fundraising systems and volunteer management systems. The management skills of the 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 the governance and management for planning and monitoring. The proposal for the additional volunteer data base was prepared, and this will strengthening the system of recruiting, training and rewarding volunteers. In addition resource development provide training and standardized approach to the budgeting process at branch and program level focusing on the home care program.

OD collected a variety of information based on the Federation guidelines, and prepared a draft rule book which defines the roles and responsibilities of branches and their relationship to cantonal offices and the headquarters with the FRC BiH ERC. This is an ongoing activity and will be finished before the end of November 2001.

OD continues to support the English language training for the management and governance of the RCSBiH to build their capacity to communicate effectively with stakeholders and gain access to financial, material, technical and informational resources. In fact, twenty five people participated and graduated from two terms courses, while five remained and continues with additional classes. The support for the English language training was extended for the next six months, up to the end of 2001.

As regards producing and facilitating a national volunteer induction course for the ERC organizations the OD programs cooperates with the RC youth and the delegation youth development programmed on designing a national volunteer induction course. In this connection a benchmark visit was organized to the American Red Cross to review their volunteer induction and management system to help plan further improvements in the RCSBiH. The visiting team provided detailed reports and conducted 6 presentations to the governance boards of both ERC organizations, and recommended to the governance improvements to the RCSBiH volunteer management system.

Objective 4: to improve the ERC organizations' communication and information systems by June 2001.

Activities proposed in appeal 2001 / 2002:

- Revision of communication and reporting lines to facilitate better flow of information.
- Updating the data base of branch profiles in line with the objective three above
- Developing other data bases on blood donors and volunteers and improving their information management as appropriate.
- Facilitating production of leaflets to promote the mission and activities of the ERCs to donors and potential donors.
- Increasing efficiency through new information systems technology, including development of standards for reporting through electronic mail.
- Continue provision of computer skills training.
- Liaising with the resource development department to identify finance management software systems for the headquarters and branches and developing a training plan for their implementation in 2002.
- Facilitating production and distribution of an annual report.

Achievement to Date :

The branch profile data base was designed by the OD and the information from the field was supplied by the ERC HQ staff. In May 2001 this data was finalized. Both ERC organizations have a data base that is easy to use, and this will help to establish better coordination between the HQ and local branches - particularly these that tended to act semi - autonomously during the war period. In addition, all cantonal and regional offices and HQ have access to the Internet. The RCS BiH HQ received new computers and cantonal/regional offices equipment was updated.

A proposal for designing new data for blood donors and volunteer was prepared. This activity will continue until the end of 2001 and may not be finalized, thus it may carry forward into year 2002. OD supported production of the leaflets designed by the information department for the national society partnership meeting in March 2001 and will continue to support production of additional promotional material for the HC and other programs until the end of 2001. Further, additional computer training will be provided for the national society staff. Financial management training will be jointly carried out with the resource development program and is planned to be implemented in 2002. Also finally OD is planning to work with the newly established national society to produce an Annual Report for the year 2001.

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

Activities proposed in appeal 2001 / 2002:

- Continued assistance in maintaining and developing ERC operational capacity by providing financial support for staff and administrative expenses in the headquarters, cantonal/regional offices and local branches according to the agreed phase down schedule in the support contracts
- Revision of the plans for phasing out capacity support.
- Enhancing and continuing to implicate OD initiatives in the area programs, particularly the home care and youth development programs.
- Together with program managers, identifying ways to further integrate the OD process into other activities.
- Distributing, designing and explaining where necessary standardized OD documents (evaluation forms, concept paper formats, grant charts, etc) for potential use in the programs.
- Continue to improve cooperation activities with the ICRC and ensuring coordination on development - related issues.
- Ensuring that ongoing weekly cooperation meetings continue with increased participation by ERC organizations.

Achievement to Date :

Efforts will continue to assist HC program, health program and youth program to integrate OD process into their activities. Resource development has been working intensively with HC program coordinators. Thus, OD will support these process by designing promotion material, including HC program in volunteers induction course as a main opportunity for volunteers involvement, support advocacy efforts, and fundraising initiatives by building governance fundraising skills. Moreover, OD will cooperate with the health program to design a blood donors data base, support the promotion of the FA program and provide financial support for the reproductive health education workshops. OD provided and will continue its financial and technical assistance to the youth program. Support for the youth leadership training, benchmark trip to the Swiss Red Cross, summer camps support, planning meetings support are some of the initiatives. In addition, OD supported youth leadership trips to the American Red Cross SEPA chapter for the HIV/AIDS training and will help to facilitate these training's in BiH.

OD continues to support RC youth involvement in preparation and hosting regional seminar Friendship Without Borders in August 2001 in Neum. Finally, OD holds weekly meetings with all counterparts from the national society and ICRC, and periodical meetings with PNS to share information and identify ways to strengthen coordination and joint efforts to support capacity building of the NS.

Based on the MoU signed up between the national society and International Federation until the end of 2001 OD will continue assistance in maintaining and developing the ERC and national society operational capacity

by providing monthly financial support for staff and administrative expenses in their HQ. Before the end of 2001 the Program Cooperation agreement for the 2002 will be prepared and signed with the NS.

Constraints

The level of the Red Cross Society BiH interest in, and commitment to the OD process is a significant constraint. Within the RCFBiH, interest in, understanding of and commitment to the OD process does exist but is somewhat clouded by pressing operational and financial constraints. At times the priority for that ERC is to obtain financial support from the external donors to secure the immediate salary of HQ's staff, office space, and other operational expenses rather than deal with organizational development issues. To change this attitude is taking considerable efforts, and to date has not resulted in any appreciable change. The process is much slower than working with an organization that is actively seeking more established OD support.

Within the RCRS, it has become evident that while the management, particularly at program level has a desire to seek OD support for building the capacity of the organization, the governance has very little desire for OD support. Consequently, the OD department was unable to develop a comprehensive OD plan in conjunction with the RCRS. The management of the RCRS was provided with the development plan that was designed with and for the RCFBiH. It automatically became involved and included into the OD activities.

The RCSBiH was founded on 15 December 2000, yet the establishment of HQ office took several months. The National Society HQ needs all the technical and financial support it can get to established its position as a supportive leader to the entity organizations. At this moment we must make the analysis tat the RCS BiH as an organization does not have capacity to lead the OD process for the entire Red Cross organization within BIH .

The RCSBiH including ERC organizations (RCFBiH and RCRS) at times do not have the implementation capacity to meet the many requirements of the International Federation supported programs. It has a slow decision making process, often intensified by the presidency members. The RCSBiH appears at times to be a weak, unaccountable and bureaucratic structure.

We must appreciate that the operating environment in BiH is extremely complex which is reflected in the workings of the RCS BiH. In the past, we had assumed, that the absence of a national society in BiH effectively doubled the workload as compared to working with one single national society vis a vis an International Federation country delegation. The present structure of the RCSBiH, with two strong ERC organizations and an national society HQ's without an effective management (which is a reflection of the wider environment within BiH) is a significant obstacle for the International Federation delegation to achieve its goals. In reality it would appear that the ERC organizations are not in favor of strengthening the national society HQ's management capacity for the moment, as they are apprehensive of ceding authority. For example the national society HQ's is not able to hire an appropriate manager (e.g. Executive Director) without the full support of its ERCs component organizations, which is currently not forthcoming, although there is movement on this issue in the past few weeks. Finally, neither of the three chairpersons of the RCSBiH appears to have the full time capacity to support their HQ staff in organizing an efficient office.

The recent involvement and ongoing support from the international components of the movement has helped to build a strong conviction that these resources will always be available for the RCS BiH. A certain level of dependency has been established and the tacit commitment to the existing, but now much more limited external support, is an obstacle to changing attitudes and refocusing the organizations towards long term achievable goals.

Conclusions

Regardless of the constraints, the OD program achievements throughout the past years and especially in the last six months have created a solid base to move forward. This base permits the OD program to start a more intensive implementation of jointly selected (by the RCSBiH and International Federation) OD initiatives. The creation of the RCSBiH with full support of the ERC organizations was the main achievement of the past year. With the increased understanding of the OD process by thenational societyHQ and the ERC organizations, the International Federation OD program 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 be supported by some discrete 'quick hit' projects in computer training, English language training, regional benchmark visits and experts for consultations on the selected topics from the benchmarking national societies. Progressively, roles and responsibilities for implementation will be clarified through the contracts and assessment and strategic planning workshops, although it is yet not clear how much capacity and resources the RCSBiH and ERC organizations will commit to the implementation of the program.

The next steps for the program are to implement the remaining activities over the following two quarters in 2001, and includes revising the activities detailed in the appeal 2001-2002 into the appeal 2002-2003 for implementation next year. The main focus for the next six months will be in objectives two, three and five of the appeal 2001-2002. Activities to achieve these objectives will be :

- to develop joint mission statement (RCSBiH and ERC organizations);
- revise existing strategic plans of the ERC organizations and plan joint long term strategy for the RCSBiH;
- continue branch seed fund project for the local branches with focus on management capacity building; strengthening relationship/responsibilities between branches and their headquarters by finalizing and disseminating a book of policy;
- creating a model of volunteers management system and finalizing volunteers induction course; enhancing and continuing to implicate OD in the HC and Youth program areas;
- continue to improve cooperation activities with the ICRC;
- continued assistance in maintaining and developing RCSBiH and ERC organizations operational capacity by providing financial support for staff and administrative expenses in the headquarters.

Finally the OD will continue a dialog with the RCSBiH and its ERC organizations to identify possible ways to have a full time OD manager to lead the process within the RCSBiH, as well as identify ways for the RCSBiH to participate more fully in the program, and continue developing the commitment to OD by achieving tangible program results.

(ii) Resource Development

In conjunction with the Institutional Development Program the resource development programme aims :

Goal: To support and strengthen the Entity Red Cross organizations to work towards establishing a more diversified and sustainable resource base.

Objective 1: to assist the ERC organizations in developing and updating their medium term strategic plans and incorporating the resource development programme as an integral component of the organizational development process.

Activities proposed in appeal 2001 / 2002:

The Federation's resource development approach will be presented to the development commissions of the ERCs and the Inter-Entity Contact Group. The development commissions will formulate the entity regional development plans in collaboration with the institutional development programme by March 2001 through planning meetings at the regional and cantonal levels. Technical assistance will be provided by the country and regional delegations in organizing and facilitating a planning workshop at each ERC for regional/cantonal 17 secretaries to finalize each entity's development plan in line with the strategic directions of Strategy 2010. A visit will be arranged for a representative from the development department of a sub regional National Society in transition to support and facilitate this planning process. The respective ERC development plans will be finalized and harmonized to form a comprehensive document that can be used by the future National Society.

Achievement to Date :

During the appeal process 2001/2002 and last quarter of 2000 the resource development programme was successfully redirected from a resource transfer programme with a focus on fundraising and income generating projects, to a capacity building programme that fits into the overall delegation strategy, and better reflects the International Federation approach to resource development. The programme and approach has been adopted to the circumstances prevailing within Bosnia and Herzegovina and the current Red Cross structures, capacities and resources. Through continued dissemination during the six month period to June 2001, we have continued

to explain this revised programme to the entity red cross organization's management and governance at various levels, which has received a growing acceptance and understanding. The resource development programme is now fully integrated into the overall delegation development assistance strategy to the Red Cross Society of BiH, is seen as a component of the organisational development programme, having close programmatic liaisons to and practical application with the National Society's service programs

The constitutive assembly held on December 15 2000, which brought the Red Cross Society of Bosnia and Herzegovina into existence, was the final act in a long and complex process of reconciliation and formation. Recognition by the ICRC and provisional admittance into the International Federation followed in May 2001. Through continued negotiation, lobbying and discussion together with the institutional development programme, the entity red cross organizations as the operating components of the National Society, have now accepted the goal of having a (joint) National Society strategic plan that will also reflect their priorities. We have carried out preliminary planning sessions on how best to achieve this goal during May and June 2001. Over the next twelve months we hope, as a matter of priority, to assist the National Society to develop its development plan. Technical assistance will be requested from the regional delegation organizational development unit as required.

Activities relating to sub regional visits have not commenced in this period as they pertain to developing the National Society development plan. This trip is planned to take place in 2002.

It has to be stressed that time pressures on senior management and the key governance during this formation period of the national society has resulted in less time being available for those activities - in respect of designing and updating the entity red cross organizations development plans - than we had initially planned. While our planning was optimistic for developing / updating entity organization development plans, there has been a growing acceptance and understanding by the leadership of both entity red cross organizations that a consolidated National Society development plan is more appropriate to their needs. This significant shift in the perception of the key leadership means that much of the workload in the past associated with the 'dual' system of red cross organizations has now dissipated, leaving some of the proposed activities under this objective defunct.

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

Activities proposed in appeal 2001 / 2002:

Training materials will be prepared in line with best practices and Federation norms. In conjunction with the headquarters of the ERC organizations, branch, regional and cantonal secretaries will be identified and selected for participation in training. Trainers or facilitators will be identified and linkages with other organizations and non governmental bodies engaged in this process will be established. Where possible linkages will be made to educational institutions to facilitate this process. Regional/cantonal workshops will be held to improve the ERC organizations' understanding and skills in the areas of financial management, budgeting and financial reporting.

Achievement to Date :

One of the resource development program's key points of entry into the National Society's development process has been to find practical application for the resource development process within its service programs and to assist in building the National Society's overall capacity to deliver those programs more efficiently and effectively.

In April 2001 we held a three and a half day workshop entitled - 'the project cycle : from ideas to proposals'. Twenty five national society, staff including branch secretaries, entity red cross organization head quarter staff and programme coordinators, who were selected jointly by the entity coordinators and the resource development programme, attended the workshop. The workshop, which was highly participatory, included the following subject areas in the curriculum: the planning process; common tools used in planning (LFA, SWOT analysis etc.); the project cycle (as a management tool); and preparing and writing proposals. We prepared materials based on the International Federation guideline - 'Projects how to plan and manage' and other sources of best practice. The local trainer market in BiH was investigated and we eventually selected a local

consultant trainer to facilitate the workshop. As a case study on proposal writing we used the proposal / concept paper prepared by the home care management group which seeks government funding of this service programme. The concept paper was discussed in detail and adjusted as considered appropriate.

Following this initiative, in May and June we instigated a process of improving the budgeting and financial management skills at branch secretary and programme manager level of the National Society. The home care programme as the main service delivery programme of the National Society was seen as the obvious vehicle to implement this capacity building initiative. We devised a new budgeting approach and set of tools to facilitate branch secretaries to budget their programs and activities at branch level. The approach and tools were presented to the home care management group and the finance officers of the ERC head quarters who offered valuable suggestions for their improvement. A workshop / seminar to explain this new budgeting approach and related tools together with an introduction to the concept of financial management at branch level was then developed. Subject areas covered in the seminar included: the planning process (briefly); the budgeting process; preparing and building budgets; a practical application of the tool; and an introduction to financial management at branch or programme level.

We planned to roll out this new approach to key branch secretaries and programme managers over a three month period beginning in June. In May the new approach was presented to all home care regional and cantonal programme managers. In June 2001 we conducted three one day workshop / seminars for National Society staff who were selected by the coordinators as having a direct input into the management of the home care programme. To date 45 (forty five) National Society staff have now been trained, at various levels within the Red Cross structures in this new budgeting process and are familiar with the related tools.

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

Activities proposed in appeal 2001 / 2002:

- assessment of the current internal control and financial accounting systems, policies and procedures of the ERC organizations;
- establishing a functional and appropriate internal control system with transparent and accountable financial reporting lines between branch and entity head quarters as appropriate;
- obtaining approval for the new system of internal control and new accounting policies and procedures from the governance board of the entities;
- developing and updating the accounting policies and procedures through production of an accounting manual for each entity with similar procedures and policies to allow for easy consolidation in the future National Society;
- arranging workshops to provide training in the new internal control system, accounting policies and procedures to finance staff and selected branch, regional and cantonal secretaries;
- selecting appropriate hardware and systems up dates if necessary to improve the financial information system;
- facilitating the necessary computer training for finance staff and selected branch, regional and cantonal secretaries.

Achievement to Date :

The activities in relation to this objective were largely planned to commence in the second half of 2001 and continue through to the end of 2002. We have prepared an Internal Control Questionnaire to draft stage to assess the system of internal control of the National Society and its component entity organizations. In the next three months this tool will be presented to the finance officers and key management of the National Society and its component entity organizations through a one day presentation. This self assessment tool will be used by the National Society to identify the weakness within its system of Internal control and financial information system and will suggest areas for improvement. We plan to use the local office of a big six auditing firm to manage this process, recommend areas for improvement and advice us on a revised financial information system based which will be based on the results of this assessment, the needs of the National Society (and its component entity organizations) and best practice within the local environment.

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

Activities proposed in appeal 2001 / 2002:

The development commission, working through the IECG, will establish a resource development commission as a separate commission or as a sub committee of the development and finance commissions by March 2001. Contacts will be made with interested individuals from private enterprise, educational institutions, boards of other NGOs, and local government for their participation in the resource development commission. Job descriptions for the entity level resource development managers will be drafted and training and support will be provided by the Federation to the selected candidates. A volunteer management system will be developed by the resource development managers and training in volunteer management will be commenced at the cantonal/regional and headquarters levels.

Achievement to Date :

Despite this being a key objective of the resource development programme little progress has been achieved to date on this objective. Perhaps this as a result of resource development within BiH having been neglected in the past through the lack of technical delegates and an anecdotal and often adhoc approach to the process. It may also be as a result of the very heavy demand on the time availability of key governance and management in this formative period of the National Society, which has limited the time that they could attribute to achieving this objective. In any event this objective would not appear to be a priority of either the National Society or its component entity organizations at this point of time

While the National Society and its components Entity Red Cross organisations would now seem to have accepted the International Federation approach to resource development in principle, they have not yet assigned to the resource development process a dedicated governance structure nor a manager with the required capacities and time availability who can lead and manage the process. This 'investment' into the process would be the strongest signal of programme ownership by the National Society, and would increase its likelihood of success considerably. This objective of establishing the resource development commission and its related activities will continue to be a priority area for the resource development programme in the coming six months.

Objective 5 : to produce resource development plans in coordination with the ERC organizations' resource development commissions by September 2001.

Activities proposed in appeal 2001 / 2002:

Following the establishment of resource development commissions, policy and guidelines for resource development will be set at the ERC level. Resource development managers at the entity level will be assisted in implementing the RD plan, which will be monitored and guided by the resource development commissions.

Achievement to Date :

As explained under objective 4 the establishment of the resource development committees has not been a priority of either the entity organizations nor the National Society. Until those commissions are in place, and become active, the activities detailed under this objective cannot be implemented. As with objective 4 this objective will continue to be a priority area for the resource development programme for the next six months. At the end of this period should there still be no apparent desire to establish those governance commissions within the National Society then the resource development programme will need to revise its approach at how best to achieve those objectives 4 and 5 .

Objective 6 : to enhance the image and raise the public awareness of the ERCs, promoting their image nationally and internationally.

Activities proposed in appeal 2001 / 2002:

In general this objective will be met by working in close collaboration with the delegation's information department and the ERC information officers. A national Red Cross pin campaign will be supported, and, building on the experience and lessons learned from the 1999 and 2000 campaigns, will be refocused on awareness raising rather than income generating. Other activities will include facilitating production of

promotional materials, such as greeting cards, calendars and membership cards, and organization of special events. Joint promotional campaigns with local private enterprises will be supported to establish new relationships and to raise awareness of the ERCs.

Achievement to Date :

In general implementing the activities in relation to this objective were frustrated through the very weak response to the Federation humanitarian values appeal. We were not able to start many of the joint activities due to funding difficulties. However the following activities were carried out.

We lead the initial planning stages in preparing for May the 8 activities suggesting that the activities should focus on promoting the activities of the Red Cross and actively recognizing the contribution of volunteers to those activities. A poster campaign called 'Volunteers the power of humanity' was run throughout BiH emphasizing the work of volunteers in Red Cross activities. A special message of recognition of red cross volunteers from the co chair of the National Society was carried on the national TV on May 8.

We have facilitated a workshop on marketing and promoting the public image of the Red Cross to the Red Cross youth during their basic leadership training course held in March.

In order to improve the image and service delivery profile of the red cross in BiH, we drafted a concept paper on expanding the current first aid training to include a basic life support training course which would be available to the general public. This paper was presented to the entity red cross health coordinators and the delegation health manager who provided valuable input for its finalisation. Subsequently the final paper was presented to the health commission of both entity red cross organizations who have adopted this concept paper. Activities are currently being undertaken to train a core cadre of red cross first aid trainers in basic life support.

The successful partnership meeting held in March 2001 also greatly enhanced the image of the National Society both nationally, with the international community and national media within BiH and internationally through the Red Cross network.

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

Activities proposed in appeal 2001 / 2002:

- establishing a data base of existing revenue resources;
- together with the ERC organizations' development commissions, identifying ways to increase and diversify this resource base;
- investigating the opportunities and potential for the ERCs to engage in small-scale revenue generating activities at the branch level in conjunction with the seed fund initiative of the institutional development programme;
- providing technical advice to branches that engage in resource development activities;
- establishing a national donor base for donors supporting areas similar to ERC programs and helping the ERCs develop a strategy to promote their activities to these donors;
- training and coaching the ERCs in building relationships and dealing with international donors.

Achievement to Date :

We had planned to commence those activities in the second year of the programme. However, certain activities were undertaken that have result in some achievement in respect of this objective.

We prepared and submitted a paper to the American Red Cross detailing the National Societies and component entity organization experiences to date, priorities and strategy in fundraising. The paper was used as a basis for preparing the fund raising knowledge sharing component of the educational trip between the American Red Cross and a delegation of National Society professional staff who visiting the US in March as part of the institutional development programme activities.

A partnership meeting was held in March 2001, where 15 participating National societies had representation. The resource development programme was very active in the preparation and organization of this meeting with other colleagues within the delegation.

We have prepared and agreed the terms of reference to engage a local research firm to assess the fund raising environment within Bosnia and Herzegovina, with particular to the home care programme. This survey will be carried out as soon as the funding is committed by the Swedish Red Cross. The research house has also been tasked to make recommendations as to an appropriate fund raising strategy for the Red Cross, in general and in particular for its home care programme.

We have supported the home care management group in their presentations to cantonal and regional government ministries in their efforts to obtain government funding for this service programme. We have attended the home care management group's planning meetings, reviewing their proposal and offered guidance on the most appropriate approach by the Red Cross to the relevant line ministries.

As part of our technical support to the institutional development programme, we developed an assessment tool for use by the Branch Seed Funds selection committee. We presented and explained this selection tool to both entity red cross selection committees through a series of meetings and presentations. The other activities in relation to the Branch Seed Fund project are detailed in the institutional development section of this report

Objective 8 : to incorporate the resource development programme into the resource development strategy and programme of the regional delegation in Budapest and form linkages with other National Societies in the region.

Activities proposed in appeal 2001 / 2002:

Activities will include participation in regional resource development seminars and workshops and utilizing the regional delegation technical resources to provide advice on implementation as required. Links will be established with other national societies in transition within the sub-region to exchange common experiences in the field of resource development. Regional exchange visits will be facilitated to assist the implementation and understanding of the RD process.

Achievement to Date :

The resource development programme sees the regional delegation as a expert technical resource for on going activities and as a potential component of the program's eventual exit strategy. All training materials and other resource development initiatives are submitted to the regional delegation for their technical guidance and input. Visiting regional delegation colleagues from the regional organization development department information and marketing department respectively were briefed on the program's expectation on how they can continue to technically resource the programme from Budapest. The regional finance development delegate has been briefed on the resource development initiatives that have a finance development slant and we will investigate the modalities of how he can continue to technically support the programme

3. Constraints

Time pressures on the part of key leadership and governance during this critical formation of the National Society and its component entity organizations has meant that some activities have had delayed implementation. This is particularly relevant to the development of the National Society strategy plans where those time pressures, coupled with our overly optimistic expectations of the time required in our plans has result in little tangible progress in this objective during the first six month of 2001.

The most significant constraint to date is the lack of a dedicated resource development commission at either National Society or Entity red cross organization level. Until this commission is in place, and is active, the necessary policy formulation, guidelines and direction to the resource development process will be notably absent. This lack of evidence of ownership of the process is the largest constraint of the programme to date.

A dedicated counterpart for resource development has not been nominated by either the Entity Red Cross organizations nor the National Society. We have to find adhoc 'counterparts' to implement the programme activities through involving the service programme managers. This has been reasonably successful in terms of activity implementation. However although, the entity red cross organizations (and by definition the National Society) would seem to have accepted the current approach to resource development, the lack of a dedicated counterpart has resulted in a weaker than expected institutionalization of the programme and overall process into the National Society structures. In addition the hoped for ownership of the management of the process is impossible to achieve until this problem is resolved.

The expected time frame of having an operational National Society had been too optimistic. There still remains two key coordinator positions to be filled and the executive direction given to the existing National Society head quarter staff is weak. This has slowed some of the implementation of our activities in terms of coordination, communication and focal persons but has not, to a significant extent, stalled our planned activities.

The resource development programme as presented in the appeal document 2001 / 2002 was designed as an integral part of the International Federation's development assistance programs to the National Society and to build capacity within its service programs. Some of those programs have been very poorly supported by donors, notably the youth programme, promotion of humanitarian values and the delegation coordination and management costs. The liaising activities between the resource development programme and those other programs have not, to a large extent been implemented. This has slowed implementation of the overall resource development programme activities and has certainly reduced some of the potential for the expected outcomes of this programme.

Conclusions

The resource development program is now an integrated component of the overall International Federation assistance strategy to the RCSBiH, and is engaged in building capacity of the National Society through engaging with its service programs. The program now better reflects the International Federation's approach to resource development and has been adapted to the circumstances particular to BiH. The approach has been accepted by the RCS BiH and its component entity organizations, although ownership of the process would not appear to be as strong as hoped for.

The program activities, through its liaison activities with the service programs, will have sufficient funding to December 2001. However, it should be stressed that the appeal program 2001 /2002 has not been supported itself - carry forward funding being the main source of funds for the programme in 2001. Again, this is difficult to comprehend when resource development and financial self reliance of the Red Cross Society of BiH is ostensibly a congruent goal of the donor National Societies.

The program's priority for the remainder of the year is to engage the RCS BiH governance more activity in the resource development process, with an expected output of the formation of a resource development commission with responsibility for preparing policy and guidelines. With the termination of the current delegate's mission (in early 2002) it is not proposed to continue this support position. The program's exit strategy will be a combination of its continued integration into the OD program, with technical support coming from the regional delegation, coupled with an anticipated increase in ownership of the process by the RCS BiH.

Youth Development

Goal: To support the efforts of young people in improving the lives of vulnerable in BiH by strengthening the RCY, through building up capacities, enhancing skills and knowledge and promoting their participation in the Red Cross activities.

Youth objectives included activities as youth leadership training, design of training materials, assessment and evaluation and planning, monthly activities including national and international gatherings and celebration of institutionalized celebration days. Activities will be in cooperation with ID/RD, Health Department, Social Welfare Department, DP and Information Departments.

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

Achievement to Date :

The Leadership meetings were held with relevant ID/RD workshops (BLTC, SLTC and Leadership meeting) during the period. The International Federation Red Cross Youth policy and strategy was implemented through workshops and seminars by YDD. Training of RCY volunteers in Youth Development Program was also successfully implemented on Leadership training's throughout the period. RCY reviewed the ERC's statutes in order to clarify the position and role of RCY within the RC structures in BiH. Resulting from their planning sessions the participants provided suggestions for a Youth Council on National level.

Objective 2: To increase the number of Reproductive Health Peer Education Program trainers by 80 more volunteers by March 2001 that will be able to train additional 4000 young volunteers by the end of 2001.

Achievement to Date :

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

Objective 3: to involve Red Cross youth in activities of the disaster preparedness programme. Activities will include recruitment of youth for first aid training specific to disaster preparedness activities and training in relief operation management.

Achievement to Date :

First Aid training and competition at local, regional/cantonal and entity level was implemented with a total of 2376 RCY participants.

Objective 4 to increase the number of Red Cross youth members involved in the home care programme. Recruitment and training of Red Cross youth volunteers will take place to encourage their participation in the home care programme, increasing the number of youth volunteers from 800 to 1,000 by the end of 2001, and to 1,200 by the end of 2002. Assisting adult volunteers, the Red Cross youth will visit elderly beneficiaries at home, socialize with them, help with domestic chores, attend their community gatherings, and distribute material assistance.

Achievement to Date :

The number of RCY members involved in the home care program has increased for 417 new members and they took part in assistance elderly beneficiaries at home by socializing with them, helping in the house, and distributing relief items as part of the ongoing home care activities. Also, RCY fully participated in all home care meetings held during period. See home care section above.

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

Activities to achieve this objective will include:

- organization of four cross-entity summer camps and one international camp;
- organization of entity and cross-entity youth conferences;
- training in advocacy of children's rights in cooperation with Amici Bambini;
- involvement in promotion of tolerance in cooperation with Friendship Without Borders organization;
- dissemination and promotion of humanitarian values in association with the ICRC;
- development of a newsletter targeting youth.

Achievement to Date :

Three preparatory meetings were held on promotion of tolerance and promotion of humanitarian values in cooperation with friendship without borders. In addition, two cross entity summer camps were planned and executed. The RCY Conference was prepared and carried out by the RCY leadership following the meetings they held at Ilidza. Six workshops including topics of advocacy for reconciliation and tolerance were carried out.

Additional achievements / activities:

- A similarly structured RCY now exists in both ERC's. During the planning session held in March 2001, "a needs assessment" was carried out whereby RCY in BiH identified a plan of activities and trainings for 2001.
- Twenty cross entity meetings, workshops, training's and seminars were conducted from January until end of June 2001 with a total of 821 participants.
- Sixteen RCY trainers trained 280 new RCY members in the BLTC and an additional 22 RCY members in SLTC.
- The RCY trainers trained in VCA techniques within BiH facilitated four trainings abroad, two in Slovenia and two in Romania.
- Three representatives of RCY from BiH attended the 7th Regional RCY Conference that was held in Budapest.
- Two RCY participants attended the European Cooperation Meeting for Red Cross and Red Crescent Youth in Budapest.
- Two RCY representatives took part in Youth Delegate course in Norway at Merket place which was organized by Norwegian Red Cross
- Thirty-five RCY members were in Switzerland for a ten day period where they visited IFRC and ICRC headquarters, Museum of Red Cross they also took part in celebration of International Red Cross Day
- 1030 copies of the IFRC handbooks "Step by step approach" were printed in the three official languages in BiH and were distributed in the field to the volunteers
- From 2850 RCY members in January 2001 membership of volunteers increased approximately to 3130 RCY members in June 2001.

Constraints

The youth program has been somewhat constrained in the last few months due to weak funding to the program from the donor national societies. The weak funding for this program still persists despite the fact that this programme was enthusiastically received by the participating national societies during the partnership meeting in March 2001.

Although Red Cross youth have made significant progress in establishing their formal presence within the governance structures of the National Society and its component entity organizations - they have representation at the senior governance level of all three organizations - there is still a distance between Red Cross youth and their adult counterparts particularly at cantonal regional and municipal level on a day to day management and program issues. This gap need to be closed for Red Cross youth to fully participate and contribute to the development and resources of the RCS BiH.

Conclusion

During the first six months of 2001, the main achievements for the YDP was that the reconciliation aspect has taken a very big step further. It is developing faster and faster, through the overall organizational development of the RCY in BiH that YDP is assisting and supporting, mainly through the activities the Entity RCY organizations are performing individually and jointly.

One of the main tasks in the next six months period as RCY was to organize a Youth Council at National level.

Coordination and Management

The Red Cross Society of Bosnia and Herzegovina was formed on December 15, 2000, which has created an essentially new environment for the further development of the RC structures in BiH. At the same time this event provided new opportunities to the International Federation Delegation in BiH to be more proactive and efficient in assisting the establishment process of the newly formed NS, its institutionalization, national and international recognition. The role of the national society governance and management bodies, their performance and the relations with the ERCs became as one of the highest priorities for the national society leadership.

The objectives planned in the Appeal to achieve the main goal were adapted to the new realities and a number of steps has been initiated by the Delegation in order to support the national society undertakings in its standing efforts and to ensure the continuity of the ongoing RC programmes.

Goal: To help build the necessary, stable foundation for the conclusion of the unification of the Red Cross Society of Bosnia and Herzegovina, and to ensure adequate and timely support for its initial, start up phase.

Objective 1 to help build further confidence and strengthen cooperation between the two ERC organizations during the next two years.

Activities proposed in appeal 2001 / 2002:

- provide the international community and the various components of the International Red Cross and Red Crescent Movement with regular information of the plans, activities and concerns of the Federation, in general, and in BiH, in particular;
- Provide quality support to programme managers, which includes, inter alia, advice and coordination on issues related to general management, finance, logistics, human resources, security, information and communication, external relations and fundraising;
- support and advice to programme managers and the ERCs / Red Cross Society of BiH regarding issues related to the Movement, the Federation's strategies and policies.

Achievement to Date :

The first objective was to continue to help to build further confidence and strengthen cooperation between the two ERCs for the next two years. This objective has been and is an ever ending work. With the establishment of the NS, the existence of a number of RC programmes / activities such as DP and DR, Tracing, Repatriation and Return, International and Regional relations / Co-operation, which requires a more global, nation wide approach, encourage the ERCs to work together regularly, in order to find common solutions for the common problems. The International Federation was facilitating the national society and ERCs efforts in this by all means, providing technical, operational and consultancy assistance. The international community have been regularly updated in regard to the activities of the International Federation and the establishment of the national society in Bosnia and Herzegovina. The Management of the Delegation has continued its efforts in co-ordinating and supporting its Delegates and Program Managers on various issues, such as; finance, logistics, human resource, security, information and communications including external relations and fundraising.

Objective 2 to provide continued advice and support to the process leading towards establishment of the Red Cross Society of Bosnia and Herzegovina.

Activities proposed in appeal 2001 / 2002:

- provide extensive advice and support to the management and the governance of the Red Cross Society of BiH, respectively, once it has been formally and legally established on issues such as human resources management, including recruitment, evaluation, training and so forth; continued active participation in the IECG process as long as required;
- coordinate and cooperate with the ICRC, and coordination of and advice to PNSs eventually interested in operating, either bi-laterally or multilaterally, in BiH;

- maintain external relations by ensuring regular production and dissemination of reports and other information and promotional materials and by organizing or participating in different public relations events;
- processing of financial activities and generating reports for the Secretariat and donors;
- Provide training of finance staff of the ERCs and/or the Red Cross of BiH;
- Provide logistics coordination and support to all departments of the delegation, including vehicle fleet management;
- Carry out local procurements, receiving, storing and distribution of relief related commodities;
- Provide training of logistics staff of the ERCs and/or the Red Cross of BiH, as required.

Achievement to Date :

The second objective has been achieved by the establishment of the Red Cross Society of Bosnia and Herzegovina, and activities have been very much focused on strengthening the capacity of the national society in areas such as, governance and management, programme planning and implementation, human and financial resources, communication and promotional activities, technical facilities and logistics.

In agreement with the RCSBiH Presidency and based on the Secretariat's guidelines in January a package of documents (Co-operation Agreement including the Programme / Project Development Contracts) was developed and presented for the consideration of NS. It supposed to introduce the future relations between the national society and the International Federation in terms of implementation of International Federation supported programmes. To enable the ERCs to continue their ongoing activities, to maintain the existing working relations with the delegation and to ensure the already agreed funding for the operations a Memorandum of Understanding (MoU), as a provisional solution, was signed between the RCSBiH and the International Federation. It was agreed, that the MoU will be replaced by the cooperation agreement after it is signed.

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 RCSBiH HQ, were provided to the national society to set up its HQ and get operational. In logistics the delegation has supported transport by lending the national society vehicles but later this year the national society will make vehicle procurement.

The International Federation also facilitated the process of the establishment of the national society HQ's 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 RCSBiH Presidency to discuss the issues of common interest. Counterpart relations were established between the delegation and the newly recruited national society HQ's staff. Relevant regulation concerning the use of the International Federation funds by the national society HQ's has been introduced. In the area of finance, the national society is slowly strengthening that area by making financial journals while an established software system will be installed later this year.

The Federation's Delegation, with the support of the regional delegation in Budapest and the Europe Department, encouraged and assisted the national society to hold a Partnership Co-ordination meeting on 8-10 March, 2001. Some 14 National Societies sent their representatives to participate. Among the participants of the meeting were representatives of the International Federation Secretariat, Budapest regional delegation, International Federation and ICRC country delegations. Representatives from BiH Presidency, UN, Office of High Representative, over 10 ambassadors and members of other international organizations were also invited to the meeting to assist the National Society in its efforts to building up international co-operation. It was a unique opportunity for the national society to reconfirm its strong dedication towards the improvement of the situation of the vulnerable in BiH through the joint efforts of the two Entity Red Cross organizations acting as a united National Society.

At the same time it was intended to once again draw the attention of the international donor community, including the PNSs to the continuous social problems facing BiH and consequently, the RCSBiH as one of the largest humanitarian organizations in the country trying to assist in the face of those problems. During the meeting the principles and guidelines for effective co-operation and co-ordination of the efforts between the Movement components were presented and discussed. In this regard the country and regional assistance strategies were introduced as relevant tools. As an outcome of the meeting the International Federation

delegation in BiH took the leading role in co-ordinating the humanitarian assistance initiatives of the PNS to ensure the International Federation assistance policy and avoid duplications. The Norwegian, Belgium, Danish, Spanish and Swiss Red Cross Societies present in the country on a bilateral basis are working more closely with the International Federation Delegation sharing information and discussing a common approach.

Special attention has been paid to the co-operation with ICRC. Regular meetings were held at all levels, including the field offices of the ICRC and International Federation in order to obtain efficient collaboration in supporting the National Society. The best evidence of this collaboration were the thoroughly agreed steps in facilitating the national society recognition process. As a result of the agreed performance between the two international RC institutions both at delegation and Geneva levels soon after its establishment the National Society was recognized 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 the Organizational Development, Disaster Preparedness, Communication and Humanitarian Values, Health Education (First Aid) and Home Care.

Constraints

A permanent deficit in funding has significantly limited the International Federation's capacities to maintain its delegation in BiH. As a reflection of this the delegation has, unnecessarily and quite often, gone through the painful process of restructuring, reshaping and down sizing, which has created uncertainties regarding the logical continuity of the International Federation's undertakings towards its assistance to the RCSBiH and the adequate delegation staffing levels to carry out this assistance effectively and efficiently.

Outstanding needs

The response to this appeal been disappointingly weak despite the fact that the newly established RCSBiH is facing complex problems which require timely, sustained and committed donor support. The core programme areas of Disaster Preparedness and the Promotion of Humanitarian Values (which may be the most significant for BiH and are certainly a priority for the RCS BiH) have received very limited support to date. Management and coordination requirements are also not covered.

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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>.

Peter Rees-Gildea
Head a.i.
Relationship Management Department

Lynette Lowndes
Head
Europe Department

Bosnia and Herzegovina						ANNEX 1
APPEAL No. 01.54/2001		PLEDGES RECEIVED			20.08.2001	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CASH						
REQUESTED IN APPEAL CHF ----->				5'517'276		TOTAL COVERAGE 32.9%
CASH CARRIED FORWARD				354'867		
CANADIAN - RC		3'605	CAD	3'941	30.03.2001	
NORWEGIAN - GOVT/RC		1'078'749	NOK	205'032	03.07.2001	REBUILDING THE RC
NORWEGIAN - RC		32'197	EUR	48'666	16.07.2001	YOUTH DEVELOPMENT
NORWEGIAN - GOVT/RC		2'500'000	NOK	478'260	27.06.2001	HOME CARE YOUTH PROG., FIRST AID TRAINING
SWEDISH - RC		1'150'000	SEK	199'755	30.03.01	HEALTH & CARE PROG. HOMECARE
SWEDISH - GOVT		1'150'000	SEK	190'325	06.07.2001	HEALTH & CARE, COORDINATION & 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				1'669'889	CHF	30.3%
KIND AND SERVICES (INCLUDING PERSONNEL)						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
Spain	Delegate(s)			8'542		
Iceland	Delegate(s)			34'825		
Great Britain	Delegate(s)			25'462		
USA	Delegate(s)			41'560		
SWEDISH - RC		194'428	SEK	32'178	06.07.2001	
SUB/TOTAL RECEIVED IN KIND/SERVICES				142'567	CHF	2.6%