

Plan 2010-2011



International Federation
of Red Cross and Red Crescent Societies

Bosnia and Herzegovina

Executive summary



Bosnia and Herzegovina is situated in south-eastern Europe, on the western Balkan Peninsula, and has a population of approximately 4 million. The Balkan wars caused extensive destruction and created sharp divisions between the country's populations. The real gross domestic product plummeted by 80 per cent and more than two million people - nearly half the pre-war population - became refugees, either abroad or internally. Since the end of war in 1995 and the Dayton Peace Agreement, the country has moved towards peace and reconciliation. Endeavours to increase cohesiveness and countrywide cooperation are, however, progressing slowly as deep divisions and mistrust still persist.

The political impasse has had adverse effects for economic and social development. The country has a modest GDP per capita of USD 4,800, unemployment is exceptionally high and corruption is a major challenge. Poverty is widespread and several groups face hardship and vulnerabilities. In 2009 the country experienced sharp increases in social spending and a fiscal crisis precipitated by the global economic downturn. The financial crisis is thus currently taking its toll on the country's economy and available data indicate that the economy is in recession. Public sector and tax revenues have been dropping rapidly, and in the first quarter both exports and imports dropped significantly. As spending on social protection schemes is large by international standards these trends may have serious social and humanitarian consequences if the sustainability of the system is put at risk. The public pension is below the official threshold of relative poverty and other state allowances are low, and thus already inadequate for maintaining an adequate standard of living for many.

Among the most vulnerable are poor families with children, pensioners and elderly people, disabled people, internally displaced persons (IDPs) and minorities. A substantial number of IDPs have returned, but face legal, social, economic or political obstacles to reintegration. Furthermore people at risk of being trafficked have emerged as a serious challenge. In addition to political and socio-economic issues, various natural and man-made disasters hit the country almost every year with floods becoming increasingly frequent. The level of poverty and already existing vulnerabilities in the country increases the risk to, and the potential destructive effects of these phenomena for the most vulnerable.

In this context the Red Cross Society of Bosnia and Herzegovina is the *only* humanitarian actor covering and addressing humanitarian needs in the whole of Bosnia and Herzegovina. This plan seeks to support the National Society's endeavours in disaster management, health and care, organizational development and the promotion of Fundamental Principles of the International Red Cross and Red Crescent Movement and humanitarian values. Hence it is aligned with the Federation Global Agenda Goals and the Federation of the Future Framework for Action.

Disaster management activities focus on organizational and preparedness, community preparedness and risk reduction, and disaster management planning. Objectives centre on

establishing, training and equipping national disaster response teams (NDRT) and municipal entities. Reduced vulnerability to disasters through community-based projects thus constitutes an essential element. Moreover the society will conduct a vulnerability and capacity assessment and develop a national plan for preparedness and response including standard operating procedures.

In health and care the main objective is to provide quality home care services to vulnerable elderly people. Services include home visits and personal care as well as distribution of food and hygiene parcels. Further emphasis will be put on planning and quality as to better meet the needs among target groups and maintain public authorities' recognition of the programme, as the latter has recognized that the programme is currently addressing gaps in the health sector. Furthermore the added value of the programme in terms of promoting a culture of cooperation between the two entities will be further fostered. HIV and AIDS, tuberculosis and harm reduction activities constitute elements in the second health and care component. Voluntary non-remunerated blood donation and first aid are additional activities carried out by the National Society.

Organizational development has for long been a particularly thorny issue for the society. Since the adoption of new statutes in 2006 the society has experienced a deadlock over the election of a president and selection of a secretary general. This has impeded not only organizational development, but has had severe consequences for the society as a whole in developing into a more robust and coherent organization. However, in 2009 the National Society succeeded in uniting on both a president and a secretary general, making it the first national organization in the country to abandon the presidential rotation system. This opens up a possibility for an effective restructuring of the society. In order to build upon the recent promising developments the supported components focus on developing leadership skills, improving the society's human resource structure and policy, and enhancing programme performance. Key activities include an organizational assessment which will serve as the basis for restructuring the society, and a revision of the society's statutes.

The promotion of the fundamental principles and humanitarian values are integrated elements in all programme activities as well as the profiling of the National Society. The component under the programme forges information networks and vocational training for asylum seekers from Bosnia and Herzegovina to increase their ability to become self-sustainable. The society is currently exploring the need for targeting new vulnerable groups such as victims of human trafficking and intends to continue its work with Roma people.

The International Federation's representative office in Bosnia and Herzegovina will support the National Society based on the latter's strategic priorities within disaster management, health and care, organizational development and fundamental principles and humanitarian values. Supported areas are in line with the four Global Agenda Goals and the Federation of the Future Framework for Action. The plan furthermore reflects the society's commitment towards scaling up its activities with emphasis on health and social care including activities related to HIV and AIDS. The support encompasses technical advice in programme planning and management, training, information sharing, advocacy and active promotion of programmes in conjunction with regional and cross regional networks.

The total 2010-2011 budget is CHF 425,134 (USD 415,438 or EUR 280,887).

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

Country context

Bosnia and Herzegovina is situated in south-eastern Europe, on the western Balkan Peninsula with an area of 51,209 square kilometres. Bordered by Croatia to the north, west and south, Serbia to the east, and Montenegro to the south, the country is almost landlocked, except for 26 kilometres of

Adriatic Sea coastline, centred on the town of Neum. The country has a population of approximately 4 million.¹

Bosnia and Herzegovina declared sovereignty in October 1991. The declaration was followed by a referendum in March 1992 in which 93 per cent voted for independence.² Shortly afterwards Bosnia and Herzegovina declared independence from Yugoslavia. Following a period of escalating tensions and sporadic military incidents, open warfare broke out in Sarajevo in April 1992. The ensuing war caused extensive destruction and created sharp divisions between the country's populations. The gross domestic product (GDP) plummeted by 80 per cent and more than two million people - nearly half the pre-war population - became refugees, either abroad or internally. The war ended with the Dayton Peace Agreement in 1995 which decentralized the country politically into two governing entities; the Federation of Bosnia and Herzegovina and Republika Srpska, covering 51 and 49 per cent of the land area respectively.³ The agreement also created the position of the High Representative, an international official charged with overseeing implementation of the civilian aspects of the agreement.

Since this steps have been taken towards peace and reconciliation. There are ongoing efforts to establish a new national constitution which would form the basis for increased cohesion and countrywide cooperation. Work is in progress to replace the rotating presidential system with a system based on one elected president and two vice presidents for four years. Steps have also been taken to forge closer ties to Europe politically and economically, and in terms of security. In June 2008 Bosnia and Herzegovina signed a stabilization and association agreement with the European Union (EU).

Political endeavours are, however, progressing slowly as divisions and mistrust still persist.

The political impasse has had adverse effects for economic and social development. The country has a modest GDP per capita slightly above of USD 4,800⁴, unemployment is exceptionally high and corruption is a major challenge. Poverty is widespread and several groups face hardship and vulnerabilities. In 2009 the country experienced sharp increases in social spending and a fiscal crisis precipitated by the global economic downturn. The financial crisis is thus currently taking its toll on the country's economy. Although there are no national accounts statistics to confirm it, the available data indicate that the economy is in recession. Projections indicate a growth in GDP in 2009 to 1.5 per cent, significantly lower than in previous years. Public sector and tax revenues have been dropping rapidly, and in the first quarter exports dropped with more than one-fifth and imports with almost one-fourth. Industrial production dropped around 10 percent from January to May.⁵ As spending on social protection schemes is large by international standards these trends may have serious social and humanitarian consequences if the sustainability of the social safety system is put at risk. The public pension is below the official threshold of relative poverty and other state allowances are low, and thus already inadequate for maintaining an adequate standard of living for many.

Thus Bosnia and Herzegovina's most immediate task remains economic revitalization. The country needs meaningful progress in structural reforms to strengthen the basis for sustained growth. Private sector growth – especially small and medium enterprises (SMEs) – and increased foreign direct investments (FDI) are needed to spur economic growth and job creation. The government's top economic priorities are to accelerate EU integration; strengthen the fiscal system; public administration reform; World Trade Organization (WTO) membership; and securing economic growth by fostering a dynamic, competitive private sector. To date, work on these priorities has

¹ No population census has been carried out since 1991 due to political disagreements. Hence much post-war data is estimates. Nevertheless, a census has been planned for the year 2011. Most sources, however, estimate the population to be about 4 million, representing a decrease of 350,000 since 1991

² Turnout was almost 64 per cent. The referendum was, however, boycotted by the great majority of the Serbs.

³ Brcko District in the north, bordering Croatia, was created as a *de facto* third entity.

⁴ World development indicators 2008, World Bank, Publication 1 July 2009

⁵ The World Bank Office in Bosnia and Herzegovina. Newsletter. 2/2009 – June 2009

<http://siteresources.worldbank.org/INTBOSNIAHERZ/147270-1216292936696/22247225/NewsletterJune2009Eng.pdf>. 16.09. 2006.

been inconsistent. The country has received a substantial amount of foreign assistance and needs to demonstrate its ability to implement its economic reform agenda in order to advance its stated goal of EU accession. In 2009, the country has undertaken an International Monetary Fund (IMF) standby arrangement caused by a sharp increase in social spending and a fiscal crisis precipitated by the global economic downturn.

Among the most vulnerable in Bosnia and Herzegovina are poor families with children, pensioners and elderly people, disabled people, internally displaced persons (IDPs) and minorities. A substantial number of IDPs have returned, but face legal, social, economic or political obstacles to reintegration. People at risk of being trafficked have emerged as a serious challenge. In addition to political and socio-economic issues, various natural and man-made disasters hit the country almost every year with floods becoming increasingly frequent. The level of poverty and existing vulnerabilities in the country increases the risk to, and the potential destructive effects of these phenomena for the most vulnerable.

There are approximately 550,000 registered pensioners and disabled persons. The public pension is set at 50 per cent of the average net wage, which is below the official threshold of relative poverty, thus making elderly people some of the most vulnerable in the country. A considerable number of traditional social welfare beneficiaries receive small state allowances, inadequate to sustain an adequate standard of living and thus placing them in a vulnerable situation. Furthermore so-called veteran-related benefits are skewed as more than one-fourth goes to the richest fifth of the population, while those in the poorest fifth receive less than 15 per cent. Civilian benefits are somewhat better targeted towards the poor. Thus, more than 25 per cent of the expenditure on the child protection allowance and 30 percent of the expenditure on the social assistance benefit (both means-tested) reach the poorest fifth of the population. Nevertheless, these outcomes are not very good when compared with other countries.⁶ Furthermore, as spending on social protection schemes are large by international standards the economic downturn may have serious consequences for these groups if the sustainability of the social safety system is put at risk.

Although Bosnia and Herzegovina belongs to the group of countries that report relatively low HIV and AIDS, and TB prevalence rates. According to UNICEF the number of officially reported HIV cases in Bosnia and Herzegovina is 116. Rates of infection are highest among people aged 15 to 24. Experts fear though that the small number of reported cases may hide the fact that many young people are involved in highly risky, unprotected behaviour such as injecting drugs and having unprotected sex. Thus the number of registered cases may only represent the "tip of the iceberg", primarily due to insufficient surveillance data on high-risk groups. Hence it is feared that the epidemic will be fully detected only at the point when it has moved into the general population and has become a full fledged epidemic. A highly mobile population, including refugees, IDPs, returnees, rural-urban migrants, labour migrants, victims of trafficking and sex workers are considered especially vulnerable to contracting HIV.⁷ Thus the needs for focused intervention still exist, in order to timely and most effectively prevent the spread of the infections in the country.

A substantial number of IDPs have returned to their places of origin, but face legal, social, economic and political obstacles to reintegration. In recent years, as international aid has decreased, the government has tried to step in to support for IDPs and returnees, for instance by rebuilding houses. However, in order for returns to be sustainable, broader economic, legal, security and social protection measures are needed. Thus the social integration of these groups is critical. Within the movement of people category trafficking in persons has emerged as a potential risk to certain groups the recent years. Trafficking makes people, especially women, vulnerable to exploitation and suffering and thus both its causes and human consequences need to be adequately addressed.

⁶ World Bank Office in Bosnia and Herzegovina. Newsletter. 2/2009 - June 2009
<http://siteresources.worldbank.org/INTBOSNIAHERZ/147270-1216292936696/22247225/NewsletterJune2009Eng.pdf>.
Accessed 16 September 2009

⁷ UNICEF. Bosnia and Herzegovina. HIV/AIDS prevention. http://www.unicef.org/bih/hiv_aids.html. 16.09.2009.

Development Indicators	BOSNIA AND HERZEGOVINA		
<i>Population, geography and environment</i>		<i>Economy and labour</i>	
Total population (millions)	3.93	GDP per capita (PPP in USD)	6,780
Surface area (square km)	51,209	GDP real growth (%)	6
Carbon dioxide emissions per capita (metric tons)	4.0 (2004)	Unemployment total (% of labour force)	44 (2003)
<i>Social indicators</i>		<i>Health indicators</i>	
Adult literacy rate (% aged 15 and older)	96.7 (2005)	Infant mortality rate (per 100,000)	13 (2004)
Human development index value (HDI)	0.803 (2005)	Maternal mortality rate (per 100,000)	3 (2005)
Human development index rank (HDI)	66	Life expectancy at birth	74.5 (2005)
Population below national poverty line (%)	19.5	HIV incidence (% aged 15-49)	0.43
<i>Refugees and IDPs</i>		People living with HIV/AIDS	
Number of internally displaced people (1000)	180 (2006)	Incidence of tuberculosis (per 100,000)	45.45
Sources: World Health Organization; UNDP; World Bank.			

Table 1: Selected development indicators for Bosnia and Herzegovina.

In addition to political and socio-economical issues, natural disasters hit the country yearly and create acute humanitarian needs.

Country disasters	BOSNIA AND HERZEGOVINA	
Type of Disaster	Date	Affected people
Flood	July 2009	2,000
Flood	February 2009	5,000
Cold wave	January 2009	3,000
Flood	December 2005	3,100
Flood	April 2004	275,000
Flood	March 2004	3,000
Drought	May 2003	62,575
Flood	June 2001	9,000
Mass movement	February 2000	403
Epidemic	August 2000	400
Source: EM-DAT: OFDA/CRED International Disaster Database		

Table 2: Natural disasters in Bosnia and Herzegovina since 2000.

Phenomena such as flooding, drought, heavy snow falls, and landslides hit Bosnia and Herzegovina almost every year, causing a variety of humanitarian challenges. In recent years the country has also experienced heat waves leading to deaths and health threats, forest fires and water shortage. Global warming and climate change indicates that the incidence of these phenomena will not decrease in the near future, but rather intensify. Increased frequency of floods demonstrates this. Furthermore there is increasing public awareness of risks such as industrial accidents, road accidents and population movements. The level of poverty and the existing vulnerabilities in the country increase the potential destructive effects of natural and man-made disasters for the most vulnerable.

National Society priorities and current work with partners

The Red Cross Society of Bosnia and Herzegovina was recognized by the Council of Ministers of Bosnia and Herzegovina in December 2000 and by the International Red Cross Committee (ICRC) and the International Federation of Red Cross and Red Crescent Societies in 2001. The mission statement in its 2006-2010 strategy highlights respect of human dignity, alleviation of human suffering and reduction of the impact of crises. In pursuing its mission the National Society implements multiple and comprehensive programmes targeting selected groups and vulnerabilities in line with the country's socio-economic realities. The National Society with its 18,000 volunteers is the only humanitarian organization covering the whole country. International observers have described the establishment of the Red Cross Society of Bosnia and Herzegovina as one of the most important steps towards the country's reconciliation process.

Disaster management

The National Society aims to implement multiple disaster management activities. The society intends to establish a national disaster response team (NDRT) consisting of members from the cantonal and regional level who will be trained and equipped to take a lead when disaster strikes. Furthermore an aim is to support the establishment of municipal entities responsible for local disaster management. Additional activities focus on risk reduction at municipal level, thus stressing

the need to develop community-based projects aimed at reducing vulnerability to disasters in selected communities. In order to guide the National Society's work within disaster management and its implementation of relevant activities, there is a need to conduct a new nationwide vulnerability and capacity assessment (VCA). The new VCA will serve as the basis for the development of an overall Red Cross disaster management plan focusing on both disaster preparedness and response. A previously conducted VCA has been the basis of a nationwide community-based preparedness and response network. The network cooperates with national authorities in supporting disaster preparedness assessments, the development of programme policy, standard operating procedures, regulations, structures and resources.

Furthermore the National Society intends to support the development of a national public disaster management plan and to explore ways to coordinate state authorities' efforts within disaster management with the actions of the National Society.

Mobile technical teams will ensure emergency support to minority returnees and other vulnerable groups in selected priority areas. The targeted areas will, among others, be identified and selected on the basis of the number of returnees returning and the capacity of the Red Cross. Returnees and other vulnerable groups will benefit from practical problem solving, provision of relief items, psychosocial support and small community mobilisation projects tailored to the needs of the community through participatory engagement in areas of return.

Health and care

Home care service delivery is a main priority within health and care. Services vary according to needs and include visits and personal care from once a month to several times a week, as well as distribution of food parcels and hygiene parcels. With the support of the International Federation and the Italian Red Cross a comprehensive review of the programme was conducted a few years ago resulting in new modalities for programme implementation. These have been adapted in some 40 local branches so far. The new methodology puts further emphasis on planning and quality and aims to enable local branches to present themselves as an effective and credible partner before local authorities in addressing needs among the most vulnerable, including elderly people. Furthermore, increasing the effectiveness of the programme seeks increase the visibility of local branches among the local population and hence their capability to raise funds and support to make the programme as sustainable as possible.

As well as providing services to vulnerable elderly people, the home care programme has proven as fertile ground for cooperation between the country's two entities. A working group was created in 2006 with the participation of coordinators from the two Red Cross entities and the National Society. Public authorities recognize the importance and quality of the programme and acknowledge that the Red Cross is addressing current gaps within the health sector. Further emphasis will be put on volunteer development and increased management capacity building. As the standard of living for vulnerable elderly persons is not likely to improve in the foreseeable future, the continuation of the programme is vital. Although external support to the programme has decreased over the past five years, the National Society is determined to continue implementing it.

Moreover the National Society is focusing on prevention and harm reduction related to HIV and AIDS and Tuberculosis (TB). Prevention activities include peer education with a priority on youth. A national Red Cross strategy for reproductive health for youth has been implemented since 2005. In 2010 the National Society intends to include awareness campaigns and training with Roma people as part of its prevention and harm reduction activities. Overall the society seeks to scale up its activities on HIV and AIDS in accordance with the International Federation's operational models like the global Alliance on HIV.

In TB the National Society is heavily engaged in informing the population about the disease. The occurrence of TB and its adverse effects are related to current social conditions and lack of information and appropriate treatment. The Red Cross focuses its support on the "Week of Fight against Tuberculosis" held each year in September. Further Red Cross activities include free of charge medical checkups for people in remote areas conducted by external doctors on a voluntary

basis, visits to patients with TB in hospitals and at home, and donations of food and hygiene parcels.

Organizational development and capacity building

After experiencing difficulties in electing a new president and selecting a new secretary general, the National Society succeeded with both in 2009. This not only made the Red Cross of Bosnia and Herzegovina the first national organization in the country to abandon the rotating presidential system, but also opened up the possibility for an effective reorganization of the society's structure. The International Federation is ready to accompany and support the National Society in the challenging, but required task of reorganization. The process will be complex and difficult due to several issues linked to the existence of two different entities, but is inevitable as to increase the society's capacities of planning and implementing programmes. An assessment of the existing situation and present staff, together with an identification of present needs will be carried out shortly as basis for the forthcoming reorganization. A revision of the National Society's statutes is planned and should take place before the end of 2009. Both entities have strategies for 2006-2010 which are in line with the national level strategy.

Principles and values

The National Society is currently exploring the need for, and its capacity to address new vulnerable groups such as victims of human trafficking. Integrating such new projects into ongoing programme activities will be emphasized, i.e. as cross cutting elements between health and care and humanitarian values. Furthermore the programme will position the National Society vis-à-vis the government in addressing legal issues, regional networking, supporting volunteers and information-networks in areas of return. The National Society will join the next round of sensitisation with the Platform for European Red Cross Cooperation on Refugees (PERCO). In 2009 -2010 the National Society intends to continue working with the Roma people taking them onboard in some initiatives like training for health awareness. These efforts will build upon pilot projects implemented in 2007 focusing on Roma people exposed to discrimination and extreme poverty, and youth at risk of human trafficking.

At present the National Society has limited communication capacity and is partly depending on financial support from the International Federation and the International Committee of the Red Cross (ICRC). Hence the society will make use of Federation and ICRC information channels such as the Federation internal webpage and publications in promoting humanitarian issues, networking and knowledge sharing.

Other programmes

In cooperation with ICRC the National Society carries out tracing services and mine awareness programmes.

Secretariat supported programmes in 2010 - 2011

Disaster Management

a) The purpose and components of the programme

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

The disaster management programme budget for 2010 and 2011 is CHF 100,063.

Programme component 1: Organizational preparedness
Component outcome 1: Establishment, training and equipment of national disaster response teams from both Red Cross entities
Component outcome 2: Cantonal and regional disaster response teams have received refresher training.

Programme component 2: Community Preparedness / Risk reduction

Component outcome 1: Target communities' vulnerability to disasters has been reduced through community-based projects and municipal disaster management bodies have been established.

Programme component 3: Disaster Management Planning

Component outcome 1: The National Society has conducted new vulnerability and capacity assessment and developed a national plan for preparedness and response and standard operating procedures for response on disasters.

b) Profile of target beneficiaries

The disaster management programme targets different groups: peer education targets 3,000 school children; disaster preparedness activities target populations in disaster prone areas with an estimated population of 20,000 persons; 3 disaster management coordinators, 100 staff and volunteers, 15 governmental staff. All target groups will benefit from training, advice, consultancy and peer support.

c) Potential risks and challenges

The disaster management programme has improved in recent years and is now partly well functioning. However, still several issues needs to be addressed including: the need to hire a National Society disaster management coordinator at HQ level; set up all DM systems in place improve the financial basis of the programme and its sustainability; purchase of new and replace old equipment; and refresher training for disaster teams as well as practical simulations. Attention has to be paid to procedures, knowledge and use of Federation tools in disaster response including DREF procedures, proper assessment and accurate identification of needs among disaster affected populations. Three DREF operations conducted in 2009 demonstrates that data collection, identification of needs and selection of target populations needs to be addressed if the society is to maintain its existing capacities in disaster response. Also, the society depends on directions from state authorities in order to be able to actively support the latter.

Health and Care**a) The purpose and components of the programme****Programme purpose**

Reduce the number of deaths, illnesses and impact from diseases and public health emergencies

The health and care programme budget for 2010 and 2011 is CHF 152,546.

Programme component 1: Prevention and control of HIV and AIDS and TB

Component outcome 1: The number of exposed people seeking HIV counselling or treatment or both have increased.

Component outcome 2: The National Society has contributed to TB control and prevention through promotion and support of Directly Observed Treatment Short course (DOTS) and National Society programme staff has been further trained.

Programme component 2: Home care

Component outcome 1: The National Society has a leading role in advocacy in the area of health care and social protection of elderly people, actively supporting the Government's planning.

Component outcome 2: The National society provides quality home care services while ensuring long term sustainability in cooperation with authorities.

b) Profile of target beneficiaries

HIV and AIDS activities mainly target young people while the TB programme targets poor people primarily in rural areas. The home care programme targets 10,000 elderly people who have no, or

very limited income and who is living alone without support other than services from Red Cross. In terms of learning some 3,000 school children; 3 health care coordinators; 200 staff and volunteers will be targeted .

c) Potential risks and challenges

The political and economic circumstances represent considerable challenges for the National Society to continue the much needed home care programme. The National Society needs to do much lobbying on all levels for improved social legislation to secure the sustainability of the programme and for the government to take over responsibility in the long-term.

Organizational Development/Capacity Building

a) The purpose and components of the programme

Programme purpose

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

The organisational development/capacity building programme for 2010 and 2011 budget is CHF 134,762.

Programme component 1: Leadership development
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Component outcome 1: The National Society's governance members and management staff have improved their skills in chairing the Society.
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Programme component 2: Development of systems, procedures and staff sustainability

Component outcome 1: The National Society's human resource structure and policy has been improved and is appropriate.
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Programme component 3: Systems and performance for programmes and services

Component outcome 1: The National Society has strengthened and is more effective in programme reporting.

b) Profile of target beneficiaries

Target beneficiaries within the organizational development programme are: 100 National Society leadership members and programme managers; and 320 local Red Cross branch staff. These will benefit from advice, consultancy, and training and peer support, to enhance their knowledge, experience and skills to better address organizational issues. All 18,000 volunteers will benefit from a better functioning society.

c) Potential risks and challenges

The development of a stronger National Society leadership with roles and responsibilities in line with the society's statutes will require a change of habits and mindsets. The intention to change the system of recruitment on the basis of qualifications, thus abandoning the recruitment code based on balancing the representation of different ethnic groups, will be a difficult. Internal disagreements are expected. Furthermore recruitment and retention of volunteers have declined the recent years. To change this trend will be a challenge and will require resources and organizational attention.

Principles and Values

a) The purpose and components of the programme

Programme purpose

Promote respect for diversity and human dignity, and reduce intolerance, discrimination and social exclusion
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The principles and values programme budget for 2010 and 2011 is CHF 37,764.

Programme component 1: Information network and vocational training for asylum seekers from Bosnia and Herzegovina

Component outcome 1: Target beneficiaries have received vocational training and have increased their ability to become self-sustenance.

b) Profile of target beneficiaries

Approximately 8,000 people including minority returnees, vulnerable local community members, elderly people and children in rural areas, will benefit from vocational training, educational and social activities, dissemination of information and referrals. Targeted groups will also receive relief items such as potato seeds, hygiene parcels and food parcels.

c) Potential risks and challenges

The definition of the National Society's role in accommodating asylum seekers depends on the government's capacity and efforts. Effective cooperation within the National Society is required.

Role of the secretariat

a) Technical programme support

The International Federation's country representation in Sarajevo has two local permanent staff, rendering continuous support to all programmes and projects funded through the International Federation. Given the National Society's own capacity, the representation has also to some extent supported bilateral activities. Since the middle of 2009 the representation was merged with the Italian Red Cross and is integrated with the office of the National Society. This decision was a key element in providing better and more effective membership services to the National Society and is an overall Federation strategic priority of closer integration with National Societies.

In conjunction with the regional representation in Budapest covering central Europe, the Europe zone will offer active technical support in disaster management, health and organizational development. Subject to the National Society's interaction with the government, the zone might be required to render support on International Disaster Response Laws (IDRL) and other support beyond the capacities of the representation office in Bosnia and Herzegovina.

Moreover, the International Federation will render tailor-made support in enhancing the National Society's performance management capacities in line with Global Agenda Goal three and component three under organizational development; *systems and performance for programmes and services*. The support aims to build basic foundations for longer-term capacity building in managing programmes more effectively and with greater efficiency. To this end the society will be supported through workshops, follow-up visits, satisfaction surveys⁸, network building and SharePoint. Importantly, the support not only puts the National Society at its core, but requires the society itself to take on responsibility for generating the best possible outcomes, especially in a longer-term perspective. Furthermore it stresses the genuine participation of people reached as a means to put the latter at its very centre as well as to enhance the quality of services through their feedback.

b) Partnership development and coordination

The International Federation and the National Society intend to organise a partnership meeting. The possible development of a Country Agreement Strategy (CAS) will be among the subjects addressed. In terms of cooperation the society works with multiple partners both within the Movement and outside:

⁸ The satisfaction survey is a newly developed tool by the International Federation Europe zone for finding out whether goods and services provided by National Societies manage to meet the needs among people reached. Furthermore it aims to facilitate the participation and feedback from target groups for improving future interventions by National Societies.

- National authorities are the main partner in disaster preparedness at national level. The society has achieved a clear role in disaster response and will support the government in developing a national disaster preparedness and response plan.
- Key partners in health and care are the Ministry of Health, national blood transfusion centres, HIV/AIDS and TB institutes, as well as the Global Fund to fight HIV/AIDS, TB and Malaria (GFATM). These partnerships are enabling the National Society to contribute to the national poverty reduction strategy which feeds into the Millennium Development Goals.

Within the Movement the Red Cross Society of Bosnia and Herzegovina cooperates with several sister National Societies in addition to the International Federation and ICRC:

Italian Red Cross	Financial support through the International Federation for the home care programme since 2006 and has contributed in defining the new implementation methodology.
Norwegian Red Cross	Supports bilateral twinning projects within disaster management, home care and organizational development. The latter includes youth exchange through "Friendship without Borders", which fosters dialogue and peaceful interaction among youth in the region.
Spanish Red Cross	Bilateral training of trainers and organises workshops for school children on prevention of drug abuse, STIs and family violence. It also provides free of charge dental check-ups for youth, and medical check-ups for elderly people.
Swedish Red Cross	Funding for disaster management, home care and organizational development.
Swiss Red Cross	Bilateral long-term community development programme, including improving living conditions for elderly people in the Mihatovici refugee settlement in Tuzla canton.

ICRC is supporting and works closely with the International Federation and the Red Cross Society of Bosnia and Herzegovina to build capacity in the following areas:

Programme integration and coordination	Programme integration and coordination with ICRC. The home care programme has been a good test bench and may give some interesting ideas, like the working group arrangement, to be developed in other programmes as well.
Other	Tracing service and psycho-social support to the family members of the missing; promotion, respect and dissemination of International Humanitarian Law (IHL) and the fundamental principles, including support to the entity Red Cross magazines; conflict preparedness; mine awareness; and enhancement of the National Society's legal base

Outside the Movement the National Society works closely and intends to continue cooperation with several international organizations such as:

UNDP	TB component of the Global Fund to fight AIDS, TB and Malaria
UNHCR	Refugee projects, including education for children
IOM	Population movement
WHO	HIV and AIDS

c) Representation and Advocacy

The country representative will continue to offer close cooperation with the National Society leadership on representation and advocacy issues.

Promoting gender equity and diversity

The Red Cross Society of Bosnia and Herzegovina is making efforts to ensure that the gender issue is always considered while working with vulnerable communities. Even if in practical program implementation women and men participate differently in different communities.

Quality, accountability and learning

The International Federation in Bosnia and Herzegovina wishes to facilitate exchanges between the Red Cross of Bosnia and Herzegovina and neighbouring societies as part of its regional approach

of utilizing best practices in the region. This was achieved last year with the support of the Norwegian Red Cross for fund-raising training as well as support from the Macedonian Red Cross in trainings for participatory community development (PCD) and the Serbian Red Cross in disaster management trainings. In 2009 workshops for exchanges in best practices have been planned with the financial support of the Italian Red Cross. This practice will be further developed in 2010 and 2011. The already mentioned methodology of the working group can guarantee, during the whole project cycle, better learning, improved capacities in management, and equity in decisions taken.

How we work	
<p>The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".</p>	<p>Global Agenda Goals:</p> <ul style="list-style-type: none"> • Reduce the numbers of deaths, injuries and impact from disasters. • Reduce the number of deaths, illnesses and impact from diseases and public health emergencies. • Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability. • Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.
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