

Appeal 2001-2002



International Federation
of Red Cross and Red Crescent Societies

Bosnia & Herzegovina

(Appeal 01.54/2001)

Click on programme title or figures to go to the text or budget

| | <i>In CHF</i> |
|--|------------------|
| 1. Disaster Preparedness | 412,611 |
| 2. Health and Care | 1,753,508 |
| 3. Humanitarian Values | 175,281 |
| 4. Institutional & Resource Development | 2,114,341 |
| 5. Coordination & Management | 1,061,536 |
| Total | 5,517,276 |



Introduction

National Context

The recovery of a multi-ethnic society in Bosnia and Herzegovina (BiH) is still challenged by crucial political, social and economic problems. Nearly five years after the war ended, over one million refugees and displaced persons, or one fourth of the entire population of the country, are not able to return to their pre-war homes. The country's two entities, the Federation of Bosnia and Herzegovina (FBiH) and Republika Srpska (RS), continue to be led by nationalist hard-liners leaving the central institutions of the country rather weak, while the domestic economy, totally ruined during the war, is barely able to recover as it has to deal with a high rate of unemployment, corruption, black market and an uncertain process of transformation towards the market economy.

Nevertheless, some events that took place in first half of 2000 indicate that the country might in the foreseeable future take a more positive direction. In March, Brcko finally became a "neutral" district, a year after international arbitration decided on its status as outside both the FBiH and the RS. The April local elections showed a significant decrease of the influence of nationalists, mainly among Bosnians who choose to vote for the Social Democrats. The BiH Constitutional Court ruled that all three BiH ethnic groups - Bosniacs, Serbs and Croats - are constitutive peoples in both of its entities. This decision is envisioned to stop segregational and discriminatory policy towards minorities. Further political changes are expected to take place after the country's general election in November 2000.

The industrial output of the entire country is slowly increasing, inter-entity trade is expanding, wages are worth more in real terms, the country's export has risen while the first foreign investors have appeared in the power and

banking sectors. The central border control service was established and is in the process of taking over border crossing control, preventing illegal economy and immigration.

As a result of the international community's efforts in establishing long term peace and prosperity in the wider region of the Balkans through the Stability Pact for south-eastern Europe, efforts and resources necessary for BiH to function as a "normal" state have increased. These efforts should, hopefully, lead to unified and effective central and common institutions and an organized and functional national economy.

National Society Context

Military and political divisions during the war left their mark on the country's Red Cross structures. During the war, Serb held territories established their own RC, the Red Cross of Republika Srpska (RCRS), while the Red Cross of Herzeg-Bosnia was active in Croat held territories. The remainder of the territory of BiH was covered by the Red Cross of the Republic of Bosnia and Herzegovina, and, in few communities, some newly formed Red Crescent organisations. The Red Cross of the Federation of Bosnia and Herzegovina (RCFBiH) was established after the war.

Now, the two entity Red Cross organisations (ERCs) operating in the country are accepted as the main partners in the process of the establishment of the Red Cross Society of BiH. In 1998 the Inter-Entity Contact Group (IECG) was established and supported by the International Federation and the International Committee of the Red Cross (ICRC). Crucial steps towards the final establishment and international recognition of the unified National Society were made during the second part of 1999 and during 2000.

The ERCs improved their co-operation in the years after the war especially in the field of home care, youth, tracing and mine awareness. Now, as the Federation is able to move from a period of various emergency operations to a developmental approach it is important to focus on assisting the ERCs and the future Red Cross of BiH in strengthening both governance and management, through consolidation of institutional and resource development initiatives.

Priority Programmes for Federation assistance

To support the Entity Red Cross organizations, the Federation will focus on:

- **Disaster Preparedness:** supporting the Entity Red Cross organizations in establishing a community based DP network throughout Bosnia and Herzegovina.
- **Health and Care:** strengthening the position of Entity Red Cross organizations 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.
- **Humanitarian values:** creating contemporary information departments at the ERCs with developed operational frameworks and sustainable strategies for promotion of humanitarian values, advocacy and Red Cross information activities.
- **Institutional and Resource Development:** increasing institutional and resource capacities of the Entity Red Cross bodies to develop their institutional capacities and sustainability, in order to contribute towards attaining the characteristics of a well functioning National Society and, ultimately, to help improve the situation of the most vulnerable people in BiH.
- **Coordination and Management:** supporting the management of the International Federation of Red Cross work in BiH including the process leading to the establishment of an unified National Society in BiH.

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1. Disaster Preparedness

Background and progress to date

Prior to the breakup of Yugoslavia, the Red Cross in Bosnia and Herzegovina (BiH) was part of a well-developed state disaster preparedness (DP) and emergency response programme that involved response teams, well-supplied warehouses and equipment as part of a countrywide civil defense capacity.

Natural disasters in BiH have been limited to occasional flooding, mud slides, forest fires, droughts and earthquakes. Earthquakes that affect dwellings and population occur every 15 to 20 years such as in Banja Luka in 1969 and the southern part of Herzegovina in 1979. The long period without rain and extremely hot temperatures from April to August 2000 represented the biggest dry season in the last 114 years in BiH. The drought caused almost catastrophic damages to agriculture, cattle funds and water supplies. According to the first estimations made by the two Entity Red Cross (ERC) organizations, approximately one million inhabitants of BiH were affected by drought in 2000.

As a result of the war in BiH and the 1999 hostilities in Kosovo, the ERC organizations had a key role in the distribution of emergency relief supplies to the hundreds of thousands affected, gaining valuable experience in responding to disaster situations. Industrial and traffic accidents as well as the risk of population movements in the region provide opportunity for the ERC organizations to develop and maintain a disaster preparedness programme for Bosnia and Herzegovina. A basic governance and management structure exists and both ERCs have a network of local branches and volunteers capable of providing adequate services.

In February 1999, a one-day disaster assessment workshop was organized by the International Federation with the leadership of the two ERCs to discuss the need for a DP plan in BiH and how to proceed the assessment. The ICRC was also involved in the meeting. However, the ERCs didn't follow up with further definition of objectives and the matter was dropped.

A disaster preparedness and response department was established within the BiH delegation in October 1999. With a donation from the Canadian Red Cross at the beginning of 2000 and the importance of DP stressed in the Federation's *Strategy 2010*, further initial discussions took place with the ERC organizations.

During February 2000, the Federation and the ICRC agreed on future cooperation and definition of respective roles in DP activities for 2000. The ICRC has responsibility for tracing and dissemination activities, while the Federation has the lead role in assisting and supporting future DP activities of the ERCs. Around the same time, meetings were held with both ERC Secretaries General to introduce the Federation's approach and the steps undertaken so far.

The delegation requested technical assistance from the DP department at the Secretariat in Geneva and a member of the department came to BiH to assist with further programme preparation. A DP workshop was held in BiH during March 2000 for representatives from both ERCs, the Federation and the ICRC. Main discussions concerned the future role of the ERCs in disaster preparedness and response in relation to *Strategy 2010*. A risk mapping exercise was also undertaken, which looked at potential threats and hazards and geographical distribution. One of the results of the workshop was the establishment of a working group comprising representatives of all organizations.

Several meetings of the DP working group took place between April and August 2000. The group designed a DP assessment questionnaire with informative sessions held on how to use it organized by the ERCs and the Federation and sent to the field after approved by headquarters of the two organizations in June 2000. The assessment will provide information for the ERCs leaders on the type, severity and rate of incidence of natural and man-made disasters in BiH as well as determine what role the ERCs should negotiate with the government. The results of the assessments were received by the delegation in mid-October 2000 for production of a joint DP plan by the end of March 2001.

In March 2000, the Stability Pact launched the Disaster Preparedness and Prevention Initiative (DPPI), to offer a framework for regional cooperation by pulling together ongoing activities and identifying unmet needs which lend themselves to regional cooperation either in training or response. As a first step, DPPI appointed an operational team to assess needs and capacities country-by-country. The Federation's regional delegation in Budapest is a member of the team and Bosnia and Herzegovina is one of the countries covered by the assessment. Recommendations will be used in the formulation of the national and regional DP strategies.

Goal To support the ERC organizations in establishing a community based DP network in Bosnia and Herzegovina.

Objectives and Activities planned

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

- 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.

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

- 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.

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.

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.

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

- preparing special radio and TV programmes 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.

Objective 6 to raise community awareness of mitigation activities planned by the ERC organizations. In close cooperation with the information and health departments, mitigation activities and community based public education will be undertaken by the ERC organizations. 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.

Objective 7 to finalize planning for the creation of emergency units at the headquarters, regional/cantonal and state levels of the ERC organizations. Activities will include planning for training of ERC staff to form emergency response units complete with 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. Implementation of the plan is scheduled for 2002.

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.

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.

Expected results

- A DP system adopted by the boards of the two ERC organizations. Completed memorandums of understanding between the ERC organizations and governments, state institutions in charge of DP, community based authorities, governmental and non-governmental organizations.
- A memorandum of understanding between the ICRC and the Federation on respective roles in development of disaster preparedness capacities of the ERC organizations in BiH. By the end of 2002, the ERC organizations will be prepared to give quality, timely support to the victims of disasters regardless of their location in BiH. Voluntary emergency units will be organized and trained by the end of 2001 and become operational by the end of 2002.
- Materials for public information campaigns designed and printed (3,000 posters, 10,000 brochures and leaflets per region/canton).

Indicators

An established DP network enhancing the public image of the ERCs, with necessary support from respective government and community leaders. Red Cross staff, volunteers and youth with a clear understanding of their responsibilities in disaster situations and the necessary skills to provide services. Better understanding by the population living in disaster areas of what they can do to mitigate the effects of a natural disaster.

Monitoring and Evaluation arrangements

Monitoring of this programme will be achieved through monthly, quarterly and annual reports based on data received from the two Entity Red Cross organizations, field offices and liaison office staff. A dynamic, mid-term evaluation of this project will be carried out by the DP SPM (Senior Programme Management) in cooperation with the two Entity Red Cross organizations.

Critical assumptions

- New volunteers recruited despite the country's weak economy and high rate of unemployment.
- Limited funding available for Red Cross activities from governments.
- External funding will be received for the DP programme.
- Clear links established between governance and management in both ERC organizations.
- Appropriate relations established between the ERC organizations and authorities at municipal, regional/cantonal and state levels.

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2. Health and Care

- **Health programme**
- **Home care programme**

Background and progress to date

Health programme

The health care system in BiH was deteriorated dramatically during the war and its capacity did not return to the pre-war level. The present health system is unable to cope with the wide variety of needs in the community and progress in health reform is very slow. Any reform which took place was mainly focused on primary and secondary health care rather than on prevention and public health education.

The major activities of the Federation-supported health programme include public health education, blood donor recruitment and first aid. The reproductive health component targets 4,000 young people through the peer education approach and aims to influence their behaviour regarding prevention of sexually transmitted diseases (especially HIV/AIDS), unplanned pregnancy and gender violence. The first aid programme aims to have an impact on the reduction of morbidity and mortality rates, particularly with regard to traffic accidents.

First aid training, public health education and blood donor recruitment are traditional programmes of the Entity Red Cross (ERC) organizations. Health commissions exist at the governance level and both ERC headquarters have a health officer responsible for these programmes. The three programmes are considered priorities in terms of the Red Cross' contribution to health in the community.

The ERCs were recognized by the government and the World Health Organization (WHO) for the important role they play in blood donor recruitment and blood donation within the community. The Federation and ERC health officers have excellent cooperation with WHO, ICRC, UNFPA, the Public Health Institutes and ministries of health and education.

Home care programme

The Federation supported the ERC organizations in the provision of quality home care services to 15,000 vulnerable elderly people throughout Bosnia and Herzegovina since 1996. This programme forms an essential part of the Federation's "Health and Care in the Community" core area and there is no doubt that it is assisting some of the most vulnerable members of society in Bosnia and Herzegovina. It is effectively and efficiently managed by the Entity Red Cross organizations. An evaluation was made in September 2000 concluding that the programme has a continuous importance to the vulnerable population in BiH.

Through the country wide home care programme, 1,000 trained community based volunteers provide basic services and goods to vulnerable elderly people who would otherwise lack the basic means of survival. These services include: maintenance of personal and domestic hygiene; provision of food, clothing and hygiene items; assistance with claiming welfare entitlements; referral and transport to health care institutions; provision of winter heating fuel; social contact and conversation; and community gatherings where beneficiaries meet one another (and in some instances have an opportunity to visit their pre-war communities).

The volunteers make approximately 50,000 visits a month to beneficiaries. They and the programme staff work closely with the government social welfare system through referral of beneficiaries and sharing of case load data bases. Each canton/region has a programme coordinator and volunteers are managed by supervisors with medical care qualifications.

The Entity Red Cross organizations have a strong desire to assist the most vulnerable in society and their home care programme has become well known throughout BiH and well respected. One of the programme's greatest strengths is its sound base of volunteers who were trained to work with the elderly and who donate their time and energy to caring for them. The efforts of these volunteers helped to contribute to an excellent public image of the

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Red Cross organizations in BiH. The programme is also the primary way in which the Entity Red Cross organizations recruit, train and manage volunteers and thus it promotes the principle of voluntary service in the country, especially involving Red Cross youth volunteers.

As well as providing a vital service for elderly people, the home care programme is a very effective vehicle for reconciliation and cross-entity cooperation as it is already a national programme and planning, coordination and training are done on a national basis.

A vital component of the programme in the last two years was provision of winter fuel and monthly food parcels to the beneficiaries. This support was provided by the ICRC but will not be provided for the 2000-2001 winter nor is it certain the organization will continue to provide food parcels next year. The situation could become desperate and life threatening for the beneficiaries particularly during the winter months.

The relevant entity and cantonal social welfare bodies are major stakeholders as far as the future of the programme is concerned. Both ERC organizations had extensive discussions at various levels of government concerning the funding of the programme and in most cantons and regions there is a positive and close relationship between the Red Cross branches and the local government social service providers (the Centres for Social Work).

The strategic planning process for 2001-2002 began in February 2000 because of the urgency in making decisions about the future sustainability of the home care programme, bearing in mind that thousands of elderly beneficiaries are totally reliant on it. The Federation initiated a number of meetings and discussions with the relevant stakeholders and the results of these, together with the input from the ERCs, resulted in the writing of a document which both Secretaries General accepted as the way forward for the programme. This, together with the results of an external evaluation of the programme (carried out at the end of August 2000), will form the strategy for the future of the programme.

Faced with major financial cuts in the year 2000 due to the cessation of European Community Humanitarian Office (ECHO) funding and reduction of support by sister national societies, the ERC organizations acknowledged the reality that they cannot rely on external support to continue the programme in its present form. As external support is phased out, it will need to be repositioned towards a self sustainable community development programme, with increased funding and support through local resources.

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.

Objectives and Activities planned

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.

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

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.

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.

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.

Home care programme

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 the 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 input and advice to the working group.

Objective 2 to advocate on behalf of the Entity Red Cross organizations 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.

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 in 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 1 October 2001.

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 Entity Red Cross organizations 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 young people 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.

Objective 5 to widen the programme's local resource base and reduce reliance on external support. With the assistance of local experts and the information department, a national fund-raising 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.

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.

Expected results

Health programme

- Retention and recruitment of blood donors in order to meet the needs of the health services in BiH for blood and blood components.
- The ERC organizations will improve their management of the first aid programme and will be actively involved in local resource development through the programme. Public awareness will be raised concerning the importance of quality first aid training and the number of participants will increase. The first cross-entity (national) first aid youth competition will be held in 2001.
- Some 4,000 youth will have increased awareness of reproductive health and gender violence issues.

- The country's overall efforts in prevention and treatment of tuberculosis will be boosted through the public health education campaign.

Home care programme

By mid-2001, the programme's working group will have finalized the strategy and plan of action and the first round table will have been convened. The beneficiaries will receive the home care services they need and their sense of isolation will be lessened. The plight of the isolated and vulnerable elderly in BiH will be raised on the agenda of government and other stakeholders and recognition of the importance and quality of the programme by the government will be converted into concrete financial and material support. The Entity Red Cross organizations will provide a significant contribution to the cost of the programme through building up their capacity for local resource development. The public, donors and government will contribute to the funds and resources needed to continue the programme. The strength of the programme as a vehicle for cross-entity reconciliation and cooperation will provide a significant impetus for the creation of a National Red Cross Society of Bosnia and Herzegovina.

Indicators

Health programme

- Quantity of blood units collected and the number of new blood donors recruited by the ERCs.
- The number of people trained in first aid and income generated through the programme.
- The growing number of young people becoming more aware about reproductive health issues.

Home care programme

- Agreement to programme strategy and plan of action by all stakeholders and its firm position within the wider welfare system in BiH.
- Beneficiaries satisfied with level of home care services provided. Increased governmental support to the programme.
- Ability of programme staff and volunteers to manage all aspects of the programme including proposal writing, budgeting and financial management, implementation and monitoring.
- Increased contribution from local sources (government and the general public) to the costs and resources of the programme.

Monitoring and Evaluation arrangements

Health programme

The programme will be monitored through: reports on the achievements of the blood donor campaign; monitoring of the local and national first aid competitions by the Federation's health department; monthly reports on seminars and workshops held by peer educators; evaluation of peer educators to determine knowledge gained and adequacy of course content and learning methodologies; reports on the activities undertaken during the week-long tuberculosis prevention campaign by the ERCs health officers.

Home care programme

This programme will be monitored by the Federation Delegation through monthly financial and narrative reports, but the monitoring of budgets and plans will be done by the Entity Red Cross organizations. The Federation will have regular and direct communication with donors, and coordinate donor response. The ERCs will provide reports on the implementation and achievements of the lobbying strategy and respective fund-raising campaigns. Feedback from beneficiaries obtained by Federation field offices, the social welfare department and Entity Red Cross cantonal and regional offices will also be used in programme monitoring.

Evaluation of programme achievements will be carried out by the home care working group and the cross-entity coordinators' group and the Entity Red Cross organizations' social commissions. Ongoing evaluation of the programme will be conducted by the Federation delegation's social welfare, resource development, institutional development and youth departments.

Critical assumptions

Health programme

- Entity Red Cross organizations will continue to see the health programme as an important part of their contribution to healthy communities.
- The government will not be in a position to provide necessary preventive health care and public health education in the next three years.
- The government will not be in a position to provide the necessary funding for the programme in the next three years.
- External funding will be available to support the programme.
- The human and material resources of the health programme will be improved and increased.

Home care programme

- Entity Red Cross organizations will continue to see the home care programme as their most important service programme.
- The economic situation will not improve sufficiently nor significantly raise the standard of living of the home care beneficiaries.
- Government financial support for social protection generally is unlikely to increase dramatically in the next three years, though lobbying and ongoing dialogue between the ERCs and government will gradually increase government support to the home care programme.
- Some external funding will still be available for decreasing amounts of programme costs until 2003.
- Entity Red Cross organizations will be successful in fund-raising efforts to cover increasing portions of programme costs.
- The RD/ID departments have the capability to take on the capacity building aspects of the home care programme as the social welfare department is gradually phased out.

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3. Humanitarian Values

Background and progress to date

As one of the four core areas of Strategy 2010 being the “promotion of fundamental principles and humanitarian values”, this project seeks to support these values and work towards increased emphasis on information and advocacy of the work of the Red Cross Entities (ERCs) and its promotion within Bosnia Herzegovina (BiH).

There is an information section in each Entity Red Cross Organization (ERCs) although until now relatively insignificant, each has an information officer but that person has other tasks as well. For example, the information officer at the Red Cross of the Federation of Bosnia and Herzegovina (RCFBiH) is also the mine awareness officer through the ICRC’s programme and the Red Cross of Repuklika Srpska (RCRS) information officer is also a secretary, translator and has other tasks. Until now the International Federation’s information department has given some support to the ERCs as well as to the other programmes of the Federation.

During the last year, the information department designed several projects such as the production of a joint newsletter for both ERCs and the celebration of World Red Cross and Red Crescent Day. The first project was delayed and the second one was followed only in a few aspects due to some disagreement between the two entities.

Press conferences, distribution of information materials, contributions to Federation publications and ERC magazines were made. One of the main tasks was to enhance the information activities as an important part of any Red Cross institution. Many meetings were organized at all levels to increase awareness of communication matters and their use by the Red Cross as a tool to change behaviours in civil society.

The present position of the information department in the delegation, and the promotion of humanitarian values being one of the four core areas in the *Strategy 2010*, gives renewed focus on the use of information activities in supporting other programmes and to assist the ERCs in their future communication policy planning.

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.

Objectives and Activities planned

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 to achieve this objective will include:

- 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/NS;
- 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 NS.

Objective 2 to improve internal and external communications of the ERCs and to promote sound cross-entity co-operation. Activities will include:

- updating, in co-operation 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 centre 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 programmes. 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 NGOs 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 programmes 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 fund-raising 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 Programme 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.

Expected results

- Strategy and operational framework of the information department of the future National Society of RCBiH prepared by July 2001. An enhanced and improved image of the ERCs/National Society; increased general knowledge and respect for its role in the country and its advocacy on behalf of the most vulnerable by March 2002.
- Production of regular and comprehensive internal and external reports, leaflets, brochures and other materials throughout the year. Increased collaboration with local and international media as well as with local NGOs.
- Improved quality of networking and cooperation between information departments of the ERCs and their regional/cantonal staff.
- Increased knowledge and awareness of humanitarian values, International Humanitarian Law and fundamental principles within all Red Cross structures, media and university circles by July 2000.

Indicators

A relevant position of the information/dissemination departments in the ERC structures. Red Cross staff and journalists with increased knowledge of humanitarian values promoted by the Movement. General public benefits from information and advocacy campaigns supporting the social welfare, health and disaster preparedness programmes.

Monitoring and Evaluation arrangements

An evaluation of each activity will be done by the delegation and ERCs, and also a general annual assessment of the humanitarian values programme by journalists, Red Cross staff and also volunteers will be conducted. Donors will receive reports and in accordance with pledge management notes.

Critical assumptions

- Information activities are respected and valued within the Federation supported programmes and ERC structures.
- Both ERCs are willing to fully co-operate in common activities.
- Funds are available for this programme.
- *Strategy 2010* implementation is given priority by the ERCs in BiH.

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4. Institutional and Resource Development

- **Institutional development programme**
- **Resource development programme**
- **Youth development programme**

Background and progress to date

Institutional development programme

The institutional development (ID) programme supported by the International Federation commenced in 1996 with a focus on two areas: the reconstruction and rehabilitation of Red Cross buildings and assets damaged during the 1992-95 war, and a transfer of resources supporting Entity Red Cross (ERC) operational expenses. The programme also supported certain ID activities, including strategic planning and selected training events. In addition, successful measures were taken to form the RCFBiH out of the separate Croat and Bosnian Red Cross organizations, and efforts to establish a National Society commenced.

In October 1999, the delegation was restructured to reflect the changing focus of the Federation's strategy in BiH. A development co-ordinator arrived to oversee all development and operations programmes and was joined by an institutional development delegate. The programme was refocused towards traditional ID activities in strengthening the structures, resources, systems and performance of the two ERC organizations, as well as continuing with efforts to establish a National Society.

At the beginning of 2000 the Federation conducted assessments in both ERC organizations to help ensure that the ID programme would be relevant to the perceived needs of key governance and management. The assessment framework consisted of four main components: foundation, resource acquisition, internal systems and performance. In addition to this largely internal organizational evaluation, the assessment process also included an analysis of external opinions of the Red Cross image and performance. To complement the public opinion survey, analysis of interviews with other stakeholders was also made. Finally, as a part of resource development interviews of approximately 70 Red Cross stakeholders were conducted, including local government, businesses, and other NGOs. Its results have helped with establishing the priorities of the programme.

The ID programme completed a project to improve communication capacities of the ERCs with the equipping each of the ten cantons, nine regions and headquarters with hardware and basic training in e-mail and Internet use. The programme supported the development of branch staff capacity with some finance training. In addition, the ID programme continued to provide financial support for the operational capacity of the ERC headquarters, cantonal/regional offices and local branches, which helped the ERC organizations to maintain and develop their operational capacities in the absence of alternative income sources.

During 2000, significant steps towards creation of a National Society were taken. The head of the Federation's delegation and the senior development/operations co-ordinator continued to support this process for a unified National Society with the relevant Red Cross and government parties. The ID department continued to assist in the establishment of a National Society through financial and technical support for the Inter-Entity Contact Group (IECG) process. The ID programme also continued to involve the service programmes in its capacity building initiatives, particularly the home care programme.

Although in the past ERC organizations benefited from international assistance, much of the support focussed on emergency relief for the vulnerabilities caused by war. Given these immediate relief needs, traditional ID concepts were not a priority for the Red Cross organizations in BiH. However, with the transitions now taking place in the country, fundamental challenges to the sustainability and performance of the ERCs have evolved. The inevitable withdrawal of international funding already has begun. A diverse civil society is rapidly developing. Ethnic divisions, new vulnerabilities in the population, and new uncertainties in the environment have emerged. Current

institutional structures, systems and resources, while effective under the former Yugoslavian system, were not adapted to meet the new challenges of a country in transition. In order to continue their humanitarian work, the ERC organizations must build their institutional capacity to deal with those new and evolving uncertainties. While the ID programme made significant progress in clarifying the rationale for organizational development and establishing ownership of the ID programme with the ERCs, much work remains to be done in this regard with ownership of the change process by the ERC remaining one of the major challenges of the ID programme.

While the institutional development programme is applicable to both ERC organizations, the approach, priority areas and programme implementation to be taken with each ERC organization will differ.

The delegation continues to refocus its support away from resource transfer toward capacity building as an operational methodology. As the ID programme is the arching programme for the delegation support, all activities within the programme have implications for the other delegation support programmes. In particular, the resource development programme is a sister programme of the institutional development programme and in many cases the activities will dovetail or run jointly. In addition the activities will have regional delegation technical input where applicable.

Resource development programme

The resource development programme, originally initiated in the 1998, with a life span of four years to enhance the financial self reliance of the ERCs through establishing a strong financial base. It was planned that this could be achieved through the dual approach of traditional Red Cross fundraising activities and income generating projects. Training in those areas were seen as central, with a revolving loan fund offering the start up capital required to enable the ERC to commence these activities. Human resource development was seen as a separate programme with training and volunteer management as the core activities. An expansion of the programme in 1998, included image building and strengthening public awareness.

The programme in 1998, aimed for being largely implemented by the ERCs through their respective Resource Development Commissions. Their establishment was one of the main objectives of the proposal, was seen as crucial to its successful implementation. Unfortunately, they were not considered necessary by the ERCs resulting in the not surprising, poor progress of the programme in terms of expected results coupled with weak ownership of the programme within the ERCs and an unclear integration of the Federation-sponsored ID and RD programmes. Also, the entities came to identify resource development as a resource transfer programme, synonymous with a source of seed funds for fundraising initiatives and small scale revenue generating projects, undermining its capacity building approach. The ERCs did, however, make some attempts at resource development, being involved in some small fund raising campaigns, notably a 'pin campaign' conducted in 1999 and 2000 with mixed success. To date, the overall results of the past resource development initiatives are disappointing.

This may be partly as a result of the past approach by all components of the Movement, who directly raised most of the funds for the ERCs and subsequently engaged in either resource transfer or operational programmes. With the changing focus of the delegation and Movement support towards capacity building and with the efforts by the institutional development programme to clarify the organizational change process, it is expected that ownership and better understanding of the resource development programme will evolve. This process remains a significant challenge for the programme with ERCs in 2001.

Youth development programme

This programme was initiated by the Norwegian Red Cross and started in 1996 with the promotion of humanitarian values programme. Forty-five youth groups were created and completed the basic youth leadership training. In line with the shift of Federation support, the youth development programme (YDP) was also transformed to a more development oriented programme. The programme focuses on strengthening the ID/RD skills of the Red Cross youth through its involvement in operational programmes of the two ERC organizations, including home care, reproductive health peer education, disaster preparedness, promotion of humanitarian values and cooperation leading to reconciliation. The programme proved to be very important for cooperation and partnership between the two ERC organizations and many activities were held at the cross-entity level with great success, as well as through the regional YDP. On occasion work and progress was delayed due to the political agendas of the ERC organizations. However, the young people themselves are keen to work together.

The programme began being implemented in coordination and cooperation with the ERCs after the assessment and a joint plan of action were completed. Contacts with other youth organizations, such as Amici Bambini, and

UNESCO were maintained. There is ongoing cooperation with the youth sections of the Norwegian, Swedish, Italian and Spanish Red Cross Societies.

The ERCs provided full support to the programme since they understand its importance for the future development of their structures. The YDP team also assists the Red Cross youth in identifying their rightful place within the ERC structures.

Goal(s)

- ***Institutional development programme:*** To assist the two ERC organizations to develop their institutional capacity 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.
- ***Resource development programme:*** To support and strengthen the ERC organizations as they work towards establishing a more diversified and sustainable resource base.
- ***Youth development programme:*** To support the efforts of young people in improving the lives of vulnerable in BiH by strengthening the Red Cross youth sections, building up their capacities, enhancing their skills and knowledge, and promoting their participation in programme activities.

Objectives and Activities planned

Institutional Development Programme

Objective 1 to support the development of 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 to achieve this objective will include:

- providing financial and technical support for the activities and processes of the Inter-Entity Contact Group;
- 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 status 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 systems and commissions of the ERC;
- supporting and facilitating participation of governance members in Movement meetings and workshops related to ID matters;
- facilitating organization of ERC general assemblies.

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

The activities to be undertaken in meeting this objective will be carried out in close collaboration with and complimentary to the activities of the resource development programme. Activities will include:

- 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 programmes;
- providing training to branch and headquarters staff in proposal writing and fund-raising;
- building the management capacity of branches and expanding their experience in fund-raising by establishing a seed fund for small-scale projects and branch fund-raising initiatives;
- developing partnerships with other regional National Societies to benchmark fundraising systems;
- increasing ERC involvement and participation in the Federation-coordinated fund-raising process and developing their relations with participating national societies.

Objective 3 to develop the capacity of ERC branches to manage programmes more effectively. Activities will include:

- designing a rule book or policy which clearly defines roles and responsibilities of branches and their relationships to 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 activities using local experts to further develop management skills of branch staff in leadership, programme development, local networking, and civil society concepts; (5) 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 systems to help plan further improvements in the ERC organizations.

Objective 4 to improve the ERC organizations' communication and information systems by June 2001. The activities to achieve this objective will be undertaken in collaboration with the delegation's information department and the information officers of the ERC organizations. Activities will include:

- revision of communication and reporting lines to facilitate better flow of information;
- updating the database of branch profiles in line with objective three above;
- developing other databases 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;
- continuing 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.

Objective 5 to facilitate the change process of ERC organizations by ensuring an adequate capacity to implement existing programmes and integrating the ID process into their programmes. Activities will include:

- 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 phased down schedule in the support contracts;
- revision of the plans for phasing out capacity support;
- enhancing and continuing to implicate ID initiatives in other core area programmes, particularly the home care and youth development programmes;
- together with programme managers, identifying ways to further integrate the ID process into other activities;
- distributing, designing and explaining where necessary standardised ID documents (evaluation forms, concept paper formats, grant charts, etc.) for potential use in other programmes;
- continuing to improve cooperation activities with the ICRC and ensuring coordination on development-related issues;
- ensuring that the ongoing weekly cooperation meetings continue with increased participation by ERC organizations.

Resource Development Programme

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. 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

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.

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

Objective 3 to improve financial control systems of the ERC organizations. Activities to achieve this objective will include:

- 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.

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. 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.

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

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

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

- 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 programmes 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.

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 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.

Youth development programme

Objective 1 to assist in assessing the needs of Red Cross youth and building an adequate structure for it in governance and volunteer management. Activities to achieve this objective will include:

- participation in relevant ID/RD workshops;
- funding of two Red Cross youth coordinators at the entity level to be responsible for the follow-up of the activities and the realization of programme objectives;
- training of youth volunteers;
- reviewing the statutes of the ERC organizations to clarify the position and role of Red Cross youth;
- implementation of the Federation's youth policy and strategy.

Objective 2 to increase the number of reproductive health peer education programme trainers. Training of 80 additional peer trainers by Red Cross reproductive health trainers will be conducted by March 2001 for their further training of 4,000 youth by the end of 2001. Also, reproductive health workshops run by Red Cross trainers will be held in secondary schools and various youth organizations throughout the country.

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.

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.

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.

Expected results

Institutional Development Programme

The following specific results are expected for each objective:

- For objective 1: An established and recognized National Society by the end of 2002 which will have an operational structure, and developed strategic plans for a three to five year period. The benefits of improved cross entity cooperation will be recognised and pursued by the ERC organizations who will have a mission statement and statutes that meet best practice guidelines of the Federation. A solid legal foundation will be achieved for the Red Cross in BiH, clarifying property rights and the right to undertake commercial activities.
- For objective 2: Resource development targets will be clearly defined through the revised ERC strategic plans and the review of branch sustainability. Branches with a clearer understanding of the need to attain sustainability and independence through resource generation activities by the end of 2002. ERC organizations exposed to successful resource generation activities run by other National Societies, and relationships established with them to assist in applying these lessons to RD activities in BiH. Experience in proposal writing and fundraising gained by the ERCs. Small scale revenue activities commenced at selected branches.
- For objective 3: ERC governance, management and staff will have adopted and implemented a policy to clarify the roles and responsibilities of branches, cantons/regions and headquarters. Branches will have a clearer understanding of performance requirements by September 2001. Branch leaders and selected local community members will have a better understanding of civil society, the Red Cross' role within civil society, and how they can develop civil society through local partnerships. The ERCs will have a volunteer induction system running at the branch level and an improved capacity to train and manage volunteers in Red Cross knowledge, programme implementation, and the promotion of activities.
- For objective 4: Information flows will be improved both within the ERCs and with their major stakeholders. Better communication will be evident between branches and headquarters of the ERCs which will become more transparent, visible and attractive to stakeholders through production and distribution of an annual report and other promotion materials. The ERCs will have improved internal communication systems, enhanced computer skills and access to e-mail and to the internet. The capacity to gather and maintain branch records will be increased.
- For objective 5: Core operational capacity will be maintained with support to ERCs for basic administration and staff costs throughout the ID process, while alternative income sources are developed. ERC leaders with an enhanced ability to use institutional development techniques to improve programme performance. Ways to ensure that programmes can be sustained and contribute to the overall development of the ERCs will be identified and implemented.

Resource Development Programme

Expected results include:

- Regular quarterly meetings of the ERC development commissions which will help to guide the organizational development process. Resource development will be an integral component of the development plan.
- Training modules on financial management, planning and budgeting prepared by June 2001 and two workshops held before December 2001.
- Revised and updated accounting procedures manual prepared by December 2001 for the ERCs and improvements to internal control systems proposed to governance by June 2001. Upgrade of the financial information system, including hardware and software updates, completed by June 2002. ERCs able to make better and more informed management decisions with improved financial information flows, and an improved system of internal control. A reduction in costs due to more efficient and effective management decisions.
- Resource development commission formed by March 2001 and qualified resource development manager recruited at each ERC by June 2001. The resource development manager together with selected ERC financial and regional cantonal secretarial staff will be trained in the Federation's approach to resource development. A resource development plan for each entity finalised and approved by September 2001.
- A minimum of two national public awareness campaigns organized and successfully implemented in 2001 and 2002. Promotional materials developed and disseminated to traditional donors, enhancing the image of the Red Cross. Two regional bench marking trips undertaken during the programme duration. At least three new non-traditional sources of revenue identified for each entity.

Youth development programme

Needs assessment completed in March 2001. A data base of Red Cross youth will be created and training will continue throughout 2001. Each summer holiday, two volunteers from the ERCs will work at the delegation's youth department. Awareness of sexually transmitted diseases (including HIV/AIDS), unplanned pregnancy and gender violence will be increased among 4,000 young people by the end of 2001 through the peer education reproductive health programme. Red Cross staff, volunteers and youth will have a clear understanding of their responsibilities in disaster situations and the skills to provide needed services.

In each of the coming two years, 400 new youth members will join the home care programme and receive training during summer holidays to ensure their effectiveness in the programme. A minimum of eight joint cross-ENTITY activities will be organized and implemented in 2001 and 2002 by the ERC youth sections.

Dissemination activities on children's rights will begin by June 2001 in cooperation with Amici Bambini for at least 20 youth groups. ERC representatives who participated in Friendship Without Borders initiative in the Former Yugoslav Republic of Macedonia will begin dissemination regarding tolerance by March 2001 targeting 600. Red Cross youth will start implementing the project Exploring Humanitarian Values with the ICRC by April 2001.

Indicators

- ***Institutional Development Programme:*** ERC organizations with improved structures, systems and resources in order to more effectively implement focused and responsive programmes that better serve the vulnerable populations of BiH. A deeper understanding by the ERCs of the ID process and an enhanced commitment to their ongoing capacity building process.
- ***Resource Development Programme:*** Increased ownership of the resource development process by the ERC organizations demonstrated by establishment of resource development commissions, recruitment of resource development officers and development of realistic plans to increase and diversify resources.
- ***Youth development programme:*** Defined role of youth in ERC organizations and an increased number of trained youth volunteers participating in operational programmes, such as home care, disaster preparedness, and peer education.

Monitoring and Evaluation arrangements

Institutional Development Programme

Performance indicators will be assessed for each activity planned within the five programme objectives. Process indicators will be reported upon objectively in regular progress reports. Impact indicators will need to be assessed more rigorously through collection of qualitative data in surveys and focus groups at the evaluation stages of the programme. Assistance will be sought from the Federation's regional delegation, Secretariat, or PNS technical support departments to add rigour and objectivity to the assessment of impact indicators.

Monthly activity reports will be prepared as will monthly financial reports to track programme expenditure. Quarterly analytical reports comparing objectives to achievements, and assessments of whether performance indicators were met will be prepared and forwarded to donors according to the pledge management notes. Quarterly financial reports to track programme and overhead expenditure will also be prepared and forwarded to donors according to the pledge management notes.

Individual evaluations of major seminars, training events and consultancies will be conducted and reported upon through the monitoring system. A mid-term evaluation seminar will be held at the end of 2001 to review the impact of the ID programme. Participants will include Federation delegates, ERC representatives, the ICRC, donors and other stakeholders. A final evaluation will be held at the end of this two-year period. External evaluators will be used to ensure objectivity and independence. Achievements will be measured against plans using the baseline data collected during the organizational assessment at the start of the programme, as well as the information collected through the monitoring system.

Resource Development Programme

The regional delegation will help to monitor the progress of the programme during arranged visits to help guide and facilitate the RD process. Regular field visits by the resource development delegate and the resource development manager will be used to ascertain the level of ownership achieved and as a means of monitoring the programme's progress. Quarterly delegation development reports will be submitted to regional delegation who will report externally as required. Development commissions will report to the governance board and delegation on the progress of the organizational change process after each of their meetings.

Prepared training materials, such as training programmes or revised accounting procedures, will be checked by the Geneva technical department with technical support coming from the regional delegation if necessary. In as far as possible, key target dates for the programme will be respected and when not achieved timely explanations must be provided by the ERC before the process can continue.

All training and workshops will have a self evaluation component to review their appropriateness. Should the resource development programme require revision or adapting then this process will be instigated and led by the ERC organizations. Self evaluation of the resource development process will be determined through the preparation of the resource development plan and the formation of resource development commissions. An external evaluation of the programme will be carried out in late 2002.

Youth development programme

This programme will be monitored through field visits by programme coordinators at the ERC organizations and the Federation, and through monthly reports and reviews of the ERCs.

An internal evaluation will be conducted by the ERCs and the Federation, while an independent consultant will carry out an external evaluation. This will also be achieved through feedback from visiting donors, government officials, and representatives from embassies and other institutions.

Critical assumptions

Institutional development programme

- Natural disasters, economic events and political developments will not significantly disrupt the programme.
- Funding for this programme will be secure.
- A shared understanding of and commitment to the ID programme will be further developed and maintained by the ERC organizations throughout the implementation process.
- Any turnover of staff, management and governance will not significantly disrupt the programme.

Resource development programme

- The governance and executive management levels of the ERC entities take ownership of the resource development programme and lead the process, understanding it as an integral component of the overall organizational development process.
- The institutional development programme continues to be implemented on schedule and successfully strengthens and develops the structure, foundation and governance of the ERC organizations.
- The transition from two operating entities to a unified National Society will not unduly disrupt the development process.
- The ID/RD focus of delegation support will be accepted and supported by the other components of the Movement working in BiH who will work in collaboration with this programme.
- The process will not be adversely disrupted through large scale national or regional instability in the next three years.
- Sufficient funding for the programme and other ID related activities will be available to implement the programme as planned without unnecessary disruption.

Youth development programme

- Both ERC organizations will fully participate in the youth development programme.
- ID/RD workshops will have effect and the role of youth is defined and accepted.
- There is no shortage in the funding for the programme.
- Ongoing economic and political realities in the country do not prevent the overall programme achievements although they may delay the implementation of day-to-day activities.
- The current level of cooperation and participation by partners is maintained or expanded.
- Stability of the Red Cross leadership, its commitment to real change and its continued support to the development of this programme.

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5. Co-ordination and Management

Background and progress to date

The International Federation's delegation in Bosnia and Herzegovina was established in early 1996. The prevailing post war environment required extensive resources, not only in the form of funds and goods, but also in terms of human resources. At the peak of the Federation's operation in 1997, approximately 35 international delegates and over 70 locally recruited staff were working hard to meet the acute needs of the vulnerable population in BiH.

And at the same time, difficult, slow and extremely time consuming efforts began with the two Entity Red Cross (ERC) organizations, in close coordination with ICRC, in order to create the right atmosphere and find the right moment to establish a unified Red Cross Society of Bosnia and Herzegovina, which would be recognized as such by the central government and then could be recognized internationally and become a member of the International Federation. Related to this the Federation's delegation worked closely with the Inter-Entity Contact Group (IECG), in its capacity as an observer together with the ICRC. Recent positive and significant developments indicate that this process may very well be concluded before the end of 2000, after approximately two-and-a-half years of intensive work.

During the past two years especially, the delegation's activities related to external relations and promotion of the Federation and its work was intensified substantially. This yielded some concrete positive results, namely, the fact that the long-standing negotiations with the central government concerning the Federation's legal status in BiH was concluded in a favorable way, and the Council of Ministers of BiH took a positive decision concerning the establishment of the Red Cross Society of Bosnia and Herzegovina. In the long run, other results are expected, in so far as the diplomatic missions and the different international organizations present in BiH are now more aware of the Federation's activities, potentials and plans, allowing them to give positive information to their respective capitals and headquarters.

Other activities of importance and permanent attention are related, respectively, to the contacts and coordination with ICRC's structures in BiH as well as with the participating national societies (PNSs) either operating in or supporting operations in BiH.

Throughout the past five years during which the delegation has been operational in BiH, constant care was maintained to keep its running costs to a minimum. Down sizing is, currently and already since last year, one of the key approaches of the management of the delegation, especially because BiH is less of a priority, as far as humanitarian assistance goes, in the eyes of most of the main international donors.

At the beginning of 2001 the delegation expects to have scaled down to a total staff of 32 people, including seven delegates and 25 locally recruited personnel, requiring permanent coordination and management support.

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.

Objectives and Activities planned

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

Activities to achieve this objective will include:

- providing 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;
- providing 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 of BiH regarding issues related to the Movement, the Federation's strategies and policies.

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

Activities will include:

- providing 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;
- coordination and cooperation with the ICRC, and coordination of and advice to PNSs eventually interested in operating, either bi-laterally or multilaterally, in BiH;
- maintaining external relations by ensuring regular production and dissemination of reports and other informative or promotional materials, and by organizing and/or participating in different public relations events;
- processing of financial activities and generating reports for the Secretariat and donors;
- training finance staff of the ERCs and/or the Red Cross of BiH;
- logistics coordination and support to all departments of the delegation, including vehicle fleet management, local procurements, receiving, storing and distribution of relief related commodities;
- training of logistics staff of the ERCs and/or the Red Cross of BiH, as required.

Expected results

The Red Cross Society of BiH will be established by the beginning of 2001, if not already during the last quarter of 2000. The central Secretariat of the unified national society will be set up, taking on its initial role as coordinator of the Red Cross' tracing activities throughout the entire country, and the coordination, establishment and maintenance of the international relations of the Red Cross of Bosnia and Herzegovina. The establishment of the NS will provide another opportunity to increase the profile and knowledge of the Movement in BiH.

Indicators

- An established National Society in BiH which is duly recognized, nationally and internationally, and admitted as a member of the International Federation at the General Assembly in October-November 2001.
- The central and entity governments support the Red Cross of BiH financially and/or by giving concessions or providing other facilities. Public support for the national society in the form of increased membership, volunteers and donations in cash and kind.
- Other organizations operating in BiH using the "Red Cross" and "Red Crescent" names declared illegal.
- The direction and the role of the Federation, its delegation and member societies, focused on supporting the Red Cross of BiH to become a well functioning national society.

Monitoring and Evaluation arrangements

- The IECG process will be closely monitored by the Federation's Secretariat and country delegation, in close coordination and consultation with the ICRC. External experts, regional delegates, internal auditors, external evaluators and so forth, can be called upon as and when required.
- Financial monitoring of budgets and expenditures is a continuous, key process, as part of the over all management of the delegation.

Critical assumptions

- The leadership of the ERCs and the future Red Cross of BiH has interest in the continued presence of the Federation's delegation in BiH.
- The management of the Federation's Secretariat decides to maintain a delegation in BiH.
- The traditional core group of PNSs continue their support to the Red Cross of BiH through the Federation, in cash and/or delegates for 2001-2002.
- The delegation will be able to retain the optimum number of qualified delegates and locally contracted staff necessary for the implementation of the programmes and projects planned for 2001-2002.

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| DELEGATION: BOSNIA AND HERZEGOVINA | | | | | | |
|---|----------------|------------------------------|----------------------|------------------|-------------------------|------------------|
| PROGRAMME | DP | Health & services | Human. values | IDRD | Coord. & mgt | TOTAL |
| Shelter & construction | 0 | 0 | 0 | 0 | 0 | 0 |
| Clothing & textiles | 0 | 0 | 0 | 0 | 0 | 0 |
| Food & seeds | 0 | 0 | 0 | 0 | 0 | 0 |
| Water | 0 | 0 | 0 | 0 | 0 | 0 |
| Medical & first aid | 0 | 0 | 0 | 0 | 0 | 0 |
| Teaching materials | 0 | 9,000 | 0 | 27,231 | 0 | 36,231 |
| Utensils & tools | 0 | 0 | 0 | 0 | 0 | 0 |
| Other relief supplies | 0 | 429,559 | 0 | 0 | 0 | 429,559 |
| Sub total supplies | 0 | 438,559 | 0 | 27,231 | 0 | 465,790 |
| Land & Buildings | 0 | 0 | 0 | 0 | 0 | 0 |
| Vehicles | 0 | 0 | 0 | 0 | 0 | 0 |
| Computers & telecom | 0 | 0 | 0 | 19,000 | 0 | 19,000 |
| Medical equipment | 0 | 0 | 0 | 0 | 0 | 0 |
| Other capital expenses | 5,000 | 10,000 | 0 | 21,667 | 10,000 | 46,667 |
| Sub total capital | 5,000 | 10,000 | 0 | 40,667 | 10,000 | 65,667 |
| Programme management | 27,822 | 118,239 | 11,819 | 142,570 | 71,579 | 372,030 |
| Technical services | 8,329 | 35,395 | 3,538 | 42,678 | 21,427 | 111,366 |
| Professional services | 9,236 | 39,252 | 3,924 | 47,330 | 23,762 | 123,504 |
| Sub total programme support | 45,387 | 192,886 | 19,281 | 232,577 | 116,769 | 606,900 |
| Transport & storage | 86,560 | 224,560 | 0 | 84,051 | 41,960 | 437,131 |
| Personnel (delegates & expatriates) | 0 | 0 | 17,300 | 397,236 | 294,000 | 708,536 |
| Personnel (local staff) | 151,764 | 363,346 | 48,200 | 760,155 | 272,207 | 1,595,671 |
| Sub total personnel | 151,764 | 363,346 | 65,500 | 1,157,390 | 566,207 | 2,304,207 |
| Travel & related expenses | 5,000 | 356,328 | 4,000 | 37,442 | 19,500 | 422,270 |
| Information expenses | 62,400 | 92,600 | 79,000 | 145,626 | 38,200 | 417,826 |
| Expert fees | 7,500 | 7,000 | 0 | 36,856 | 6,000 | 57,356 |
| Admin. - general expenses | 45,000 | 60,229 | 7,500 | 333,500 | 252,400 | 698,629 |
| Training workshops / seminars | 4,000 | 8,000 | 0 | 19,000 | 10,500 | 41,500 |
| Sub total travel, training, general exp. | 123,900 | 524,157 | 90,500 | 572,424 | 326,600 | 1,637,581 |
| Total budget | 412,611 | 1,753,508 | 175,281 | 2,114,341 | 1,061,536 | 5,517,276 |