

Appeal 2002-2003

 International Federation
of Red Cross and Red Crescent Societies

BOSNIA AND HERZEGOVINA

(Appeal 01.44/2002)

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

	2002 In CHF	2003 ¹ In CHF
1. Disaster Preparedness	529,427	383,809
2. Health and Care	1,264,225	785,787
3. Humanitarian Values	26,404	35,393
4. Organizational Development	1,132,702	865,697
5. Co-ordination Management	191,208	249,382
Total	3,143,966	2,320,068



Introduction

National context

The efforts to promote a multiethnic society in Bosnia and Herzegovina (BiH) supported by a dynamic economy are proving to be a significant challenge for Bosnian society and the international community. Six years after the end of the conflict, BiH is still faced with severe political, social and economic problems. The country is grappling with a painful multifaceted transition and sustainable solutions to those problems would appear elusive. Unemployment remains stubbornly high at levels approaching 40% (and is anticipated to increase even more as privatization increases), economic activity is sluggish and significantly dependent on external assistance, the required structural economic and social reforms are slow to be implemented, and corruption seems to be endemic. In addition, there is a considerable 'brain drain' of qualified workers, and emigration of the potential productive population is a worrying and increasing trend which may worsen the dependency, further increasing the need for continued and sustained external support.

¹ These are preliminary budget figures for 2003, and are subject to revision in the course of 2002.

Over 1 million refugees and displaced persons, or one fourth of the entire population of the country, are still not able to return to their pre-war homes. Large numbers of the population in BiH are extremely vulnerable and isolated, their social networks dramatically altered, and face severely depleted asset bases. They now have limited and restricted access to new resources and are constantly trying to juggle current demands against the continually reduced options or available coping mechanisms. There are enormous material and psychological needs.

The political system continues to be dominated by nationalists, and while their influence is waning the friction between various groups results in occasional civil strife and violence. Central institutions continue to be weak with little in the way of a mandate or authority to govern effectively. Despite this, there are positive signs. The formation of a coalition of non-nationalist governments on entity and state levels after the November 2000 elections is seen as a breakthrough. The success and ability of this coalition to govern effectively is seen as a crucial condition for the country's progress towards stability and viability. The new government is expected to take significant steps in implementing the long delayed reforms directed towards the recovery of a multiethnic society in BiH supported by a dynamic economy.

From a humanitarian perspective, it is expected that the new authorities will focus more on issues of social vulnerability - their agenda being more towards economic reform. An improving security situation should lead to an increase in the return process of refugees². However it must be stressed that despite the positive trends, the repatriation problem is still far from a durable solution and will continue to be an enormous humanitarian burden on an already overextended system which is already suffering from considerable donor fatigue.

National Society priorities

The formation of the Red Cross Society of BiH is significant for another very important reason: it heralds the beginning of the social reconstruction of Bosnia and Herzegovina with Bosnians as its principle agents. Created only five years after the war, the Red Cross Society of BiH, which includes members of former warring factions, is proof that people of this country are prepared to put the past behind them and work for the future. It would have hardly been imaginable five years ago that all three ethnic groups would unite under the banner of the Red Cross and become, not the recipient of humanitarian assistance, but its champions.

Inevitably the war took a devastating toll on Red Cross structures, shattering the Red Cross of the BiH. During the post war period the entity Red Cross organizations (the Red Cross of the Republika Srpska or RCRS and the Red Cross of the Federation of Bosnia and Herzegovina or RCFBiH), came to be accepted by the Movement as the main partners in the process of establishing the Red Cross Society of BiH. On 15 December 2000, following the decision by the Council of Ministers the previous September on the 'Decision of the Status of the Red Cross Society of Bosnia and Herzegovina' the constitutive assembly of the RCS BiH was held. The Red Cross Society of BiH (RCS BiH) was at last constituted, and the statutes of the Society with a president and supervising board elected unanimously. On 8 May 2001, the ICRC recognized the RCS BiH as a national society and a member of the Red Cross and Red Crescent Movement. Subsequently, the governing board of the Federation provisionally admitted the newly established RCS BiH as a member of the International Federation.

² The UNHCR statistics give a basis for optimism regarding the repatriation process in 2001 and beyond. During 2000, 67,445 returns were registered in BiH making a total of 368,576 refugees who returned to BiH in the period from 1996 to 2000. Of those, 339,990 returned to FBiH, while 28,586 returned to RS. During 2001 UNHCR has registered 46,700 returns (DP and refugees) to July 2001. Of those 43,000 are minority returns.

The newly formed RCS BiH has a strong desire to fulfil its humanitarian mandate and bring assistance to those in need throughout the BiH. Its ultimate goal as articulated at the partnership meeting held in March 2001 in Sarajevo is to prevent and alleviate suffering of people and all those who still wait for help. The RCS BiH intends to ultimately become a well functioning national society - efficient in operations and responsive to needs.

Through its network of local branches it provides vital humanitarian assistance to the vulnerable, and plays an important role in developing communities, by promoting humanitarian values and reconciliation among the peoples of BiH. Being the first humanitarian organization formed on the state level it will also play an important role in building up civil society. The RCSBiH continues to prioritize its work in the programme sectors of health, social welfare and disaster preparedness and response in line with the Federation's Strategy 2010. Running a central tracing service is a priority function for the RCS BiH headquarters together with co-operation with the ICRC in dealing with the file on missing persons. The RCS BiH in co-operation with the ICRC continues to implement a country wide land mine awareness campaign and conflict preparedness within its wider disaster preparedness and response programme areas.

The RCS BiH continues promoting international co-operation and disseminating international humanitarian law. Improving the organizational structures, establishing its legal base and enlarging its membership are all key objectives of its strategy. Through its organizational development programmes it continues building on the existing capacities improving the skills base of its already strong human resources and seeks, where possible, local funding solutions to its programme and services. Self reliance to carry out its humanitarian mandate is seen as critical by the RCS BiH through a combination of government support, partnership with donors, self-financing initiatives and locally generated resources.

The Red Cross Society of BiH is acutely aware that it currently lacks a physical headquarters and office space. It sees this as a major handicap towards achieving its goal of becoming a well functioning national society. Rehabilitating the National Society's previous headquarters, which was devastated during the war, is an important Movement solidarity issue for the RCS BiH as it seeks to reclaim its position as a visible, strong and responsive partner in the humanitarian sector within BiH. Together with the Federation the RCS BiH will launch a separate appeal as soon as it is feasible to attract funds to rehabilitate this building, a symbol of Red Cross in BiH.

Priority programmes for Federation assistance

Since the formation of the RCS BiH on 15 December 2000, the Federation has been focused on the future and assisting in the development of a new policy and approach in supporting the RCS BiH in its standing process thereby allowing the central headquarters to build up its functional relationships with all the Red Cross internal structures. It is incumbent on all components of the Movement to now work closely with the central headquarters of the RCS BiH as it embarks on its road to self reliance, without minimizing the importance of the ongoing work with the Entity Red Cross organizations (ERC) and their branches. The role of the Federation is therefore as a "serving leader" specifically to facilitate the development process of the national society by building up its capacities, including the governance and management, internal structures, human and financial resources and the voluntary base.

In its assistance policy the Federation is directed by Strategy 2010, together with the long terms goals and directions of the RCS BiH and component ERC organizations. The Federation approach focuses on achieving the general strategic objective of supporting the building of a well functioning national society with responsive and focused programmes. This is an integrated approach through Federation assistance in specific programme areas with each programme area having an input towards achieving

this strategic objective. The following are the Federation's priority programme areas to assist the RCS BiH in 2002- 2003.

Programme area	Goal
Disaster Preparedness	To support, , the RCS BiH in establishing a community based Red Cross Disaster Preparedness / Disaster Response network in Bosnia and Herzegovina.
Health and Care in the Community	To position the Red Cross Society of Bosnia and Herzegovina as a credible partner and provider of services within the fields of social welfare and public health through its country wide community based network.
Promotion of Humanitarian Values	To support the RCS BiH to promote humanitarian values throughout BIH thereby increasing and improving the credibility and image of the RCS BiH.
Organizational Development	To assist the newly established Red Cross Society BiH to develop its capacities and skills to be able to efficiently help vulnerable population through its programmes and activities.

The funding situation for the Federation assistance to the RCS BiH had been difficult in the recent past. International institutional donors are currently shifting their funding from post war reconstruction and rehabilitation to (state level) institutional and capacity building - thus in country fund raising for a humanitarian appeal is difficult. The existing pressing welfare needs are not a priority for this donor constituency while local resources are not sufficient to cover those needs. The Belgian, Swiss, Norwegian, Spanish and Danish Red Cross societies have been supporting the RCS BiH bilaterally in implementing the following programmes, respectively: the rehabilitation of health institutes and war damaged property; support to the institutional development of social institutions; training of auxiliary nurses in the elderly care; and supporting children to deal with the trauma of war through CABAC (Children affected by armed conflicts) programmes.

[click here to return to the top](#)

1. Disaster Preparedness

Background and achievements/lessons to date

Types of natural disasters in BiH include seasonal disasters such as flooding and mud slides, forest fires, droughts as well as earthquakes (every 15 to 20 years). Although the BiH is currently enjoying peace, the risk of inter-community conflict also cannot yet be ruled out.

Prior to the break-up of Yugoslavia, the Red Cross in BiH was part of a well-developed disaster preparedness and emergency response state programme. During the Bosnian war (1992-95) and the 1999 hostilities in Kosovo, the Entity Red Cross organizations had the key role in the distribution of emergency relief supplies to the hundreds of thousands of persons affected. Industrial and traffic accidents coupled with the risk of population movements in the region also provide the RCS BiH / ERCs with a mandate to develop and maintain a disaster preparedness programme for BiH.

Within the new national society, implementation of disaster response and preparedness is the responsibility of the Entity Red Cross's. A governance structure exists and both ERCs have a network of local branches and volunteers capable of providing adequate services. The two DP co-ordinators, one from each ERC, have established an excellent working relationship and co-operate and regularly meet to discuss activities. Disaster response to the recent floods was implemented jointly by the ERCs.

During 1999 and 2000 the respective roles of the Federation and ICRC related to assisting and supporting DP activities of the ERCs was agreed and a working group comprising representatives of all organizations established. A joint workshop in March 2000, undertook a risk mapping exercise and designed a DP assessment tool which was used by the Entities' branches to undertake a vulnerability and capacity assessment (VCA) by November that year. In March 2001, the boards of the two ERC organizations adopted these plans.

Close co-operation with the ICRC will continue in 2002-2003 regarding the support to RCS BiH in preparedness for conflict situations as part of their overall DP plan. Training in conflict preparedness and tracing activities is to be provided to RCS BiH staff and volunteers. It has also been agreed that the ICRC will support the emergency response teams through a financial participation for the procurement of its basic emergency equipment.

In March 2000, the Stability Pact launched the Disaster Preparedness and Prevention Initiative (DPPI), to provide a framework for regional DP co-operation, which includes the BiH. The Ministry for European Integration of BiH, as a co-ordinator for such activities, gathered all the relevant actors in DP, including the RCS BiH, in order to prepare the final report for the DPPI working team on possible risks and prone areas in BiH, public awareness, existence of national plans, procedures and responsibilities in case of disaster. In May 2001, the representatives of the Ministry for European Integration of BiH participated in the Federation's regional DP workshop in Dubrovnik, where the role of the national society in the national context, organizational set up, and management in case of disaster were discussed. As a result, the ERCs' DP co-ordinators established excellent contacts and plan to co-operate with the DP co-ordinators from the national societies within the region. During the regional DP meeting, organized by the RCS BiH in July 2001, the national societies discussed DP/DR strategies at the national and regional levels. This was an excellent opportunity for the RCS BiH to present both the positive and negative sides of its disaster response to the recent floods in BiH. It was established that the RCS BiH has strong human resources but as long as it lacks material resources this will

continue to have negative implications for its disaster response. The position and the role of the Red Cross within the state response system was identified as a significant problem for the RCS BiH's DP and DR plans.

The Regional DP programme will support this approach by ensuring strong mechanisms for timely and effective disaster response within the region through an increased co-operation between national societies of central Europe (regional workshops, increased collaboration and the interaction of national society DP co-ordinators).

The disaster preparedness programme in Bosnia and Herzegovina was financially supported by the Canadian Red Cross to March 2001. The part of the Appeal 2001 which was related to DP programme has received limited donor support. Despite this, the RCS BiH / ERCs carried out a VCA and prepared and approved their DP plans.

Goal To support, the RCS BiH in establishing a community based Red Cross Disaster Preparedness / Disaster Response network in Bosnia and Herzegovina.

Objectives and activities:

Objective 1 To define the RCS BiH 's role and responsibility in disaster preparedness with the various stakeholders.

Activities to achieve objective 1 are:

- Negotiate the Red Cross role in DP/DR with the BiH Council of Ministers and Entities' governments, international, governmental and non-governmental organizations (beginning of 2002).
- Develop as recommended by the Stability Pact's DPPI, Memoranda of Understanding between the RCS BiH and governments, state institutions in charge of DP/DR, community based authorities, international, governmental and non-governmental organizations dealing with DP/DR.
- Print and distribute DP rules and regulations, forms and related public information materials in co-operation with the information department.

Objective 2 To create twenty trained and equipped RCS BiH emergency response teams at the regional/cantonal and state levels.

Activities to achieve objective 2 are:

- Select suitable facilitators including from the RCS and other relevant organizations.
- Update VCA information in order to have a clear picture on available resources (human/material) in RCS BiH.
- Train 280 RCS BiH /ERCs staff and volunteers for 20 emergency response teams at the regional/cantonal and state levels. Each team will have 14 members, and training will include conflict preparedness and tracing activities in emergency situations.
- Purchase the basic equipment for each emergency response team.

Objective 3 To rehabilitate selected RCS BiH warehouses and reconstitute its basic DP equipment and emergency stocks as part of a DP network.

Activities to achieve objective 3 are:

- Renovate three selected warehouses (one central and one per each entity) for DP purposes.
- Procure emergency relief stock (emergency food, hygiene and shelter materials) for immediate response.

- Organize a logistic workshop at the local level to train warehouse staff.

Objective 4 To contribute to community DP initiatives by supporting the RCS BiH/ERCs in public awareness campaigns on possible disasters and hazard areas in BiH throughout 2002 - 2003.

Activities to achieve objective 4 are:

- Support RCS BII in preparing specific radio and TV programmes to inform the public on possible disasters in high-risk regions.
- Publish posters, leaflets and brochures for each region/canton on preparedness for disaster situations.
- Undertake community based public education campaigns on the prevention of communicable diseases, infections, nutrition and environmental health. RC youth will distribute within the communities the material developed by the DP department (leaflets and brochures).
- Organize exercises or simulations once or twice a year for emergency response teams, authorities, general population and agencies involved and interested in DP/DR.

Expected results:

- The RCS BiH will have been prepared to give quality, timely support to the victims of disasters regardless of their location in BiH by the end of 2003.
- RCS BiH will have a clear defined role within the overall state Disaster Planning service, including:
 - ✓ Emergency response teams will have been formed and trained by 2002 and will have been fully operational by 2003.
 - ✓ Warehouses will be better equipped and emergency stocks pre- positioned.
 - ✓ Material for public information campaign will have been designed and printed.
 - ✓ Awareness of population living in disaster areas on disaster mitigation will have been increased.
 - ✓ Co-operation related to DP/DR within the national societies of the region will have been reinforced, and interaction between DP co-ordinators will have been significantly increased.

Indicators

- Memoranda of Understanding are signed with concerned parties (government, local authorities, NGO's involved with DP).
- 280 Red Cross staff, volunteers and youth trained in emergency response.
- Three well renovated and equipped DP warehouses ready to provide services within the first 24 hours to 10,000 affected people each.
- 3,000 posters, 10,000 brochures and leaflets per region/canton.
- Involvement of the communities in simulation exercises organized twice a year for emergency teams, reports/evaluation of youth activities for the public campaigns.
- DP co-ordinators are meeting at least twice a year to share experience and learn from each other. Effective interaction to be measured at the time of the disaster (timely and effective regional emergency teams).

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- Standard Federation reporting requirements (programme updates, annual reports) but also mission reports.
- Specific reports from national society DP co-ordinators, from regional fora, training workshops and network meetings.

Evaluation of this programme will be carried out in the following ways:

- A mid-term evaluation is planned to make sure that the DP programmes is in line with the plans. The DP senior programme manager in co-operation with the two Entity Red Cross organizations will prepare specific Term of Reference.

Critical assumptions

- The national society's commitment in the DP programme is maintained.
- New volunteers are recruited into and retained by the Red Cross.
- Timely and sufficient funding i.e. continuous donor support is provided.
- No major disaster (ethnic conflict, socio-economic crisis, important natural disaster) which will distract the national society from its goal.
- This is within the scope of the programme.

[click here to return to the top](#)

2. Health and Care

- Home Care
- Health

Background and achievements/lessons to date

Home care

Since 1996, the Federation has been supporting the Red Cross in BiH to provide a quality home care service to between 10,000 to 15,000 vulnerable elderly people throughout Bosnia and Herzegovina. Implemented through teams in all municipalities with over 2,000 activists/volunteers, the programme provides social welfare services to beneficiaries who are primarily:

- Elderly people over 65 years, living alone with little or no means of support.
- Younger beneficiaries who are disabled and living alone.

Although the home care programme is primarily a social welfare programme it has in the past had a significant relief component. The international community is now focussing its financial assistance on structural reform and institutional building together with some limited material reconstruction. The provision of social welfare needs for the country's elderly has been left to local authorities, who have not had the capacity nor the resources at their disposal to provide this service, at even a minimum level. Some of these elderly are extremely vulnerable, with limited options to a livelihood strategy and very restricted access to their (rightful) assistance. In this context, the home care programme continues to involve itself in the provision of basic goods to the vulnerable elderly by trained community based volunteers.

Additionally, as the security situation improves and affected populations continue to seek solutions to their current status, the caseload of vulnerable elderly calling on the home care programme for support is likely to increase. This is likely to put additional stress on an already overburdened programme. It is hoped that through continued donor support and establishing links with the regional population movement programme the programme can meet the demand for assistance by this additional expected caseload.

The Federation approach to this programme will be to assist the RCS BiH to find solutions to the major challenge of positioning the programme towards a self sustainable community development programme, with increased funding and support through local resources while external Red Cross support to the programme is phased out. .

Because of the urgency in making decisions about the future direction and self reliance of the home care programme the strategic planning process began in February 2000. This process resulted in a vision document being accepted by the then entity Red Cross organizations as the way forward for the programme. Together with the results of an external evaluation of the programme (carried out at the end of August 2000), this document forms the framework for the programme's future strategy.

A home care management group was established in late 2000 consisting of key home care co-ordinators within national society structures. This management group suggested that the programme should continue to be supported by the Federation in the same manner until May / June 2001. Meanwhile, they intensified their efforts regarding the transition process of the programme and

reorganising its management delivery system. A gradual introduction of changes in the programme was proposed through “piloting” certain municipal Red Cross organizations, which would be selected according to predefined and agreed criteria. The negotiated concept of this new approach is to assist local Red Cross branches to develop their management capacities and ownership of the home care programme. In addition the branch secretaries will be assisted to generate fund raising initiatives targeted at the level of their municipalities to support and sustain the home care activities they manage and implement. This approach was submitted for approval to the social welfare commission in both ERC’s and has been approved.

During the first half of 2001, the home care programme management group has made presentations to all health and social welfare authorities within the BiH to attract additional government funding and support to this major service programme. A significant outcome of those meetings was the recognition by the government ministries that the Red Cross in BiH is a responsible and capable partner in contributing to a major segment of the state’s social welfare burden with strong pledges of support from those government authorities towards funding and resourcing the programme. A common approach with the centres for social work regarding the services provided to the beneficiaries and new sources of financing for implementation of the programme’s services were also stressed as important issues .

During the year, a number of successful workshops were run to enhance the managerial capacity of the home care programme managers. A three day seminar, entitled the “Project Cycle: From Ideas to Proposals” was held in April 2001. Participants included all co-ordinators at regional and cantonal levels and entity co-ordinators. In addition, key activists and youth volunteers involved in the programme participated in this workshop. Subsequently, a series of one day workshops on a revised budgeting approach and budgeting tools together with an introduction to financial management at branch level, was delivered to secretaries involved in home care management at eight different locations in BiH. In the latter part of the year an additional planning workshop was carried out to assess the impact of the change process and plan for RCS BiH home care programme for 2002.

Significantly, despite a continued decrease in international donor support and additional programme challenges the home care programme has continued to provide services to over 15,000 elderly beneficiaries through up to 50,000 visits per month throughout the country.

More importantly there is now very strong buy-in from the RCS BiH to the ownership and development of this programme. The management decision making process is now very firmly with the RCS BiH and the programme’s management group. The Federation will continue to support the programme as outlined above, but it is stressed that management decisions and functions will not be carried out by the delegation. National co-ordination still remains an apparent gap issue but the Federation together with the RCS BiH will find a solution to this as soon as feasible.

The Red Cross home care programme in BiH is extremely complex touching practically all aspects and programmes of the newly established Society. It is also the most visible of the Societies programmes. It is a significant carrier of the social welfare burden in BiH, in particular that burden relating to the isolated elderly. Its success and survival has an impact on the volunteers, management and governance of the RCS BiH. In the past five years the programme has built a strong operational structure and culture and has had significant (but decreasing) external funding passed through it. Within the present social and economic context in BiH, the RCS BiH faces a massive challenge in transforming the home care programme into a self sustained community based development programme. Finding solutions is a process that will take considerable effort and time and will not be without pain. It is not an easy programme to reposition from either a programme or managerial and service delivery perspective. The transition will take time, require significant buy in from the society, and needs continued support from

the international Red Cross donors. However, although this process will be inevitably resisted by some actors within the programme this resistance will not be a defining constraint and the process will progress as planned.

The funding assumptions underlying the original donor involvement, of an expected economic recovery in BiH yielding revenue raising opportunities to the local government authorities who in turn would support the red cross home care programme, have to a large extent, not materialized. The inevitable funding constraints as the international donor participation reduces constantly stretches the programme between the needs it must meet on a day to day basis and the resource at its disposal. This is very time consuming for the programme management which has resulted in less time available for programme development and conceptualization - a significant constraint in terms of the transition process .

The strategic decision-making in relation with the home care programme has been largely taken, or at least directed, in the past by the international components of the Movement. This has led to a certain paucity in the management capacity, and indeed a reluctance by the RCS BiH to now make decisions and develop strategies for the home care programme. To build the confidence of the Red Cross to make and take these necessary decisions will take time.

The home care programme is not isolated from the formation process of the RCS BiH. As the Society continues to go through its formation process the working context of the Red Cross programmes continues to change. This together with the capacity gap and 'dependency' on external management to the RCS BiH has resulted in a less than hoped for progress in the self reliance and the transition of this programme.

Health

The health programme of the RCS of BiH is focused on public health. Traditionally, the National Society has had a mandate within the field of public health education, blood donor recruitment and the provision of first aid training to learner drivers and Red Cross youth. In recent years, the RCS BiH has become involved in other health areas such as: training of auxiliary nurses (Swiss Red Cross), rehabilitation of health institutions (Norwegian Red Cross), community development through the ICRC sponsored 'healthy communities' initiative and psycho-social support to children affected by armed conflict (Danish and Spanish Red Cross Societies).

The major activities of the Federation-supported health programme remain within the 'traditional' activities, including public health education, blood donor recruitment and first aid training. In the field of public health education traditional activities such as 'World Aids day' and the 'Week against TB' have been supported by the Federation through the production of information and educational materials. The Federation continues to support the production of blood donor recruitment promotional materials. Some 51 cabinets have been fully equipped with basic first aid training equipment and a new updated first aid manual for learner drivers has been published.

Latterly the Federation's assistance in the field of health has included a peer education reproductive health project . This project aims to target 8,000 young people (through its core group of 15 trainers of trainers and 120 peer educators) trying to influence youth's behavior regarding the prevention of sexually transmitted diseases (especially HIV/AIDS), unplanned pregnancy and gender violence. To date, 2000 of the targeted 8,000 young people have been reached.

Goal To position the RCS BiH as a credible partner and provider of services within the fields of social welfare and public health through its country wide community based network.

Objectives and activities

Home Care

Objective 1 To support the RCS BiH in providing home care services to the targeted 10,000 beneficiaries throughout the BiH.

Activities to achieve object 1 are:

- Continue to advocate to donors for continued transitional support on behalf of the RCS BiH for this critical Red Cross programme in line with the recommendations in the Federation's programme evaluation issued in September 2000³.
- Seek funding to support the ongoing training costs of maintaining the volunteer's technical skills.
- Survey interested donor societies intentions as regards sustained transitional funding to this programme and co-ordinate this response.
- Carry out a financial review of the programme with the RCS BiH and to determine the current total income and expenditure of the programme and to investigate ways for possible cost savings.
- Investigate the local fund-raising environment through carrying out a survey.
- Develop with the RCS BiH, a fund-raising strategy and campaign targeted at the local BiH donor environment. This activity will also be carried out in co-operation with the ICRC.

Objective 2 To continue to support the RCS BiH in developing and repositioning the programme towards a self-sustained countrywide community based programme.

Activities to achieve objective 2 are:

- Continue to support the management group in their efforts to define a medium strategy and plan of action for the programme. The strategy will be developed, finalized and agreed together with its plan of action for implementation by the end of 2002.
- Facilitate a round table of interested stakeholders to the programme to provide added input into this strategy. The first round table forum will take place within three months of the strategy being agreed. A second session will take place within six months. Likely scheduling for those round table forums is March and October 2003.
- Organize at least one fact-finding i.e. exchange trip between the RCS BiH and a national society running a similar programme in the region - most likely in 2003. Should this prove to be a success, negotiate a further exchanges with a 'stronger' national society running a community based social care programme.
- Continue to support the transfer of the day to day management functions of the programme to the Red Cross branches thus enabling them to link the programme better with the resources available in their communities.
- Develop a set of criteria for piloting branches for transferring the management the home care programme to those branches and The branches for this pilot will be selected together with the RCS BiH.
- Train branch secretaries in areas such as in branch management, programme development, programme fund-raising, financial management and report writing. This work will be closely linked to the organizational development departments branch development work.
- Work with the ICRC, co-operation programme, to ensure its financial assistance to branches that are actively involved in this programme implementation, is complementary to the support being offer through this appeal.

³ The evaluation report recommends a Federation support phase out as follows (based on 2000 budgeted figures): hygiene support to be cut by 18% in 2002 and end support in 2003; volunteers allowances support to be reduced by 50% in 2002 and end by 2004; personnel and running costs to be maintained until 2004, and other support to end by 2003.

Objective 3 To continue to support the RCS BiH to promote and lobby the home care programme in its efforts to generate increased governmental recognition and support (including financial support).

Activities to achieve objective 3 are:

- Support the RCS BiH in their efforts to negotiate better recognition and further financial support for this programme from government authorities.
- Continue to support the home care programme to streamline the data base of beneficiaries and interface this data base more fully with the centres of social work and other stakeholders and partners working in this sector, thereby integrating the programme more fully within the wider social welfare system.
- Prepare promotional and information material for the presentation to the government and other interested local donors in conjunction with the information departments.
- Equip active branch secretaries - in particular those selected through the pilot scheme - with skills to better promote their programme with their government authorities and local donor base through intensive training in lobbying skills, designing and implementing fund-raising initiatives and developing the capacities and skills base to advocate on behalf of the elderly.

Objective 4 To continue to strengthen the liaison between the programme and its constituent community base.

Activities to achieve objective 4 are:

- Continue to build on the high level of community ownership of the programme by actively support the process of returning the programme to its communities and municipal branches thereby reduce its dependency on donor interest.
- Ensure that municipal Red Cross branch secretaries and governing committees are involved in programme development and planning.
- Transform pilot branch offices into centres of social exchange and forums for 'beneficiary networking' which will allow the beneficiaries a forum to exchange and share their resource and capacities.
- Continue to encourage the RCS BiH and the programme to initiate beneficiary participation in strategic development and programme planning at branch level.

Health

Objective 1 To assist the RCS BiH in their public health education promotional campaigns including the blood donor recruitment programme and the prevention of tuberculosis.

Activities to achieve objective 1 are:

- Support the RCS BiH to revise information and promotion materials to conduct a blood donor recruitment campaign throughout the country during 2002/03.
- Support the RCS BiH to develop and maintain a data base of blood donors countrywide.
- Assist the RCS BiH to link blood donor recruitment with HIV awareness and safe blood awareness campaigns.
- Support the RCS BiH to conduct a week long tuberculosis prevention campaign in ERCs targeting the general public in September 2002 and 2003.
- Ensure that the RCS BiH participates actively in initiatives organized by the regional delegation regarding public health education.
- Support the RCS BiH in its efforts to involve the Red Cross peer educators in the blood donor recruitment programme.

Objective 2 To support the RCS BiH to expand its first aid training service portfolio to include a basic life support course and a safety at work course.

Activities to achieve object 2 are:

- Expand the portfolio of the first aid training.
- Organize first aid training and provide a cadre of trained Red Cross volunteers in first aid skills linking this programme with other priority areas such as disaster preparedness, disaster response, Red Cross youth activities, and income generation.
- Engage an interested participating national society to support the further development of the first aid programme by advising on better mechanisms to deliver those first aid courses to the general public.
- Ensure that the RCS BiH adheres to the European first aid. The first aid working group guidelines for additional first aid courses which will give the RCS BiH the authority to issue first aid competency certificates.

Objective 3 To support implementation of the reproductive health peer education programme.

Activities to achieve object 4 are:

- Support the RCS BiH to train an additional 120 peer educators.
- Assist the RCS BiH to run sessions on reproductive health in secondary schools facilitated by these peer educators.
- Ensure that the programme reaches its target of a total of 8,000 youth by the end of December 2003.
- Continue to assist the RCS BiH to advocate the project with the ministries of health and education to ensure that the programme is included in the school curriculum.

Expected results by end 2002

Home Care

- The home care programme will have continued to operate throughout BiH delivering social welfare services to approximately 10,000 vulnerable and elderly beneficiaries financed through a combination of decreasing external assistance and increasing local resource allocation.
- At the end of 2002, there will have been a clear and agreed strategy and three year plan of action for the home care programme. At least two sessions of the round table will have been facilitated during 2003. The first to offer input into the strategy the other to monitor its implementation. By the end of 2003 twenty municipal Red Cross branches will be managing their own community based home care programme.
- The home care programme will have been recognized by the cantonal governments in at least five cantons and the government of Republika Srpska as a significant partner in the social welfare field.
- The profile and visibility of the programme will have been raised countrywide. Beneficiary networking and social centres will have been opened in 20 - 25 branches by the end of 2003.

Health

- The RCS BiH will have organized two successful blood donor recruitment drives by the end of 2003 promoting safe blood donations. Two country wide TBC campaigns will have been conducted with the support of the Federation.
- 30 Red Cross volunteer trainers will have been trained in providing courses in basic life support and health and safety in the work place. The Red Cross is prepared and able to carry out first aid training in those areas.

- 240 peer educators will have reached 8,000 youth throughout the BiH in reproductive health. The programme will have been recognized by the Ministry of Education in both entities as a legitimate subject for inclusion in school curriculum's.

Indicators

Home care

- At least 10,000 beneficiaries continue to receive services from the RCS BiH home care programme. A report on the fund-raising survey including a clear picture of the local donor environment, and a recommended strategy is prepared and agreed.
- The strategy and three year plan of action for the home care programme is prepared and agreed.
- Agreements between five cantonal governments and the government of the Republika Srpska and their Red Cross partner organizations are in place recognizing the home care programme as a significant contributor to social welfare services in BiH. Financial support of the government to the Red Cross home care programme is available.
- Promotional and informational materials has been prepared and available in twenty branches Their local donor stakeholder base is aware and knowledgeable about the programme.
- 25 branches and their 'Beneficiary networking and social centres' facilities are used regularly by the targeted beneficiaries.

Health

- The government authorities have recognized the Red Cross efforts for the prevention of TB through national media or letters of recognition to the RCS BiH. Posters for blood donor recruitment and tuberculosis campaigns are prepared. The number of blood donor recruits with the youth population has increased by 5% in 2002 on the 2001 figures.
- 30 newly trained Red Cross volunteer instructors provide courses in basic life support and health and safety in the work place. Each instructor will be have carried out 2 training sessions each.
- Four basic life support training courses organized by the RCS BiH.
- 8,000 youth throughout BiH acquire increased awareness assisting them to make informed choices about their sexual health.
- The three 'trainers of trainers' from the youth peer education programme have participated in regional workshops as facilitators.

Monitoring and evaluation arrangements

Home care

Monitoring of this programme will be carried out in the following ways:

- Through reviewing the quarterly financial and narrative reports prepared by the RCS BiH.
- Regular and direct communication with donors, and co-ordination donor response.
- Reports on the new strategy implementation and achievements made in lobbying initiatives and respective fund-raising campaigns.
- Feedback from beneficiaries obtained by RCS BiH branches

Evaluation of this programme will be carried out by:

- the branch secretaries and home care management working group through quarterly evaluation sessions with the Federation and the management group and twice yearly input form the regional health delegate. Optimally, an evaluation will be carried out towards the end of 2003 with the involvement of one of the major donating PNS to this programme

Health

Monitoring of this programme will be carried out through reports on the achievements of the blood donor campaign; monitoring of the local and national first aid competitions; reports on seminars and workshops held by peer educators.

Evaluation of this programme will be carried out through a comparative study of knowledge gained and adequacy of the course content and learning methodologies, and through a sample survey of the general public in three cantons and regions of the success of the week-long tuberculosis prevention campaign by the ERCs health officers.

Critical assumptions

- Funding for this programme is available. Transitional support funding to the home care programme from the traditional donors will continue as outlined in the evaluation of the programme in September 2002.
- The RCS BiH will have success in their fund raising initiative.
- RCS BiH branch secretaries are prepared for the transfer of ownership of the programme and are supported by their leadership.
- The proposed programme goals will be accepted by all stakeholders to the programme.
- The political and economic situation in BiH continues to stabilise and improve.

[click here to return to the top](#)

3. Humanitarian Values

Background and achievements/lessons to date

Promotion of humanitarian values and influencing the behavior of the general population is probably the greatest challenge for any organization working within BiH. The RCS BiH is acutely aware of the need for a programme in this area, and in this regard a priority area for the 2002 - 2003 period.

The Federation appeal for 2001- 2002 has not been adequately supported and thus the activities and objectives have not been fully achieved. Nonetheless certain achievements have occurred mainly through the liaisons with other programme areas. Holding press conferences, distributing information materials, contributions to Federation publications and ERCs magazines are all ongoing activities. A promotional brochure for the RCS BiH was prepared for the partnership meeting held in March 2001. A nation-wide poster campaign was carried by the RCS BiH, featuring the power of volunteers supporting local communities. A national broadcast recognizing the work of Red Cross volunteers was transmitted on national TV on 8 May 2001. Press releases were regularly compiled and issued in respect to the major Red Cross achievements: the partnership meeting held in March 2001, the recognition of the national society by the ICRC and the Federation, and significant donations through the national society followed with the floods appeal in June 2001. Co-operation with the ICRC communication department was a major feature of the activities during this latter period.

The RCS BiH and ERCs have well prepared and highly motivated information officers. However, in the absence of confirmed funding their interest and motivation will be very difficult to maintain. Although this programme is a priority within the Federation assistance to national societies, it does not appear to be a priority area for the donor support. Donors often cite in their objectives that their support to Federation programmes is conditional on those programmes facilitating the reconciliation process of the peoples of BiH as a secondary outcome. In the case of promoting humanitarian values this is the primary objective for this programme area, and the lack of donor support is sending a confusing signal to the RCS BiH. It must be stressed that without funding, particularly in relation to promotional and informational activities, the RCS BiH can not position itself nor promote itself adequately in what is a very hostile and competitive environment for humanitarian organizations. Objectives such as financial self reliance of the national society, which is an often cited congruent objective of supporting national societies, is therefore not achievable without this programme and its related activities.

Goal To support the RCS BiH to promote humanitarian values BiH, thereby increasing and improving the credibility and image of the RCS BiH.

Objectives and activities

Objective 1 To support the RCS BiH in promoting humanitarian values.

Activities to achieve objective 1 are:

- Organize at least one annual public awareness campaign., most likely during the Red Cross week.
- Organize two workshops for mass media representatives in conjunction with the ICRC to explain and clarify the Movement, its fundamental principles, and its role nationally and internationally.

Objective 2 To assist the RCS BiH to improve the communication network by strengthening its human and material resources.

Activities to achieve objective 2 are:

- Assist the RCS BiH to design and prepare training materials and session in relation to the promotion of humanitarian values internal to the organization. Provide necessary technical input where required involving the regional delegation as necessary.
- Include key staff and volunteers including the headquarters management and branch secretaries and members of the governance in those training sessions - it is anticipated that at least one training will be held each year.
- In co-operation with the ICRC, continue to provide financial and technical support to improve the existing capacity of the RCS BiH information and communication departments.
- Support the RCS BiH to produce a news letter/magazine for informational and promotional purposes.

Objective 3 To support the RCS BiH in developing and implementing a communications policy.

Activities to achieve objective 3 are:

- Focus on a public relations and advocacy strategy and help build capacity and skills in these areas through supporting other programmes of the RCS BiH.
- Develop guidelines together with the RCS BiH for this communications policy.
- Obtain agreement for this policy at governance level.
- Provide assistance in production of promotional and informational material for red cross youth, home care programme, first aid training services.
- In the second year, facilitate at least one training course/ workshop in BiH for key governance and programme managers on how to promote and present Red Cross activities.

Expected results by the end of 2003

- Red Cross professional staff and volunteers including Red Cross youth and active members will have gained deeper understanding of the concept of humanitarian values and of Red Cross activities helping in promoting them.
- Supportive journalists from the local mass media will have understood better the roles of the national society and the Movement .By June 2002, the RCS BiH will have had a training module in place.
- A synopsis newsletter based on the contents of the existing ERC magazines will have been distributed quarterly to a wider, but targeted, audience within BiH throughout 2003. A clear RCS BiH public relations and advocacy strategy and plan of action will have been established and agreed by end of 2002.
- Home care programme and first aid training in will have been supported in promoting their activities to a wider audience.

Indicators

- A recognized and functional position of the communications and information/dissemination department in the RCS BiH structures.
- Increased tolerance and decreased discrimination in the society.
- Satisfaction of potential donors and other stakeholders with the quality of skills and services and promotion of the programme.
- Available RCS BiH web site by end of 2003.

- At least two major articles in the national media focusing on the work of the RCS BiH, one during the Red Cross week in May the at the launch of the World disasters report.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out Through quarterly reports.

Evaluation of this programme will be carried out by:

- An expected increase in the awareness of RCS BiH role and activities within BiH (it is envisaged to run a limited public opinion survey for example, and compare the results with the survey carried out in 1999 - 2000)

Critical assumptions

- Funding for this programme is available.
- The discrepancy between the lack of funding for the promotion of humanitarian values and the obvious linkages to the reconciliation process which is a seen as a a precondition required by donors for funding other programmes is clarified.
- Further dedication of the RCS BiH to this programme.
- Stable political situation in the country.
- Recognition by the government of the importance of the promotion of humanitarian values at country level.

[click here to return to the top](#)

4. Organizational Development

Background and achievements/lessons to date

The Federation supports the strengthening of National Societies through its capacity building framework which has as its key components: institutional development, human resource development, financial resource development and effective programmes and services. Within the recent past in Bosnia and Herzegovina, the organizational development programme (OD) included three separate but closely related projects: institutional, resource, and youth development. From 2001 onward, these three components have been integrated into one organizational development programme with its strategic aim to assist the newly established Red Cross Society BiH and its ERC organizations to develop their capacities and skills to be able to efficiently help vulnerable populations through their programmes and activities.

The organizational development programme was started in 1996 with the focus on two areas - the reconstruction and rehabilitation of Red Cross buildings, assets damaged during the 1992-1995 war, and the transfer of resources supporting the ERCs operational expenses. The programme also supported certain OD activities including strategic planning and selected training and workshop. In addition, successful measures were taken to form the RCF BiH, and efforts to establish a national society commenced.

During 2000, significant steps towards creation of a single national society were taken. The delegation supported this process through active lobbying with relevant Red Cross and government interlocutors. The OD department supported this process by financial and technical assistance to the Inter-Entity Contact Group (IECG). These efforts culminated with the establishment of the Red Cross Society of BiH on 15 December 2000.

During 2001, OD intensified its efforts to support this newly established national society. These efforts lead to international recognition of the RCS BiH and admission to the Movement. The Red Cross Law was prepared by the RCS BiH with the support of the Federation and the ICRC and submitted to the relevant ministry for consideration. Towards the end of 2001 the council of ministries subsequently approved this law and submitted it to the national parliament in BiH. Efforts to advocate on this process will continue until this law is adopted and comes into force. .

In order to support the ERCs willingness to restructure their governance system, a bench marking trip was organized to the American Red Cross to gain exposure to issues of management and governance, including their respective roles and responsibilities regarding fund-raising and volunteer management. Subsequently, OD organized six presentations to the presidency members and management, held individual meetings with key individuals within the Presidency of the RCS BiH to lobby for the necessary changes and adopted the 'orientation' material for the board and management.

To support capacity building at local Red Cross branch level and to strengthen their communication, reporting, and management skills, the Branch Seed Fund project was presented by OD and RD. 65 projects were presented by the municipal Red Cross organizations for inclusion, twenty of which have been successfully implemented. In addition, to support better co-ordination between the headquarters and local branches, and provide the national society with the tool for planning and reporting, OD designed a branch profile data base with the close co-operation of the ERCs. Initiatives were taken to prepare a book of rules for the local branches, to define their roles and responsibilities and their relationships with their cantonal offices and headquarters. OD continues to implement capacity building

initiatives through the following service programmes: the youth programme by designing an induction course for national volunteers; home care programme by assisting the preparation of marketing materials and; health programme by designing a blood donors data base.

In the past the interest, understanding and commitment to the OD process within the Red Cross structures has been slow to materialise, but has improved significantly during the formation process of the RCS BiH. The process has been somewhat clouded by pressing operational needs faced by the ERC during the post war emergency. Building commitment for OD is taking considerable efforts within the particular complexities within BiH and the development process is proving slower than anticipated.

The newly established RCS BiH needs significant technical and financial support to position itself as a leader with its entity organizations. At present, it is finding it difficult to lead the OD process . With the transitions now taking place in BiH, new challenges to the sustainability and performance of the RCS BiH have evolved. The RCS BiH and its component ERCs must build their organizational capacity to deal with those new and evolving uncertainties.

The resource development programme was originally initiated in 1998. Its overall objective was to enhance the financial self reliance of the Red Cross in BiH through establishing a strong financial base through the traditional fund-raising activities and income generating projects. Training was seen as central, with a revolving loan fund offering the start up capital required to enable the ERC to commence fund raising initiatives and income generating projects.

In the last quarter of 2000, the resource development programme was successfully redirected from resource transfer programme to a capacity building that fits into the overall strategy and better reflects the Federation's approach to resource development. Resource development is now fully integrated with delegation development assistance strategy to the RCS BiH, is a component of the organizational development programme, and has close programmatic liaisons with the National Society's service programmes. Significant efforts have been made by resource development in improving the planning and financial management skills of the staff at all levels of RCS BiH. A workshop 'The project cycle - from ideas to proposals' was designed and held in April 2001. Participants were introduced to the planning process, some common tools for planning, the project cycle as a management tool, and preparing and writing proposals. Resource development investigated the process of improving the budgeting and financial management skills of local branches and headquarters staff. This capacity building initiative was implemented through home care as the main service delivery programme of the RCS BiH. A workshop/seminar to explain the new budgeting approach and related tools, with an introduction to the concept of financial management at branch level, was developed. This new approach was presented to all home care cantonal/regional staff, and eight separate day long workshops were conducted for selected staff who have direct input into the management of the home care programme. An internal control questionnaire to assess the system of internal control of the RCS BiH and its component entity organizations was prepared which will be used to identify weaknesses in the system and recommend areas for improvement.

While the national society and ERCs would now seem to have accepted the Federation's approach to resource development in principle, they have not yet assigned to this process a dedicated governance structure nor a manager with the required capacities and time availability who can lead the process. This 'investment' into the process would be the strongest signal of programme ownership by the national society, and would increase its likelihood of success considerably. The resource development programme as presented in the appeal 2001 - 2002 was designed as an integral part of the Federation's development assistance to the RCS BiH. The Federation's appeal was poorly supported by donors and consequently the liaising activities between resource development and those other programmes have not, to a large extent, been implemented. The programme priority is to engage the RCS BiH

governance more actively in resource development, with the expected output of the formation of a resource development commission with responsibility for preparing policy and guidelines. The programme's exit strategy will be a combination of its continued integration into the OD programme, with technical support coming from the regional delegation, coupled with an anticipated increase in ownership of the process by the RCS BiH.

The youth development programme was initiated in 1996 by the Norwegian Red Cross with its focus on the promotion of humanitarian values. Forty-five youth groups were created and completed the basic youth leadership training. In accordance with the changing focus of the Federation strategy in BiH, the youth development programme was transformed to strengthen its organizational and resource development skills. Youth became involved in other programmes, including home care and reproductive health peer education, disaster preparedness, and promotion of humanitarian values. The programme activities, which have been held at the cross-entity and regional levels, have also proved to be very important for co-operation and partnership building between the ERCs, leading to reconciliation of the young people in BiH.

The progress of the youth development programme was somewhat delayed due to the political agendas within the ERC organizations. However, young people are keen to work together regardless of those obstacles. The programme has been implemented in close co-ordination with the ERCs, which provide significant support for the youth initiatives recognizing their importance for the future of the organization as a whole. The youth department maintained close contact with other youth organizations in BiH such as UNESCO. The ongoing co-operation with youth sections of the Norwegian, Swedish, Swiss, Spanish and American Red Cross have been maintained and will continue to be strengthened together with regional youth networks.

Although the Red Cross youth have made significant progress in establishing their formal presence within the governance structure on the ERCs headquarters level, the co-operation between youth and their respective local branch secretaries must improve. Youth will seek an opportunity to be formally placed within the national society governance structure. Red Cross youth want to be actively involved in local and international activities, and aim at being the leading forum for youth in BiH, educating young people in the spirit of humanity and tolerance. The OD programme will support the Red Cross youth to position themselves as community leaders, offering the young people in BiH an opportunity to join and serve the humanitarian vision and the principles of the Red Cross for the benefit of the vulnerable population of this country.

Goal To assist the newly established Red Cross Society BiH to develop its capacities and skills to be able to efficiently help vulnerable populations through its programmes and activities.

Objectives and activities

Objective 1 To improve the legal basis of the RCS BiH and its constitutive components - the Entity Red Cross organizations including mechanisms for its implementation.

Activities to achieve objective 1 are:

- Facilitate public discussions and organise relevant meetings on the proposed Red Cross Law and other related legal acts pertaining to the Society.
- Assist the RCS BiH in lobbying government for support to the Society.
- Provide technical and advisory support to the local branches in order to provide the governance of the RCS BiH with quarterly updates on the implementation of the Red Cross Law once enacted.
- Provide financial and technical support to the governance and management of the RCS BiH and its entity components. Financial operational support will be gradually phased out as the RCS BiH and

its entity Red Cross organizations find other more appropriate solutions to their funding problems. It is envisaged that support to the entity Red Cross organizations should be discontinued by the end of 2002.

- Develop a code of conduct in co-operation with the ICRC for discussion purposes with the RCS BiH to assure integrity within the governance, management, members and volunteers.

Objective 2 To support the RCS BiH and its entity components in developing a five-year joint strategy.

Activities to achieve objective 2 are:

- Carry out an analysis with the RCS BiH and technical support from the regional delegation.
- Develop and agree a five year strategy for the RCS BiH which is in harmony with the ERC organizations operational priorities.
- Once the strategy has been agreed and approved, prepare a plan of action/five year development plan. The strategy will be based on the analysis and previous assessments and will reflect the operational priorities of the ERC as the implementing components of the Society .
- Closely monitor this process and ensure that all operational programmes of the RCS BiH have adequate capacity building aspects included .
- Ensure that capacity building components are included in bilateral and ICRC supported programmes.
- Based on this strategic plan, commence preparing a three year county assistance strategy for BiH in 2003.

Objective 3 To develop a long term marketing and fund-raising strategy based on the agreed RCS BiH five year strategic and development plans.

Activities to achieve objective 3 are:

- Co-opt a staff on loan for a limited period from a successful national society to start the process of developing a fund-raising strategy.
- Develop together with the RCS BiH sound marketing promotional and fund raising tools.
- Provide training through a series of seminars to the governance (of the RCS BiH and its component entity organizations) on how the board can promote and fund raise for the society.
- Strengthen the governance's fund-raising capacities, through co-opting and attracting individuals with fund raising skills from within BiH but outside the current Red Cross pool of governance members.
- Strengthen management's role and skills base in fund raising through financially supporting dedicated fund raising staff - most probably one at RCS BiH headquarters level and one at each entity Red Cross organization.
- Provide the branches with the opportunity to implement small scale projects in order to allow them to apply in practice their new skills in management and planning.

Objective 4 To support the RCS BiH in establishing operational and procedural standards to enhance performance at all levels of the organization.

Activities to achieve objective 4 are:

- Prepare minimum operational criteria for a functioning local Red Cross branch which will eventually through a negotiation process become the bench mark for a municipal branch.
- Establish standard guidelines and procedures for communication and financial and narrative reporting.

- In 2003, prepare guidelines for volunteer management based on the best practice of a recognized leading national societies.
- Strengthen the financial management and planning capacity of the organization, focusing initially on branch secretaries who are actively engaged in programme implementation and 'pilot' branches.
- Develop and agree a revised system of internal control to allow the organization to function more efficiently.

Objective 5 To strengthen Red Cross youth governance structures and assist in placing Red Cross youth within RCS BiH structures.

Activities to achieve objective 5 are:

- Prepare with the RCS BiH guidelines on the future structure of the Red Cross youth and their incorporation into the RCS BiH governance and management. The RCS BiH should have adopted this structure by the end of 2002.
- Develop and agree with RCS BiH the job description for the future position of a national youth co-ordinator.
- Support the ongoing training for Red Cross youth leaders.
- Develop and agree with the RCS BiH youth volunteer's participation in other programmes , e.g., reproductive health, HIV / AIDS awareness, and delivering home care services.
- Support the Red Cross 2 cross entity youth camps throughout 2002 and 2003.
- Support 3 - 5 youth trainers of trainers on at least two regional training exchange. This will be facilitated with the regional delegation support.
- Facilitate the transfer of ownership of the friendship without borders initiative and resource group back to the national society.

Expected results by 31 December 2003

- By the end of 2002, the RCS BiH will have had the Red Cross Law adopted by their BiH government. Subsequently, the RCS BiH and its components ERC organizations will have harmonised their statutes with this Red Cross Law.
- By the end of 2002, RC staff, volunteers and local communities will have a better understanding of the role and responsibility of the Red Cross organizations.
- By the end of 2002, the Presidency of the RCS BiH will have received regular updates on the implementation of the law from the local branches and will act accordingly.
- The OD programme will have supported the salary of four staff members of the RCS BiH for both years and four headquarters staff of both ERCs for 2002. Financial support to ERC headquarters will have been phased out by the end of 2002.
- By the end of June 2002, the RCS BiH will have commenced preparing and developing its future strategy. The strategy for the RCSBiH will have been developed and agreed and adopted by the Red Cross branches and entity Red Cross organizations by the end of October 2002.
- By June 2003, RCS BiH will have developed a set of marketing and promotional tools based on its strategy and development plans to assist in fund-raising.
- The society and ERC staff will have developed the necessary fund-raising skills to use those tools effectively.
- Three full time employees will have been hired to provide support for the resource development activities and establish a fund-raising system the RCS BiH.
- By the end of 2002, a code of conduct will have been prepared, approved by the Presidency of the RCSBiH, disseminated to the local branches.
- Standardised documents regarding minimum operational criteria, reporting (financial and narrative) procedures and guidelines for volunteers management will have been prepared and adopted by the RCS BiH by the end of 2002, and implemented by the local branches by the end of 2003.

- The Red Cross youth will have been included within the RCS BiH established governance and management structures. A Youth Council will have been established, the first Youth Conference organized and 1,000 youth members trained as Red Cross youth leaders.
- There will have been increased input and participation of the Red Cross youth in the RCS BiH programmes and activities.

Indicators

- The Red Cross law is officially published in the Official Gazette of BiH.
- An agreed and approved strategy document together with a five year development plan is in place.
- Promotional and informational information based on the RCS BiH strategy and plan of action is available.
- Two workshops on fund-raising and governance's responsibility carried out with active governance participants.
- At least one presentation of the RCS BiH plans and strategy carried out by the RCS BiH and its board to potential donors in both years as a fund raising exercise.
- 50% of all staff and volunteers have signed the code of conduct.
- 30 branches in each entity are following the guidelines on criteria for a municipal branch.
- Quarterly narrative and financial reports are prepared and submitted by those 30 branches and their respective entity headquarters.
- The Red Cross youth has an established governance structure within the existing governance structures of the RCS BiH.
- Four camps were supported and run by Red Cross Youth for 400 vulnerable children in BiH.

Monitoring and evaluation arrangements

Monitoring of the programme will be carried out in the following ways:

- Quarterly analytical reports comparing objectives to achievements, and assessments of whether indicators are on track to be met will be prepared and forwarded to donors according to the pledge management notes.
- Quarterly financial reports to track programme and overhead expenditure will be prepared and forwarded to donors according to the pledge management notes.
- Regular field visits by the delegate and programme manager will be undertaken to ascertain the level of ownership achieved and as a means of monitoring the programme progress.

Evaluation of the programme will be carried out in the following ways:

- 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 2002 to review the impact of the OD programme. Participants will include Federation Delegates, national society representatives, ICRC, donors and other stakeholders. Assistance will be sought from external parties from the Federation's Regional Delegation, Secretariat, or PNS technical departments to add rigour and objectivity to the evaluation.
- 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 organization assessment at the start of the programme, as well as the information collected through the monitoring system.

Critical assumptions

- Natural disasters, economic events and political developments do not significantly disrupt the programme.

- Funding to the programme is secure.
- A shared understanding of and commitment to the OD programme is further developed and maintained throughout the implementation.
- Any turnover of staff, management and governance does not significantly disrupt the programme.

[click here to return to the top](#)

5. Co-ordination and Management

Background and achievements/lessons to date

The 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 operations, during 1997, approximately 35 international delegates and over 70 locally recruited staff were in BiH, working together with the local Red Cross structures to meet the acute needs of vulnerable populations. At the same time, a difficult and extremely time consuming process began with the two Entity Red Cross (ERC) organizations. In close co-ordination with the ICRC, the Federation embarked on a process of establishing a unified Red Cross Society of Bosnia and Herzegovina, which in turn would be recognized by the central government. The process' ultimate aim was that this unified RCS BiH would be recognized by the ICRC as a national society and become a member of the Federation. In this connection, the Federation worked closely with the Inter-Entity Contact Group (IECG), in its capacity as an observer and advisor together with the ICRC.

On 7 September, 2000 the Council of Ministers of BiH passed a 'Decision on the Status of the Red Cross Society of Bosnia and Herzegovina'. On December 15 2000, at the Constitutive Assembly and flowing from its two component entity organizations - the Red Cross of Republica Srpska and the Red Cross of the Federation of BiH - the Red Cross Society of Bosnia and Herzegovina came into being.

During the past two years, the delegation's activities related to external relations and promotion of the Federation and its work was substantially intensified. This yielded some concrete positive results and the long-standing negotiations with the central government concerning the Federation's legal status resulted in the 'Status Agreement' being signed. In the longer term, other results are expected. For example, diplomatic missions and different international organizations present in BiH, are now more aware of the Federation's activities and plans, allowing them to give information to their respective capitals and headquarters. A concrete example of this initiative was evident in the recent appeal for support to people affected by floods that hit BiH in June 2001 where the Federation delegation raised, within BiH, approximately 33% of the total appeal covered to date.

Throughout the past six years during which the delegation has been operational in BiH, constant care had been maintained to keep running costs to a minimum. As the Red Cross Society of BiH continues to strengthen and become more functional, down sizing of the Federation in-country delegation continues. At the beginning of 2002, the delegation expects to scale down to a staff of approximately 15, including three delegates, which will require permanent co-ordination and management support. The exit strategy of the Federation's delegation continues to be a needs-based down sizing of the in country delegation with a continuous handover of technical components of the programmes to the regional delegation. The Federation delegation in BiH is acutely aware of the general weak response to its 2001 appeal, and particularly in relation to its co-ordination and management programme. On the other hand, to support the emerging RCS BiH, a strong delegation is required to co-ordinate and manage the movement's (often diverse) response to its development process. In addition, a strong delegation is required with management and leadership capacities to ensure implementation of the Federation's support and assistance programmes to the RCS BiH. The weak response to the 2001 - 2002 appeal disrupted the programme implementation, as much of key management's time was consumed by finding solutions to this chronic funding crises. In the 2002 - 2003 appeal, the co-ordination and management programme tries to balance those conflicting demands. However, it must be stressed that

a core support cost requires funding if the support programmes are to be managed and co-ordinated in an effective manner.

Goal To manage and co-ordinate the Federation's response to the development process of the Red Cross Society of BiH and implementation of the Federation's assistance programmes.

Objectives and activities

Objective 1 To manage the Federation's assistance programmes in building the capacity of the RCS BiH.

Activities to achieve objective 1 is to Provide quality support to programme managers through advice and co-ordination on issues related to general management; (finance, logistics; human resources; security; information and communication); external relations and fund-raising; and support and advice to the Red Cross Society of BiH regarding issues related to the movement and the Federation's strategies and policies. Continue to provide the international community and the various components of the International Red Cross and Red Crescent Movement with regular information of its plans and activities in BiH.

Objective 2 To provide continued co-ordination, advice and support to the movement's response to the RCS BiH development process.

Activities to achieve objective 2 are:

- Ensure that aspects of capacity building are included in all RCS BiH programmes, particularly those that are supported by other components of the movement.
- Assist the RCS BiH to establish at least bi monthly operational co-ordinating fora for all components of the movement working in BiH - ICRC, bilateral PNS, the Federation and the entity Red Cross organizations.
- Continue to facilitate sister PNS with their periodic in country visits.
- Towards the end of 2003, and on the basis of an agreed RCS BiH strategy and development plan, commence the process of developing a CAS for the period 2004 - 2006. This latter activity will be closely aligned to regional delegation assistance strategy.

Objective 3 To facilitate, in co-ordination with the regional delegation, the integration of the RCS BiH into regional co-operation initiatives.

Activities to achieve objective 3 are:

- Initiate the new Federation approach to programme co-ordination.
- Ensure that RCS BiH is included in regional meetings and workshops.
- Ensure an active role of the RCS BiH in regional initiatives.
- Promote RCS BiH co-operation with other components of the movement. Achieving this objective will also be a part of the exist strategy of the Federation delegation.

Expected results

- The Red Cross Society of BiH will have increasingly become a functional and co-ordinating body of its component operating entity Red Cross organizations.
- The International Federation assistance programmes are effectively implemented in a timely and efficient manner with regular reports submitted to donors and other stakeholders.

- The Movement's international response to support the RCS BiH will have had a co-ordinated and effective impact on the RCS BiH.
- The RCS BiH will be a recognized national society within the region contributing and participating in at least five regional activities.

Indicators

- The role of the Red Cross Society of BiH is well established in the region and on the international level.
- Stakeholders that are satisfied with the Coordination and service provided by the delegation.
- Funding available for programmes, down scaling is done in a planned and co-ordinated manner.

Monitoring and evaluation arrangements

Monitoring of this programme will be carried out in the following ways:

- The development process of the RCS BiH will be closely monitored by the Federation's secretariat and country delegation, in close co-ordination and consultation with the ICRC.
- Financial monitoring of budgets and expenditures is a continuous process as part of the overall management of the delegation.

Evaluation of this programme will be carried out by external experts, regional delegates and, external evaluators will be called upon if required.

Critical assumptions

- The leadership of the of the Red Cross Society of BiH has interest in the continued presence of the Federation's delegation in BiH.
- The group of interested PNSs continue their support to the Red Cross Society of BiH through the Federation, in cash and/or delegates for 2002-2003 and recognize the added value of an in-country delegation.
- The political situation in BiH remains stable.

PROGRAM BUDGETS - 2002								16.11.2001
Delegation in Bosnia and Herzegovina								DRAFT
PROGRAM	Disaster Prep	Disaster Resp	Health & Care	Human. Values	IDRD	Reg. Co- operation	Co-ord. & Mgmt	TOTAL
Shelter & Construction	0	0	0	0	0	0	0	0
Clothing & Textiles	0	0	0	0	0	0	0	0
Food & Seeds	0	70'000	0	0	0	0	0	70'000
Water	0	0	0	0	0	0	0	0
Medical & 1st Aid	0	50'000	0	0	0	0	0	50'000
Teaching Materials	0	40'000	5'000	0	0	0	0	45'000
Ustensils & Tools	0	25'000	0	0	0	0	0	25'000
Other Relief Supplies	0	45'000	328'475	0	160'000	0	0	533'475
Subtotal Supplies	0	230'000	333'475	0	160'000	0	0	723'475
Land & Buildings	0	60'000	5'000	0	0	0	0	65'000
Vehicles	0	0	0	0	0	0	0	0
Computer & Telecom	0	0	0	0	0	0	0	0
Medical Equipment	0	0	0	0	0	0	0	0
Other Capital Equipment	0	0	0	0	0	0	0	0
Subtotal Capital	0	60'000	5'000	0	0	0	0	65'000
Program Management	0	35'699	85'247	1'780	76'378	0	12'893	211'998
Technical Services	0	10'686	25'518	533	22'864	0	3'860	63'461
Professional Services	0	11'851	28'300	591	25'356	0	4'280	70'378
Subtotal Program Support	0	58'237	139'065	2'904	124'597	0	21'033	345'836
Warehousing/Inspection	0	0	0	0	0	0	0	0
Transport & Vehicles	0	22'350	357'550	0	43'875	0	8'775	432'550
Subtotal Transport & Storage	0	22'350	357'550	0	43'875	0	8'775	432'550
Delegates & Expatriates	0	0	25'000	0	148'140	0	25'000	198'140
National Societies and Local Staff	0	70'840	157'600	0	349'590	0	60'400	638'430
Subtotal Personnel	0	70'840	182'600	0	497'730	0	85'400	836'570
Travel & Related Expenses	0	9'000	13'500	8'100	30'000	0	10'000	70'600
Information	0	3'000	23'000	5'000	14'000	0	0	45'000
Consultants	0	0	15'000	0	44'000	0	12'000	71'000
Branch seed fund support	0	0	0	0	0	0	0	0
General Expenses	0	26'000	31'535	0	75'000	0	52'000	184'535
Training Workshops & Seminars	0	50'000	163'500	10'400	143'500	0	0	367'400
Security	0	0	0	0	0	0	2'000	2'000
Subtotal Training, Information & General	0	88'000	246'535	23'500	306'500	0	76'000	740'535
TOTAL BUDGET	0	529'427	1'264'225	26'404	1'132'702	0	191'208	3'143'966

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