

# Appeal 2003-2004



International Federation  
of Red Cross and Red Crescent Societies

## BOSNIA AND HERZEGOVINA

Appeal no. 01.73/2003



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

	2003 (In CHF)	2004 <sup>2</sup> (In CHF)
1. Health and Care	624,959	350,000
3. Organizational Development	712,396	300,000
<b>Total</b>	<b>1,337,355<sup>1</sup></b>	<b>950,000</b>

### Introduction

Seven years after the end of armed conflict, Bosnia and Herzegovina (BiH) is still facing severe problems. The political system and the process of reconciliation are continuing to improve, but remain complex. Policies designed to contribute to the development of democracy have not been very successful; political autonomy and accountability are far from being realized. Nationalists still dominate the political system, though their influence seems to be waning; elections on October 5, 2002, will be indicative of the direction of developments.

The rebuilding of BiH as a stable, single nation-state entity has only partly been achieved. Much of the country's infrastructure has been rebuilt, and parts of the population have benefited from renewed economic activity. Clear obstacles to political and institutional integration create social fragility and limit economic development. The country is ranked next to Macedonia as the poorest Republic in the former Yugoslav Federation. Agriculture is private, but farms are small and inefficient, and the Republic traditionally is a net importer of food. Industry is greatly overstaffed, a reflection of the socialist economic structure. The bitter inter-ethnic warfare in Bosnia caused production to plummet by 80% from 1990 to 1995, unemployment to soar and human misery to multiply. With an uneasy peace in place, output recovered rapidly in 1996-98, but as this was from a low base, GDP remains far below the 1990 level. Economic activity is sluggish and extremely dependent on external assistance. Young professionals facing unemployment still leave the country, causing the brain-drain to persist.

Many refugees and internally displaced persons (IDPs) have returned, including to communities where they constitute ethnic minorities. Improvements have been made in the rule of law, helping to stabilise the positions of vulnerable populations in their place of residence. Friction between various groups still results in occasional civil strife and violence. In spite of some positive developments in

<sup>1</sup> USD 916,715 or EUR 908,642.

<sup>2</sup> These are preliminary budget figures for 2004, and are subject to revision.

the reconciliation process, large numbers of the population remain very vulnerable and isolated, particularly the elderly, disabled, invalids, single mothers, internally displaced and returnees, who need humanitarian assistance. The incapacity of many regions to pull out of economic recession, combined with the tenuous social safety net represents a real danger for the minority return process.

In addition, BiH is also subject to seasonal disasters such as floods, mud slides, forest fires, droughts and even earthquakes.

The Red Cross Society of BiH is doing its utmost to assist through its network of 155 branches and thousands of volunteers in the whole of BiH. Ever since the external support to the Red Cross Society of Bosnia and Herzegovina (RCS BiH) started decreasing, the needs for adapted structures and methodologies are pressing. Policy development and programme implementation is often difficult in post-socialist countries. With all these factors considered, the Red Cross Society in BiH is facing many challenges.

Ultimately, the people of BiH, including those in the Red Cross, must make their own future and overcome the bleak inheritance of destruction and suffering. The challenge has been, and still is, enormous.

## Country Strategy

Historically the Red Cross had been strong, largely due to the government providing full funding, no other civil society organizations existed, social conditions were stable, and the Yugoslav Red Cross directed planning, organisation management and programme development. When government systems collapsed during the war, the broad network of Red Cross branches was instrumental in providing humanitarian assistance to the most vulnerable.

The Red Cross of Bosnia and Herzegovina (RCS BiH) was established in December 2001, as a result of a three year process of negotiations between representatives from the two Entity Red Cross organisations (ERC) - the Red Cross of the Federation of BiH and the Red Cross of Republika Srpska. The complex work was supported by the Federation and ICRC delegations in BiH. Other Red Cross Red Crescent Movement partners (Norwegian RC, American RC, Danish RC, Austrian RC, German RC, Swiss RC, Swedish RC, Spanish RC, Belgian RC, Saudi Arabia RC, Italian RC, Netherlands RC) have been supporting the implementation of RC programmes and the process of the establishment of a unified National Society.

The establishment of RCS BiH has been described by the UN as one of the most important steps so far in the stabilisation and reconciliation of this divided land. Being the first indigenous humanitarian organisation formed at state level, it is engaged in building up civil society. Through its extensive network of local branches, the RCS BiH 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. Staff and volunteers are well educated and, in general, programme implementation skills are strong.

The massive transitions taking place in BiH have presented fundamental challenges to the sustainability and performance of the Red Cross. The inevitable withdrawal of international funding has already commenced. It has become evident that the Red Cross in BiH does not yet have the organizational capacity to convert their strengths into sustainable performance in this changing environment.

### Development Indicators for Bosnia Herzegovina

(Source: World Development Indicators database, [www.devdata.worldbank.org](http://www.devdata.worldbank.org))

Indicators	2000	2001
Life expectancy at birth (years)	73	-
Illiteracy rate, adult female (% at age 15 and above)	-	-
Illiteracy rate, adult male (% at age 15 and above)	-	-
GNI per capita (US\$)	1,230	1,240
Population total	3,977,000	4,059,999

Population growth (annual %)	3	2
Urban population (% of total)	43	43

NB: GNI - Gross National Income

## National Society Priorities

The National Society has a limited but strong leadership at branch level, willing to take hard decisions and lead the change process of the RCS BiH. Together with a strong volunteer base delivering humanitarian and socially needed programme assistance and a well trained and highly motivated Red Cross youth section, the National Society is addressing the needs of the vulnerable in the country.

The Movement is perceived as one of the most visible humanitarian organisations within BiH, particularly at municipal level. Its good image in the community was reflected in a survey conducted by a research institution in Sarajevo in 2002. Twenty four percent of respondents said that the Red Cross was the most effective organisation in providing humanitarian assistance to the people in BiH. This image has helped build strong links with the community and develop programmes targeted at community needs at selected branches.

However, there are areas where assistance is needed. The roles and responsibilities of governance and management within the organisation need to be more clearly defined. In addition, formal internal and external communication flows between the Entity RCs and other stakeholders are poor. There is a high degree of procrastination as decisions have to be taken by consensus, inevitably leading to the RCS BiH finding it difficult to formulate innovative solutions to problems arising.

The RCS BiH continues promoting international cooperation and disseminating International Humanitarian Law, while improving the organizational structures, and establishing the legal base of its already strong human resources. It seeks, where possible, local funding solutions to its programmes and services. Self reliance to carry out its humanitarian mandate through a combination of government support, partnership with donors, self-financing activities and locally generated resources, is seen as critical by the RCS BiH.

In April 2002, a seminar was organised to discuss National Society priorities for co-operation and future support from the Federation. Representatives from various levels of RCS BiH attended the meeting and actively participated. The conclusions reflected the priority areas for Federation support.

RCS BiH priorities focus on the core areas of Strategy 2010.

- ✓ Health
  - continued support for the Home Care programme
  - support for the Public Health Education programmes
- ✓ Disaster Management: support for the Disaster Preparedness programme
- ✓ Organisational Development with a focus on Resource Mobilisation

Running a central tracing service is a priority function for the RCS BIH headquarters, in co-operation with ICRC (files on missing persons). The RCS BIH, supported by ICRC, continues to implement a country land mine awareness campaign and conflict preparedness within its wider Disaster Management programme.

## Red Cross and Red Crescent Priorities

A better co-ordination between the branches of the Movement working in Bosnia and Herzegovina remain an important aim for RCS BIH.

The ICRC areas of co-operation with the RCS BiH are:

- re-establishing family links
- conflict preparedness and response
- promoting International Humanitarian Law and the Red Cross fundamental principles

Belgian, Danish, Spanish and Swiss Red Cross Societies are present and active in BiH:

The Belgian RC is reconstructing houses for returnees in Tuzla Canton, and this project was finished at the end of July 2002.

- The Danish RC operates in Banja Luka and Bosanska Krupa in Una-Sana Canton through the Children Affected by Armed Conflict programme (CABAC). This programme will be completed in 2003.
- The Spanish RC operates in Trebinje in West Herzegovina Region conducting the following activities: training of trainers on health protection for the primary school pupils and health institutions; relief programme for 52 Home Care Programme beneficiaries; and a reconstruction micro project. The Spanish RC intends to stay in the country for four years.
- The Swiss RC is implementing an auxiliary nurses programme and seed fund projects throughout the country as well as a community development programme in the Mihatovici refugee settlement near Tuzla. They intend to stay active in the country until the end of 2003.

Partner National Societies (PNSs) have been performing relatively independently in BiH so far, without having much contact with National Society headquarters. Thus, the National Society leadership is currently taking the initiative to take on the leading role regarding all the activities carried out by PNSs. In order to achieve this the National Society has already organised a forum including the ICRC, International Federation and all PNSs present and active in BiH.

## **Priority Programmes for Secretariat Assistance**

The exit strategy of the Federation's delegation, based on a needs-based down sizing of the in-country delegation has continued in 2002, with the Regional Delegation providing more and more technical support to programmes.

### **About this Appeal:**

This appeal is a logical continuation of the 2002-2003 appeal. This 2003 appeal has been reviewed on the basis of the achievements of the past year and lessons learned. The fulfilment of the goals and objectives of this appeal will increase the RCS BiH operational capacities, including improved assistance to targeted vulnerable groups and the promotion of its role in society.

Health and Care	Position the RCS BiH as a credible partner and a provider of services within the fields of social welfare and public health through its country-wide community network.
Organisational Development	Strengthen the National Society in developing its capacities and in mobilising its resources to efficiently respond to the needs of the vulnerable population of BiH through its programmes and activities.

The funding situation for the Federation assistance to the RCS BiH has been difficult in the recent past. International donors have shifted their funding from postwar reconstruction and rehabilitation to (state level) institutional and capacity building.

Additional technical support for core programmes such as Disaster Preparedness (DP) and Promotion of Humanitarian Values (PHV) is provided by the Regional delegation in Budapest and is included in the regional appeal. The regional DP programme will focus on national DP plans, contingency planning and, in collaboration with ICRC, on conflict preparedness. BiH will be one of the country priorities for the regional programme for PHV, disseminating Red Cross fundamental principles and advocating on behalf of the vulnerable.

Population Movement issues (the minority return process and displacement issues) are supported through the Regional Population Movement Programme, the coordinator of which is based in Zagreb, Croatia.

## 1. Health and Care w [<Click here to return to the title page>](#)

### Background and achievements/lessons to date

The health care system in BiH deteriorated dramatically during the war and its capacity has not returned to the pre-war level. The present health care system is unable to cope with the wide variety of needs in the community and progress in health reform is slow. Some positive changes focused on primary and secondary health care rather than on prevention and public health education.

The major National Society activities in the health programme are public health education, blood donor recruitment and First Aid. The peer education reproductive health project currently targets 4,000 young people and aims to reach its target of 8,000 young people by the end of 2003. The idea behind the project is to influence young people's behaviour regarding prevention of sexually transmitted diseases (especially HIV/AIDS), unplanned pregnancy and gender violence. Forty five new peer educators in reproductive health have been trained and were successfully involved in the 8 May campaign 'The Truth about AIDS-Pass it on...'. The presentation on HIV/AIDS was held in 13 cities in BiH and it is planned to continue with these activities.

The First Aid programme aims to have an impact on the reduction of morbidity and mortality rates, particularly with regard to traffic accidents. The First Aid training, Public Health Education and Blood Donor Recruitment are traditional programmes of the RCS BiH. During the 'Week of Fight against Tuberculosis' in September of each year activities performed by the RC include free of charge medical check ups of people in the remote areas, visits to patients with TB in hospitals and at home, and donations in food and hygiene parcels.

The increasing incidence of tuberculosis is indicative of the social conditions of the population and lack of appropriate treatment. The Red Cross role in the campaign against TB is therefore of great importance.

Health commissions exist at the governance level and both Entity Red Cross organisations have a health officer responsible for the programmes. These three programmes are considered priorities in terms of the Red Cross contribution to health in the community.

The RCS BiH is recognised by the Government and the World Health Organisation (WHO) for the important role they play in blood donor recruitment. The health officers have excellent co-operation with WHO, ICRC, UNFPA, the Public Health Institutes and Ministries of Health and Education.

The RCS BiH has received permanent membership of the newly formed national HIV/AIDS Committee of the Government. It gives the RCS BiH a strong platform for advocacy with the authorities and for the creation of a stable relationship with national and international counterparts.

The Federation has been supporting the RCS BiH in the provision of quality home care services to 15,000 vulnerable elderly people throughout BiH since 1996. This programme forms an essential part of the Federation's core area 'Health and Care in the Community'. The programme is efficiently managed by the local Red Cross organisations with the help of 1,000 trained community based volunteers who 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; referrals and transport to health care institutions; provision of winter fuel; social contacts. The volunteers make approximately 50,000 visits a month to beneficiaries.

The Home Care programme has become well known and respected throughout BiH. One of the greatest strengths are volunteers who are trained to work with elderly and who donate their time and energy. Their effort contributes to provide a good public image of the Red Cross in BiH. The Red Cross Home Care programme in BiH is one of the most visible of the National Society's programmes. It is a significant carrier of the social welfare burden in BiH, particularly the one relating to the isolated elderly. There is a very strong buy-in from the RCS BiH regarding the ownership and

development of this programme. The management decision making process is now very firmly in the hands of the BiH RCS. The Federation approach has always been to assist the RCS BiH to find solutions to the major challenge of positioning the programme as a self-sustainable community development programme. This involves increased funding and support through local resources while external RC support is phased out.

### **Overall Goal**

**Position the RCS BiH is a credible partner and provider of services within the fields of social welfare and public health through its country-wide community network.**

### **Programme Objective and Expected Results**

#### **Programme Objective**

To enable the RCS BiH to provide home care services to beneficiaries and to increase the capacity of RCS BiH to provide education campaigns on health issues and blood donor schemes.

#### **Expected Results**

- RCS BiH at all levels has become a partner to local government structures in providing services to the vulnerable through the home care programme involving beneficiaries in the implementation of the programme and increasing locally secured funding.
- Public awareness on health issues has been significantly raised through campaigns, namely by making use of teams of peer educators giving presentations on reproductive health, HIV/AIDS, and drug abuse in secondary schools throughout the country.

## **2. Organisational Development w [<Click here to return to the title page>](#)**

### **Background and achievements/lessons to date**

The Red Cross Law on the Protection of the Emblem and the Law on the Status of the Red Cross Society BiH were prepared in 2002. The Law on Protection of the Emblem was adopted by the Parliament in April 2002 and published in the Official Gazette of BiH.

Bench mark trips were organised to the Slovenian and American Red Cross Societies to support RCS BiH restructure their governance system, develop long term strategy for fundraising and marketing, and strengthen their volunteer management system. Subsequently, presentations to the Presidency members and management of the local Red Cross offices, and individual meetings with key people within the Presidency of the RCS BiH were held to lobby for the necessary changes.

To support capacity building at local branch level and to strengthen their communication, reporting and management skills, the Branch Seed Fund project was presented in 2001, and the Youth Seed Fund in 2002. Altogether 100 projects were presented by Municipal Red Cross organisations for inclusion, forty of which have been successfully implemented. In addition, to support better coordination between the headquarters and local branches, and provide the National Society with a tool for planning and reporting, the local branches and the Entity Red Cross headquarters designed a branch profile data base. Rules and procedures were prepared and put on CD-ROM for distribution to the local branches to enhance the role and responsibility and relationship with their Cantonal offices and headquarters.

The RC local branches developed brochures to be used as marketing tools, to raise public interest in the RC work. These projects were completed in June 2002. At the end of June the first draft of the Potential Fundraising Assessment in BiH was prepared by Prism Research. This will be a very valuable tool to draft RCS BiH fundraising and marketing strategy.

The Federation, jointly with the ICRC and National Society, facilitated twenty cross-entity leadership training sessions for local governance and management in 2001/2002. These workshops for approximately 600 participants were focused on the RC/RC Movement, volunteer management,

governance and management roles and responsibilities, Code of Conduct, Red Cross Law, fund-raising and marketing.

To support the RCS BiH and its entity components in developing a joint five-year strategy, discussions have been held with Presidency members to commence a strategic planning process and engage all Movement partners in the process. To date a detailed plan of activities to take this process forward has proved illusive. However, the assessment made in 2001/2002 and the revision of Federation delegation support provide RCS BiH and the delegation with a valuable basis for analysis and further discussion.

Planning tools based on the Federation Project Planning Process (PPP) were prepared to help the National Society improve their planning. The PPP manual was translated into the local language. As an exercise, a group of five BiH staff members have planned objectives for the appeal 2003/4 based on this model.

### **Overall Goal**

**Strengthen the National Society in developing its capacities and in mobilising its resources to efficiently respond to the needs of the vulnerable population of BiH through its programmes and activities.**

### **Programme Objective and Expected Results**

#### **Programme Objective**

To develop an integrated development plan, diverse revenue sources and structures that allow the RCS BiH to respond to humanitarian challenges in the community and ultimately provide better services.

#### **Expected Result(s)**

- An integrated five-year development plan of the RCS BiH has been established, a mission statement and vision defined.
- Annual revenues for services provided have been increased, a fundraising strategy has been developed, and at least one staff member per branch has been trained in fundraising activities.
- The number of non functional branches has been reduced (after the outcome of the assessment made by the National Society) and cooperation between different levels of the RCS BiH structure has been strengthened.

## **3. Federation Coordination**

With the transformation of the International Federation Delegation into a Federation Office in 2002, RCS BiH has a strong desire to position itself where all partners support their priority programmes. The Federation Office will continue to provide advice and guidance to make this co-operation work in the best long-term strategic interests of the National Society. The Federation Office is not appealing for special funds for these activities.

## **4. International Representation**

The main focus of the International Federation Office will be to develop National Society capacity to build networks with other national organisations as well as international partners. The Federation Office is not appealing for special funds for these activities.

*<Budget below - [Click here to return to the title page](#)>*

# BUDGET 2003

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.73/2003

Name: Bosnia & Herzegovina

PROGRAMME:

	Organisational Development	Health & Care	Disaster Management	Humanitarian Values	Federation Coordination	International Representation	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	135,000	0	0	0	0	135,000
<b>SUPPLIES</b>	0	135,000	0	0	0	0	135,000
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	71,900	7,850	0	0	0	0	79,750
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	71,900	7,850	0	0	0	0	79,750
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	27,390	51,108	0	0	0	0	78,498
<b>TRANSPORT &amp; STORAGE</b>	27,390	51,108	0	0	0	0	78,498
Programme Support	46,306	40,622	0	0	0	0	86,928
<b>PROGRAMME SUPPORT</b>	46,306	40,622	0	0	0	0	86,928
Personnel-delegates	72,000	107,999	0	0	0	0	179,999
Personnel-national staff	161,053	51,492	0	0	0	0	212,545
Consultants	22,832	13,238	0	0	0	0	36,070
<b>PERSONNEL</b>	255,885	172,729	0	0	0	0	428,614
W/shops & Training	145,500	96,500	0	0	0	0	241,999
<b>WORKSHOPS &amp; TRAINING</b>	145,500	96,500	0	0	0	0	241,999
Travel & related expenses	19,000	38,000	0	0	0	0	57,000
Information	49,815	27,850	0	0	0	0	77,665
Other General costs	96,600	55,300	0	0	0	0	151,900
<b>GENERAL EXPENSES</b>	165,415	121,150	0	0	0	0	286,565
<b>TOTAL BUDGET:</b>	712,396	624,959	0	0	0	0	1,337,355