

# Annual report



International Federation  
of Red Cross and Red Crescent Societies

## Bosnia and Herzegovina

MAABA002

30 April 2010

This report covers the period 1 January 2009 to 31 December 2009.



Boy receiving blankets from the National Society during the cold wave. Photo: Red Cross Society of Bosnia and Herzegovina

### In brief

**Programme purpose:** The strategic goal of the International Federation of Red Cross and Red Crescent Societies (IFRC) in Bosnia and Herzegovina is to support the National Society in developing into an effective and self-sustainable society. Objectives are to strengthen and optimize the Red Cross structure in the country leading to increasing effectiveness and efficiency in programme planning and implementation. The main programmes implemented by the National Society were aligned with the Global Agenda goals.

**Programme(s) summary:** In 2009 the IFRC supported the Red Cross Society of Bosnia and Herzegovina in disaster management, health and care, and organizational development in line with the society's own strategic priorities and plans. Organizational development was a key priority. The Red Cross Society of Bosnia and Herzegovina is the only humanitarian organization covering the entire territory of Bosnia and Herzegovina.

**Disaster management:** The National Society is working to set up a national disaster response team. The society was also working to enhance the coordination and cooperation with other actors such as the civil protection. Drawing on its limited capacities the society responded to three small-scale disasters in 2009. Some 6,900 people were supported through the operations funded by IFRC's Disaster Relief Emergency Fund (DREF).

**Health and Care:** The National Society continued to implement and enhance the quality of its home care services to vulnerable older people, and strived to achieve greater programme sustainability at local level. Approximately 10,680 persons, mainly older people aged 65 or more were reached every day, once a week or once a month according to their needs.

**Organizational Development:** Following a long and complex process the National Society elected

a president for the complete term of the presidium representing the whole National Society, and appointed its first secretary general at national level. The election and appointment was the result of longer-term efforts for turning the National Society into a more coherent organization and was achieved through intensive but careful work with representatives from all parts. Several meetings were arranged to ensure the entities' commitment. In close dialogue with the IFRC and ICRC, the National Society has now embarked upon a process of reviewing its structure, priorities and activities to better reflect the current situation the society finds itself in.

**Financial situation:** The total 2009 budget is CHF 1,118,083 (USD 1,042,560 or EUR 736,438), of which 44 per cent covered. Total expenditure was CHF 300,401 (USD 281,900 or EUR 209,498) or 27 per cent of the budget. Some of the funds were received in the second half of 2009 and is funding for programmes that runs into 2010.

Financial figures 2009	
<b>Budget</b>	1,118,083
<b>Income</b>	494,419 (44)
<b>Expenditure</b>	300,401 (27)
<b>Balance</b>	194,018

Percentage of budget in brackets.

[Click here to go directly to the financial report.](#)

See also final DREF operations reports:

**Cold Wave operation, MDRBA002:** <http://www.ifrc.org/docs/appeals/09/MDRBA002dfr.pdf>

**Floods operation, MDRBA003:** <http://www.ifrc.org/docs/appeals/09/MDRBA003dfr.pdf>

**Floods operation, MDRBA004:** <http://www.ifrc.org/docs/appeals/09/MDRBA004dfr.pdf>

**No. of people we have reached:** The Red Cross Society of Bosnia and Herzegovina reached almost 11,000 people in 2009. Of these most were reached within the health and care programme. More than 6,900 people were reached by disaster response operations funded through DREF.

Programme area	People reached directly
Disaster management	100
Health and care	10,460
Organizational development	200
<b>Total</b>	<b>10,730</b>
DREF Cold wave operation (MDRBA002)	3,500*
DREF Floods operation (MDRBA003)	2,630
DREF Floods operation (MDRBA004)	800

\* Based on an estimated average size of families of 3.5 people.

**Our partners:** In 2009 partners included UNDP, 3 governmental bodies, 20 national organizations and 10 community-based organizations. Within the International Red Cross and Red Crescent Movement the National Society works in close cooperation with ICRC and a few National Societies. Totally eight Movement partners contributed to the society's work either multilaterally or bilaterally. *Please see the Working in partnership section for more detailed information.*

## Context

In Bosnia and Herzegovina the political situation is still tense and uncertain. Moreover it is difficult to foresee the future administrative set-up at national level as the administrative structure in the two entities differs significantly; ranging from a centralised administrative set-up on one hand and a structure of relatively autonomous administrative cantons on the other. Parliamentary elections are due in October 2010.

The financial crisis has taken its toll on the economy of Bosnia and Herzegovina throughout 2009. Although there are no national statistics to confirm this, the available data indicates that the economy has been in recession. Public sector revenues have dropped rapidly including net indirect tax revenues, and exports and imports. While these developments partly reflect a drop in the prices of traded products, it is in part also due to reduced economic activity. Industrial

production dropped, although regional differences mean that production rose in some areas. Credit growth more or less stopped throughout the year.

The economic situation has adversely affected the living conditions for the most vulnerable people. These groups have at the same time different needs due to various reasons. More than one-third of the population is unemployed, especially youth of whom almost two-third is unemployed; pensions are under the official threshold of relative poverty making older people a particularly vulnerable group; people dependent on social welfare allowances and people with disabilities have a limited safety net; a high number of displaced people and minority groups face discrimination and exclusion; human trafficking has emerged as a potential risk, especially to women; and increasing world food and energy prices have led to higher living costs. The most vulnerable groups include older people aged 60 or more, people with disabilities, self-supporting mothers, and socially endangered people with very young children.

In addition to political and socio-economic issues, natural phenomena such as flooding, heavy snow falls and landslides hit Bosnia and Herzegovina almost every year, causing a variety of humanitarian challenges. In 2009 the country experienced a cold wave and floods. Global warming and climate change indicates that the incidence of these phenomena will not decrease in the near future. Furthermore there is increasing public awareness of risks such as industrial accidents, accidents and population movements. The level of poverty and the existing vulnerabilities in the country increase the destructive effects of natural and man-made disasters.

## Progress towards outcomes

### Disaster Management

#### Outcomes:

- A Red Cross national disaster response team consisting of members from the existing cantonal and regional disaster response teams is created, trained, equipped and prepared to respond efficiently to disasters.
- Cantonal and regional disaster response teams have received refresher training and equipment has been updated.
- Target communities' vulnerability to disasters has been reduced through community-based projects and municipal disaster management bodies have been established.
- The National Society has updated its vulnerability and capacity assessment and developed a disaster management plan, including preparedness and response.
- The National Society has contributed to the development of a public national disaster management plan, including a regional cooperation framework and the preparation of a national disaster management body.
- Returnees and other vulnerable groups benefit from practical problem solving, relief item provision, psychological support and small community mobilization projects tailored to the needs of the communities through participatory engagement in local areas of return.
- Four mobile social integration teams have made 4,000 community-based interventions for returnees.

**Achievements:** For the National Society's disaster management activities to be effective at a national level, maximum harmonisation and coordination is required. The National Society has been working to set up a national disaster response team consisting of members who are trained and equipped to initiate and organize responses when disasters strike. The National Society is also working to enhance the coordination and cooperation with other actors such as the civil protection.

In 2009 the National Society responded to three small-scale disasters in 2009, including a cold wave in January and floods in February and July respectively. Some 6,900 people from approximately 1,800 families were supported. The operations were supported by the IFRC's Disaster Relief Emergency Fund (DREF).

**Cold wave in January:** Extremely low temperatures hit parts of Bosnia and Herzegovina in January, followed by lack of gas supplies worsening the conditions among the most vulnerable

people. The National Society delivered relief assistance to some 1,000 families including food parcels, blankets, wooden briquettes and stoves.

**Floods in February:** Heavy rainfall in the second half of January and early February caused flooding in the southern parts of Bosnia and Herzegovina. Food reserves were destroyed and water sources contaminated. Vast areas of cultivated land were flooded. The National Society delivered relief assistance to 2,630 beneficiaries from 765 families. The National Society also procured water pumps and water tanks. The remaining food and hygiene parcels were used for replenishing the National Society's emergency stock.

**Floods in July:** In July heavy rainfall caused a sudden rise in the level of the Tešanjka and Trebacka rivers, which led to flooding in large parts of Tešanj municipality in the northern part of Bosnia and Herzegovina. The Red Cross delivered assistance to some 220 affected families or approximately 800 people. The distribution of food and hygiene parcels, mats and sleeping bags was carried out in Tešanj and its surroundings. The society's disaster preparedness stock was also replenished. In coordination with the local health authority and medical institutions the Red Cross distributed Izosan disinfection liquid.

Surveys carried out to find out whether the needs of people were met showed that the National Society managed to meet the most urgent needs among the people affected. This contributed to maintaining the society's credibility as a provider and partner in offering humanitarian assistance. Feedback from people reached confirmed that the society succeeded in providing items of high quality. Another key achievement was that the National Society managed to deliver services close to where people were residing. Information in terms of timing and location, services and use of the relief items was good. Coordination between the National Society, the IFRC and the civil defence as well as with other agencies was strengthened.

The National Society recognizes the importance of learning from such interventions and believes that the relevance of its response activities can be improved, although needs often exceed the resources available. The society has a potential for improving the timeliness of its response activities. Promising is that the society now has items on stand-by in stocks. Moreover it has a potential for increasing the involvement of people reached and there is still room for improving internal communication. To this end the surveys help the Red Cross to maintain close relationship with local communities and demonstrate its commitment to making the voices of people heard. The visibility of the society and people's perception of the organization improved as did the government's recognition of the Red Cross as a key humanitarian partner in emergencies.

## Health and Care

### Outcomes:

- The number of exposed people seeking HIV counselling and/ or treatment has increased.
- The National Society has contributed to TB control and prevention through promotion and support of directly observed treatment (DOT) and programme staff have been further trained.
- The National Society has a leading role in advocacy in the area of health care and social protection of older people, actively supporting the government's planning.
- The National Society provides quality home care services while ensuring long-term sustainability in cooperation with authorities.
- A unified voluntary non-remunerated blood donor database is established within the National Society.
- Voluntary blood donors are successfully recruited.

**Achievements:** In 2009 the National Society continued to implement and enhance the quality of home care services to vulnerable people, and strived to achieve greater programme sustainability at local level. The home care programme aims to provide quality home care services to vulnerable older people including visits, help with daily tasks, health and medical services, and provision of food and hygiene items as well as other needed goods. Around 10,680 persons were reached in 2009. The Red Cross of Bosnia and Herzegovina is being

recognized as the sole organization providing adequate home care services to older people by state authorities. A promising development is that in some branches home care activities are included in the municipality budget and negotiations are ongoing with other municipalities. Ensuring the sustainability of the programme through local fund-raising has been a key priority as well.

All these efforts were initiated in 2006 following a programme review and the development of a new implementation methodology. The National Society has progressed significantly in standardizing the services country-wide. Apart from enhancing the service quality, this also means greater transparency in delivering the services. The National Society intends to promote the methodology to all donors interested in supporting the programme.

#### **Home Care – Key Programme Features**

- Around 10,680 persons were reached, mainly older people aged 65 or more.
- Older people were visited every day, once a week or once a month according to needs.
- All together 18 Red Cross branches were involved in providing home care services.
- More than 1,600 volunteers provided services.
- Nearly 155,000 hours of voluntary work were done.

Another key achievement has been the creation of a national working group responsible for programme implementation, coordination and monitoring. The working group, which is still functioning, is composed of programme coordinators from the National Society headquarters and the two Red Cross entities. Its work has had significant positive effects for the National Society since it established continuous and close cooperation between the headquarters and both entities' home care coordinators for the first time and facilitated cooperation, information-sharing and exchange of experiences among local branches. Moreover a database has been created and is still being developed. In order to gather data for the database, standard templates and tools are being used in all local branches.

In terms of local resources and fund-raising and partnership-building, local branches established partnerships with local stores, supermarkets and market places with the aim of getting food and hygiene items for distribution. Other activities in home care included volunteer training sessions which contributed to refreshing knowledge and adherence to the fundamental principles. Two workshops with 117 participants took place. Moreover the Red Cross prepared quarterly fund-raising plans at branch level. As a result of its active work in fund-raising local branches significantly increased their visibility and capacity to raise funds as well as to attract volunteers.

**Constraints or Challenges:** Because of lack of funding no activities other than the home care programme could be implemented. This has particularly hampered implementation of some of the National Society priorities and in particular the activities related to voluntary blood donation. Moreover, as the traditional donors to the programmes have ended their programme support or are about to do so, the future of home care services is uncertain. Although fund-raising capacities have been enhanced at branch level and some funds were raised, this is not sufficient to uphold the level of service delivery that has been the case in the last years.

## Organisational Development

### **Outcomes:**

- The National Society's governance members and management staff have improved their skills in chairing the society.
- The National Society's human resource structure and policy has improved and is appropriate.
- The National Society has strengthened and is more effective in programme reporting.
- The National Society has expanded and diversified its funding base and has improved its fund-raising capacity.

**Achievements:** Since the adoption of its statutes in 2006, the National Society has been facing difficulties in electing a president and appointing a secretary general at the national level. This has been considered as crucial by all actors in order to increase its efficiency and sustainability.

Following a long and complex process the National Society elected a president for the complete term of the presidium representing the whole National Society, and appointed its first secretary general at national level.<sup>1</sup> With this achievement the National Society became the first nationwide organization to abandon the system of three rotating presidents representing the three entities.

The election and appointment was the result of longer-term efforts for turning the National Society into a more coherent organization and was achieved through intensive but careful work with representatives from all parts. Scenarios to overcome potential obstacles were outlined, especially addressing concerns about skewed representation. To this end several meetings with the two entities were arranged to ensure their commitment as key actors in creating the necessary basis for agreement. In close dialogue with the IFRC and ICRC, the National Society has now embarked upon a process of reviewing its structure, priorities and activities as to better reflect the current situation the National Society finds itself in.

The impetus for reorganization stems from the need to make the National Society a better functioning organization with improved service delivery. Moreover the dire financial situation the National Society has been facing in recent years leaves no room for continuing the current way of operating. A priority is therefore to direct the available but scarce resources towards priority programme areas at the national level. Federation support through the IFRC's Capacity Building Fund (CBF) also contributes to this process which is expected to result in a proposal for optimizing the structure of the National Society in 2010.

In line with the Federation secretariat's integration approach in its work with National Societies to forge closer and more effective and efficient cooperation, a key achievement was the integration of the Federation office with the headquarters of the National Society. This process was speeded up as the IFRC realized the need for closer interaction with the society to be able to offer proper support in achieving the complex task of planning and initiating the reorganization process. Also this has the evident benefit of cost-sharing.

In coordination with the home care programme a pilot project for enhancing the society's fund-raising capacities at local level was launched. Totally 30 local branches were involved and received training. Trainings were conducted in each branch, among others targeting branch secretaries. A working group composed of representatives from the National Society's headquarters and entities supported the trainings for sharing and disseminating the developed methodologies and best practices. Tools were developed and adopted by the branches to help their planning and monitoring as well as fund-raising activities.

**Constraints or Challenges:** Organizational development in the context of Bosnia and Herzegovina is challenging for several reasons. The political situation is still uncertain and it is difficult to foresee the future administrative set-up at national level. Apart from issues such as limited human resources and funding, efforts aiming at turning the National Society into a more coherent and genuinely national organization depend much on the political, social and economical developments in the country. At present the administrative structure in the two entities differs significantly; ranging from a centralised administrative set-up on one hand and a structure of relatively autonomous administrative cantons on the other. To this comes the increased political fragmentation recently reported. In this sense the context significantly influences the process and prospects of optimizing the National Society's structure.

Although the National Society has been facing financial shortcomings in recent years, the situation has now become acute as most headquarters staff has not received salary since November 2009. This has seriously affected the implementation of programmes. The need for funding is urgent if the society is to benefit from the election and appointment of the president

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<sup>1</sup> At the National Society's general assembly in June 2009. The new president of the Red Cross of Bosnia and Herzegovina is *Mr. Branko Leko* and the new secretary general is *Mr. Dusan Kulusic*.

and secretary general and help the National Society to successfully complete the transition period.

## Working in partnership

The achievements in 2009 were reached due to the contribution of several actors from the International Red Cross and Red Crescent Movement, including multilateral and bilateral support. ICRC was a key partner and multilateral contributions from the Norwegian Red Cross, the Swedish Red Cross and the Italian Red Cross were essential. The Italian Red Cross as well as the German Red Cross, the Swiss Red Cross, the Spanish Red Cross and the Red Crescent of the United Arab Emirates supported the National Society bilaterally. The aim of all Movement partners is to support the National Society in delivering effective and efficient services to the most vulnerable people and to build the capacity of the society. The Federation secretariat coordinates, facilitates and supports the society in terms of capacity-building.

## Contributing to longer-term impact

The successful election of the president and the appointment of the secretary general are deemed essential to build a stronger National Society which is better able to provide services to the most vulnerable people. Eventually this should result in improving people's living conditions and enhancing their prospects for personal well-being and development.

Although facing challenges related to funding as well as the persistence of traditional practices in delivering services, the standardization of the home care programme progressed substantially in local branches following the creation of the working group. Monitoring of the activities performed at local level is now taking place regularly. The group has proved to be an effective tool to address divisions between the two entities. Training led to improved skills among volunteers and this is expected to result in better service delivery in the future.

## Looking ahead

In following up on the successful developments in organizational development, intensive work has been ongoing in the beginning of 2010 for framing and progressing with the transition process. This process, meaning a restructuring of the society will particularly address issues of financial sustainability, short-term strategy development, selection of priority programmes and improved programme planning as well as the development of job descriptions fitted to the focus and priorities of the National Society. These efforts aim at establishing more effective and efficient working modes and structures. Identifying aspects of internal duplication is of special concern. The National Society, supported by IFRC, is currently drafting a proposal that will guide the processes described above in 2010 and 2011. Moreover the proposal is intended to garner support from donors to support the society in successfully completing this transition period.

The diffusion of new methodologies in local branches implementing the home care programme requires longer-term commitment in order to succeed. The National Society will have to attract funding for finalizing this process and increase the number of local branches providing home care services. This is a particularly pressing task now that the Italian Red Cross, which has been a major programme donor in the last five years, will complete its exit strategy within July 2010. The working group has proved to be a very effective tool for achieving programme objectives. The National Society seeks to ensure the group's ongoing but difficult work of harmonizing programme implementation nation-wide. Hopefully this will help the society in continuing the delivery of much needed home care services to the most vulnerable people in the country.

## How we work

The International Federation's activities are aligned with its Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

### Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

## Contact information

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