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Bosnia and Herzegovina Annual Report 2014

 International Federation
of Red Cross and Red Crescent Societies

MAABA002

30 April 2015

**This report covers the
period
from 1 January 2014
to 31 December 2014.**

*Visit to a floods affected family in
Janja. Photo: IFRC*



Overview

The Red Cross programs in Bosnia and Herzegovina (BiH) are aligned with the aims of the International Federation of Red Cross and Red Crescent Societies` (IFRC) Strategy 2020 to save lives, protect livelihoods, and strengthen recovery from disasters and crises; enable healthy and safe living; and promote social inclusion and a culture of non-violence and peace. The capacity-building efforts of the Red Cross Society of Bosnia and Herzegovina (RCSBiH) are specifically linked with Enabling Action One to build strong National Societies.

The recent economic recession, coupled with the global financial crisis, has severely and disproportionately affected the country and its people. Many of the middle class workers, pensioners, older people, single parent families and Roma minorities are struggling to make ends meet. The lack of opportunities, political instability and economic depression are causing a large-scale emigration of skilled and educated individuals, primarily youth, thus amplifying population depletion and the aging process of the country's demographics.

2014 was characterized by unprecedented floods which inundated large areas of Bosnia and Herzegovina, affecting over a million people, displacing 89,981 people (ref. UN, WB, EUCP Recovery Assessment 19 June 2014) and causing 25 casualties in 46 municipalities. The severe and widespread rains triggered over 3,000 landslides. Due to the emergency's scope, the National Society redirected all its available capacities and human resources for the response to the needs of the affected people. The stretched capacity of the Red Cross Society of Bosnia and Herzegovina (RCSBiH) in responding to the disaster and resuming its regular activities consequently put on hold the National Society's other multilateral and bilateral project activities planned for 2014. Overall 4,842 volunteers, 200 staff and 154 branches were directly involved in providing support to some 57,000 beneficiaries affected by the floods.

During the reporting period, the IFRC Secretariat`s Office in BiH was supporting the RCSBiH in preparing an Emergency Appeal, a Revised Emergency Appeal, subsequent Operations Updates and helped implement the response operations strategies focusing on building the National

Society's DM capacities as well as advocating the National Society's auxiliary role to the Bosnia and Herzegovina Government. A joint RCSBiH and IFRC Secretariat team visited the Ministry of Human Rights and Refugees highlighting the results the National Society achieved in response to the floods.

One of the key lessons learnt during these challenging periods was that all international components of the Movement working in Bosnia and Herzegovina can play a positive and significant role in supporting the Red Cross Society of Bosnia and Herzegovina (RCSBiH) by promoting the seven Fundamental Principles and the Code of Conduct as a flag for all our activities.

The IFRC Secretariat's Country Representation continues to maintain the dialogue and coordination among the Movement partners, supporting RCSBiH projects/programs and facilitating tailored organizational development support to the RCSBiH with an aim to strengthen its governance and management, resource mobilization and human resource capacities. The inclusion of capacity building elements such as exchanges of experiences and trainings into the IFRC Secretariat-supported projects remains a high priority and is underpinned in all areas of achievement as a means of enhancing the National Society's service delivery in empowering the most vulnerable communities.

Programs

In order to further expand the response capacities of the Red Cross and its valuable services for the people affected by natural and man-made disasters, the strengthening of the RCSBiH's disaster preparedness and response capacities remained one of the key priorities. The focus has been on planning and supporting the implementation of disaster preparedness and response by, among others, providing additional means of transportation and fixing the existing ones. The DM Standard Operational Procedures have also been developed and adopted.

The IFRC Secretariat's Sarajevo office continued to provide technical and financial support to the National Society in taking the leading role in organizing a regional campaign against trafficking in human beings. In addition, the IFRC Secretariat supported the participation of the National Society in the "Youth as Agents of Behavioural Change" training held in Montenegro.

In terms of organizational development, the focus was on resource mobilization and building PMER capacities through project workshops and programs reviews. The programme reviews were successfully finalized by producing recommendations for each programme and setting the base for the development of a unified reporting system. The development and adoption of a unified reporting system in line with the IFRC Federation-wide Databank and Reporting System (FDRS) was postponed due to the flood emergency. Instead, priority was given to strengthening the existing monitoring mechanisms of the National Society through data gathering and monitoring visits by the IFRC Secretariat's country representation, PMER and IFRC Europe Zone operation units. Regular monitoring ensured that the revision of operational time frame and coverages were up-to-date.

Working in partnership

| Operational Partners | Agreement |
|---|-----------|
| International Committee of Red Cross (ICRC) | Bilateral |
| Italian Red Cross | Bilateral |
| United Arab Emirates Red Crescent | Bilateral |
| Swiss Red Cross | Bilateral |

Progress towards outcomes

Business line 1: Raise humanitarian standards

Output: 1.3.1. Assist RCSBiH in becoming familiar with the OCAC process as well as taking part in the process.

Output: 1.4.1 Red Talks awareness promoted among the RCSBiH and IFRC country office staff.

| Measurement | | | |
|---|---------------|------------------------|---|
| Indicators | Baseline (BL) | Annual Target | Year to Date Actual |
| 1.3 a # of meetings held to familiarize RCSBiH leadership with the OCAC process | N/A | N/A | Accomplished in 2012 |
| 1.3 b RCSBiH applied for OCAC | N/A | N/A | Accomplished in 2012. RCSBiH will reapply in 2015 |
| 1.3 c First phase of the OCAC finalised | N/A | Assessment completed | Postponed until 2015 |
| 1.3 d Second phase of OCAC finalised | N/A | No target set for 2014 | |
| 1.4a # Introductory seminars to RedTalks organized with IFRC support, and attended by over 50% of staff coming from the RCS BiH and IFRC county office | 0 | N/A | Accomplished in 2012 |
| 1.4b Document mapping learning needs and learning plan for RCSBiH HQ produced | 0 | No target set for 2014 | |
| 1.4 c # of people from RCSBiH and IFRC country office attending Red Talks (live/online). | 0 | 8 | Postponed until 2015 |
| Comments on progress towards outcomes | | | |
| <ul style="list-style-type: none"> • “Support RCSBiH in taking part in the OCAC process” planned for 2014 has been postponed until 2015 due to the unprecedented floods • The National Society’s leadership was familiarized with the importance and benefits of participating in the Organisational Capacity Assessment & Certification (OCAC) process. The IFRC Secretariat’s Country Representation supported the RCSBiH’s application to take part in the OCAC self-assessment exercise. For the National Society, applying and participating in the process is a testimony of its commitment to fully develop their Society into a modern and well-functioning National Society. In addition, a focal person was nominated for the OCAC process from RCSBiH HQ. • The IFRC Secretariat’s country representation continued to facilitate tailored support to the National Society according to the RCSBiH priority needs particularly focusing on strengthening governance and management, recourse mobilization, project implementation support and human resource development. | | | |

Business Line 2: Grow Red Cross Red Crescent services for vulnerable people

Output: 2.1.1 Provide full support to the RCSBiH in reaching an agreement with the Ministry of Security BiH on the role and tasks of the National Society in Disaster Management.

Output: 2.1.2 Work with the NS in developing a contingency plan at country level.

Output: 2.1.3 Support RCSBiH in creating functional Disaster Management¹ database.

¹ Disaster Management funds were moved to support Kosovo Red Cross.

Output: 2.2.1 Support the RCS BiH in becoming familiar with the Minimum Security Requirements.

Output: 2.2.2 Promote the inclusion of climate change and environmental issues in the RCSBiH strategy.

| Measurement | | | |
|---|-----|---------------------------|--|
| Indicators | BL | Annual Target | Year to Date Actual |
| 2.1a Finalized and signed an agreement with the Ministry of Security together with all relevant documents précising the role of RCSBiH in DM | N/A | Not applicable for 2014 | Target accomplished in 2012 |
| 2.1b relevant documents signed within the RCSBiH structure | N/A | Relevant documents signed | Accomplished |
| 2.1c # of warehouses equipped for disaster response in case of natural disaster (floods in particular, as the most frequent in the country) | 0 | No target set for 2014 | Accomplished in 2013 |
| 2.1 d# of workshops on implementation of SOP | 0 | 1 | Postponed until 2015 |
| 2.1e # of discussion meetings on SOP | 0 | 2 | Accomplished |
| 2.1f #of contingency plans developed | 0 | 2 | Postponed until 2015 Plan for intervention with main characteristics has been drafted |
| 2.2a # of responsible persons from RCS BiH trained on Minimum Security Requirements (MSR) | 0 | 3 | Postponed until 2015, due to the floods |
| 2.2b Activities related to climate change and environmental issues planned in the strategy or in the operational plan | N/A | Done | Done |
| Comments on progress towards outcomes | | | |
| <ul style="list-style-type: none"> In close cooperation with the IFRC Secretariat's Country Office, support was provided to the Red Cross Society of Bosnia and Herzegovina in profiling their leading role in managing disasters and crises. The Red Cross has defined its role at the national level in disaster management, agreed and formalised with the Ministry of Security and Rescue and by legislation which makes this organization's position undisputed in the country. Red Cross engagement in the Disaster Response has evidenced the need of developing contingency plans. A risk map of potential at risk areas together with identified stocks and storages and key local RC branches was produced. In addition the first draft of standard operative procedures was developed. Training in Minimum Security Requirements was not a priority for the RCSBiH at this stage, due to the floods operation. The activity was postponed until 2015. In May 2014, an Emergency Appeal was launched to support 10,000 families affected by the floods. The revised Emergency Appeal was launched in October 2014 seeking a total of some CHF 3.9 million to enable the IFRC to support the Red Cross Society of Bosnia and Herzegovina (RCSBiH) to deliver assistance and support to a total of some 57,500 people (40,000 from the emergency phase, and 17,505 in the revised appeal), with a focus on the ongoing emergency and winter preparedness activities in the form of shelter (unconditional cash grant), livelihoods, psychosocial support, water sanitation and hygiene promotion support. | | | |

Business Line 3: Strengthen the specific Red Cross Red Crescent contribution to development

Output: 3.1.1 Support the RCSBiH in developing capacities that will enable NS to provide European First Aid Certificate (EFAC) courses to the population; having EFAC trained staff; performing at least one awareness raising campaign for the Local Authorities on EFAC standards.

Output: 3.2.1 Advocate, provide technical support and make resources available for the RCSBiH for implementing projects aiming to promote a culture of peace, integration and tolerance.

Output: 3.2.2 Advocate, providing technical support and make resources available for the RCSBiH projects involving young Roma and their further integration into the mainstream aspects of the BiH society

Output: 3.2.3 Active aging concept promoted within the RCSBiH Home Care program

Output: 3.3.1 Provide full support to the NS in developing three year operational plans based on the RCSBiH strategy with the participation of 3 structure components adopted by the Presidency and shared within the whole structure.

Output: 3.3.2 Provide support to the NS in performing program reviews, updating programme planning according to the recommendations of the reviews

Output: 3.3.3 Promote events where an exchange of experiences and discussion on Organizational Development can take place within the RCSBiH leadership with possible counterparts from neighbouring National Societies

Output: 3.4.1 Provide technical and financial support to the RCSBiH in conducting a study (proposal) on optimization of the RCS BiH structure, finalizing relevant documents outlining clear recommendations on roles, tasks and responsibilities of different structure components and encouraging the revision of the NS structures accordingly

Output: 3.4.2 Support RCS BiH in developing its strategy for 2011-2015 in line with Strategy 2020; provide technical and financial support in publishing the document

Output: 3.6.1 Youth camps promoting culture of peace, non-violence and integration organized within the country

| Measurement | | | |
|---|-----|------------------------|--|
| Indicators | BL | Annual Target | Year to Date Actual |
| 3.1a # of workshops organized by the RCSBiH to agree on roles of different structure components and modalities of implementation in provision of FA courses | 0 | No target set for 2014 | |
| 3.1b Relevant agreement signed | 0 | No target set for 2014 | |
| 3.1 c. # Press conference and demonstrative events on EFAC standards | 0 | No target set for 2014 | Accomplished in 2013, the RCSBiH used the opportunity of FA competition at the state level to promote the EFAC standards |
| 3.1d Number of EFAC trainings for the NS staff | 0 | 1 | 2 trainings accomplished in 2013. 3 rd training postponed until 2015 |
| 3.2 a # of projects developed in cooperation with other NSs on promotion of culture of peace and integration | N/A | No target set for 2014 | 1 project started |
| 3.2 b # projects where Youth acts as agents of behavioural change | N/A | No target set for 2014 | Accomplished in 2013 |

| | | | |
|---|-----|--|---|
| 3.2.c International youth camps with participation of the Roma Youth implemented by the RCSBiH in cooperation with other NSs | N/A | 2 | Postponed to the ² summer 2015 |
| 3.2 d. # RCSBiH activities on ageing are initiated | N/A | No target set for 2014 | Accomplished in 2013 |
| 3.3a Operational plans developed with the involvement of the 3 structure components signed | N/A | Plans developed and signed | Cancelled, new strategy needs to be developed by the NS first |
| 3.3 b # Workshops organized to reach consensus | N/A | 2 | Accomplished in 2013 |
| 3.3c # First phase programme review finalised (preliminary collection of information, questionnaires sent to the field) | N/A | No target set for 2014 | Accomplished in 2013 |
| 3.3.d Second phase programme review finalised, field visit performed | N/A | No target set for 2014 | Accomplished in 2013 |
| 3.3e # of Finalised updated plans for programs | N/A | 10 | Postponed until 2015 |
| 3.3f # number of workshops for updated planning with participation off representatives from the whole structure | N/A | 2 | N/A Target set for 2014 |
| 3.3.3c ToR for workshop for the Governance of RCSBiH produced and agreed, background documentation(building strong national society, Governance guidelines | N/A | No target set for 2014 | First draft of the ToR was prepared during 2012 |
| 3.3.3 d # of events organised | N/A | 2 | Postponed until 2015 |
| 3.3.3e # number of entity presidency members attending workshops | | 20 | Postponed until 2015 |
| 3.4 a # Study performed (possibly after OCAC) | 0 | 1 | Postponed until 2015 |
| 3.4 b document specifying roles, tasks and responsibilities within RCS BiH structure | 0 | Document finalized | Postponed until 2015 |
| 3.4c Implementation plan for restructuring developed and approved by the presidency | N/A | N/A Target set for 2015 | N/A Target set for 2015 |
| 3.4d Two preliminary meetings performed and shared agreement reached | N/A | Strategic Plan developed and shared with RC BiH leadership | Accomplished |
| 3.4.2 d strategic plan in line with Strategy 2020 finalised | | N/A | Accomplished in 2012 |
| 3.4.2 c Strategic plan in line with Strategy 2020 published on fed net | | N/A | Accomplished in 2012 |
| 3.6.1 # of youth-camps | | N/A | Accomplished (3 camps organized) |

² The Roma project is a bilateral project.

Comments on progress towards outcomes

- RCSBiH organised the first round of trainings according to EFAC and started the creation of a network of trainers within its structure. Due to the flood operations, the second set of trainings has been postponed.
- In 2012, the RCSBiH started the implementation of a project that aims to facilitate the integration of the Roma national minority into the mainstream aspects of the BiH society. The following project locations have been chosen: Tuzla, Bijeljina, Brcko District. In the first half of 2014, the project was successfully implemented. The implementation of the second phase has been scheduled for 2015³.
- Within the Active Aging project, over 50 per cent of the local Red Cross Home Care program coordinators and secretaries were trained in project proposal writing, resource mobilization, advocacy and the “active aging” concept. After the training, five micro-projects, developed by the trained local RC coordinators and older people from their communities, were selected. The selected projects were those that best promoted the following types of activities; older people involved in decision making processes within their communities, including legislative/policy initiatives and lobbying; capacities building, older people supporting other socially vulnerable groups such as home care beneficiaries, persons living with special needs etc. Through micro-projects 2,373 beneficiaries (older people in 8 municipalities) were supported, while the local RC branches witnessed an over 50 per cent increase of volunteers from older people (354). The active aging media campaign was finalized in the first half of 2014. The implementation of the second phase of “Active aging” project activities has been scheduled for 2015. Funds to the amount of EUR 45,000 have been made available by the donor for the project activities
- Organizational Development tailored for/by the National Society remains the most important area of the IFRC Secretariat’s support. A round table meeting among the Senior Management of the NS has been organized, highlighting the key steps the RCSBiH has to implement in order to gain long term financial stability among which is the development of new strategy and business plan.
- The RCSBiH strategy 2011-2015 has been shared with the IFRC Secretariat’s planning and evaluation department in Geneva.

Business Line 4: Heighten Red Cross Red Crescent influence and support for our work

Output: 4.2.1 Advocate with the local authorities and support the NS in having the Red Cross law revised; Support the RCSBiH in enhancing its partnership with the Ministry of Security and Rescue and other relevant Ministries by regularly attending coordination meetings

Output: 4.3.1 Support the National Society in organizing a partnership meeting in BiH by the end of 2013

Output: 4.3.2 In coordination with other PNSs and ICRC support the NS in performing a training on EU project proposal preparation

Output: 4.3.3 Training on resource mobilization performed with the support of IFRC EZO during 2012

| Measurement | | | |
|---|----|------------------------|----------------------|
| Indicators | BL | Annual Target | Year to Date Actual |
| 4.2a # of project proposals that reflect RC auxiliary partnership role to the authorities | 0 | No target set for 2014 | Accomplished in 2013 |
| 4.3 a One partnership meeting held | 0 | 1 | Postponed until 2015 |
| 4.3 c # of workshops focused on EU project proposals | 1 | No target set for 2014 | Accomplished in 2012 |

³ The Roma project is a bilateral project.

| | | | |
|--|---|------------------------|----------------------|
| 4.3e # of workshops held | 0 | No target set for 2014 | Accomplished in 2012 |
| Comments on progress towards outcomes | | | |
| On hold. Not a current priority for the RCSBiH | | | |

Business Line 5: Deepen our tradition of togetherness through joint working and accountability

Output: 5.4.2 Support the NS in developing and adopting the new unified reporting system, in line with FDRS through advocacy and provision of technical and financial support

| Measurement | | | |
|--|----|------------------------|--|
| Indicators | BL | Annual Target | Year to Date Actual |
| 5.4a % of reports containing information according to the seven proxy indicators | 0% | 80% | 25% |
| 5.4b number of workshop for the purpose of developing a Plan of Action for the adoption of a unified reporting system | 0 | No target set for 2014 | Accomplished in 2012 (3 workshops organized) |
| 5.4c # of IFRC-supported workshops to develop a new reporting system | 0 | No target set for 2014 | Accomplished in 2012 (3 workshops organized) |
| 5.4d number of staff trained on the newly developed reporting format | 0 | 60 | Postponed until 2015 due to the floods operation |
| Comments on progress towards outcomes | | | |
| In accordance with the Planning, Monitoring, Evaluation and Reporting (PMER) training plan of action (PoA) for the RCSBiH, a PMER questionnaire has been developed. The aim of the questionnaire was to determine what type of training is needed (if at all needed) in order to develop a unified and functional reporting system in the RCSBiH as well as to understand what the reporting and planning requirements were at different levels. In addition, the aim was to collect the existing reporting and planning templates used in the RCSBiH structure. In 2012, the first set of workshops at the local and regional RC organizations' level were conducted with an aim to complete the survey based on the developed PMER questionnaire. The activities were postponed until after the programme reviews. The programme reviews were successfully finalized with recommendations for each programme and setting the base for the development of a unified reporting system. The continuation of activities has been planned for 2015. | | | |

Stakeholder participation and feedback

The National Society's principal movement stakeholder is the Secretariat of the International Federation of Red Cross and Red Crescent Societies (IFRC). The Federation's office is well integrated in the RCSBiH Headquarters, and, as such, is able to efficiently provide technical support and guidance to the National Society. The Italian Red Cross (ItRC) also supports the National Society's key projects (i.e. Organizational Development), as well as activities targeting the Roma minorities in Bosnia and Herzegovina. Together with the Secretariat of the International Federation, the ItRC is a strong supporter of humanitarian diplomacy and multilateral projects such as Home Care and First Aid.

Other main movement stakeholders working with the National Society are the International Committee of Red Cross, the Swiss Red Cross and the United Arab Emirates Red Crescent. The cooperation and coordination among these actors are well established. During the reporting period, a great emphasis was put on strengthening that cooperation in particular when it came to joint activities aiming to support the National Society in responding to the floods. The IFRC Secretariat has been collaborating with the ICRC in supporting the National Society in developing a floods response brochure.

In delivering humanitarian assistance to the most vulnerable population, the Red Cross Society also works in close partnership with several non-movement stakeholders such as foreign Governments and UN Organizations.

Key Risks or Positive Factors

| Key Risks or Positive Factors | Priority High Medium Low | Recommended Action |
|---|--------------------------------|---|
| RISK: Fragmentation and division existing in the country could result in the domination of single components of the structure being considered as a priority over those of the National Society as a whole | High | Enhance the capacity of the Board to represent the interests of the NS and act as a promoter of the needed actions for overall benefit of the National Society. Promote the seven Fundamental Principles and the Code of Conduct. |
| POSITIVE: An active role of Senior Management of the National Society in 2014 has facilitated the prioritization of key elements aiming at evolving into stronger and more unified National Society | High | Assist the National Society in the Active Role the Senior Management has embraced and keep on supporting it, aiming at producing tangible results towards unity and sustainability. |
| RISK: The long lasting worldwide economic crisis. Natural disasters and the consequent deterioration of the already extremely low living standards in the country have exacerbated the population and could result in severe disorders. Similar situation within the Red Cross can seriously affect the NS capacities of performing. | Medium | Ensure all possible support to enable the NS to raise funds for covering its administrative and staff costs. Promote the Red Cross principles, HR rules and code of conduct. |

Lessons learned and looking ahead

Bosnia and Herzegovina is a parliamentary republic, which has a largely decentralized administrative structure. It comprises two autonomous entities: the Federation of Bosnia and Herzegovina and the Republika Srpska, with a third region, the Brčko District, governed under local government. In the aftermath of the war, the country is still facing economic difficulties and social problems; its political and administrative fragmentation is an impediment to any solution to these problems. The BiH National Society aspires to become an effective organisation at national level, providing support to the people in need, an organization that represents an added value to the country still fighting to abandon its administrative and political divisions in favour of a more unified government. It has become more apparent that unstable political cycles significantly affect the National Society's operations not only in terms of funding but also through decision making processes, increasing the risk of pushing the interests of single components rather than those of the overall National Society. Therefore, the need for empowering the National Society's Board of Management and the revision of roles, tasks and responsibilities of the three main structures has become even more acute.

Furthermore, it is of essential importance to foster transparent and complete communication within the National Society. The adoption of unified planning, monitoring, evaluation and reporting procedures is one of the key elements in achieving such a communication.

Efforts have to be undertaken by the National Society's Board of Management in promoting such changes and processes in particular when it comes to Organizational Development (OD). It is evident that an OD process can be successful if common interests are perceived by all structure levels.

Financial situation

Click here to go directly to the financial report.

<https://fednet.ifrc.org/Docs/LTPF%20Process/Development%20Operational%20Plans/2014/SP566BA14arf.pdf>

How we work

All IFRC assistance seeks to adhere to the **Code of Conduct** for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations (NGO's) in Disaster Relief and the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC's vision is to inspire, **encourage, facilitate and promote at all times all forms of humanitarian activities** by National Societies, with a view to **preventing and alleviating human suffering**, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



Save lives,
protect livelihoods,
and strengthen recovery
from disaster and crises.



Enable healthy
and safe living.



Promote social inclusion
and a culture of
non-violence and peace.

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