



Country Annual Report 2025

(Bosnia and Herzegovina)

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Abbreviations:

BiH	Bosnia and Herzegovina
CBM	Community Based Project
CWD	Children with Disabilities
FBiH	Federation of Bosnia and Herzegovina
ICT	Information and Communication Technology
INGO	International Non-government Organisation
LDSC	Letter Days Saints Charities
MA	Muslim Aid
MAA	Muslim Aid Association
NGO	Non-government Organisations
PWD	Person with Disabilities
SDG	Sustainable Development Goals
WASH	Water and Sanitation

1. Country Office Background

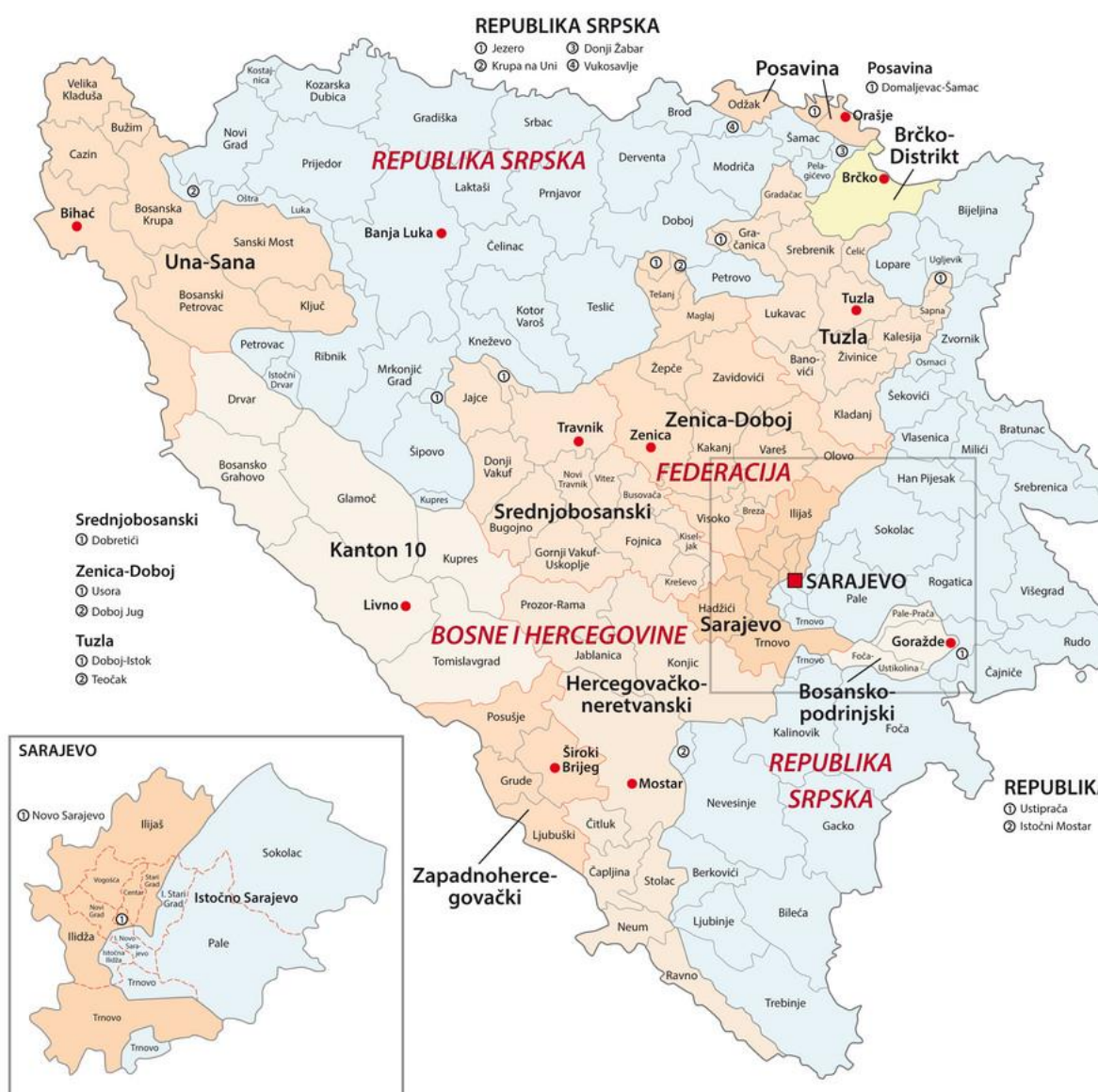
Office Name/ Organisation:	Muslim Aid Association (MAA)
Country:	Bosnia and Herzegovina
Report Year:	2025
Project Locations:	Tuzla Canton 1. Zenica-Doboj Canton 2. Sarajevo Canton 3. Herzegovina-Neretva Canton 4. Central Bosnia Canton 5. Una-Sana Canton 6. Republic of Srpska
Disasters or crisis supported	No emergency i.e. disasters or crisis projects
Donors	MAUK, MAUSA, MA Sweden, LDS Church, Humanity Increase, 16 Local Governments i.e. Municipalities
MAUK Funded Projects	1. 2024 - 62 - CBM IV- STRENGTHENING THE CAPACITY OF VILLAGE PRIMARY SCHOOLS 2. 2025 - 008 - Ramadan 2025 – Bosnia 3. 2025 - 047 - Qurbani 2025 – Bosnia 4. 2025 – 072 - CBM V - STRENGTHENING THE CAPACITY OF VILLAGE PRIMARY SCHOOLS 5. 2025 - 093 - Winterisation 2025 - Bosnia
MAUK Projects + Institutional donors funded projects	None.
Local donors or Institutional donors' projects funded projects only	LDS CHURCH and 16 Municipalities 1. Greenhouse vegetables production 2025 2. Poverty alleviation through pregnant heifer donation for 48 needy families in Municipalities of Zenica and Doboj and Olovo 3. Beekeeping and Rural Development MAUSA - Bosnia Orphan sponsorship Humanity Increase - Ramadan 2025
Date received and DM: (MA HQ Use only)	02.02.2026.

2. Organisation overview

*Describe the following organisation's information: year of funding, the geographic location where the organisation operates and focus on, the main funding/revenues during 2025, main key issues addressed, main strategies used in the work and the targeted population that was addresses in 2025. **Please provide your response in no more than 500 word or 1 page.***

In the wake of the 1990s war and post war effects, Muslim Aid opened its Bosnia and Herzegovina (BiH) Field Office in 2007 with the primary goal of tackling post war poverty and food security issues as well as supporting Economic Empowerment, Education, Seasonal food security. Since 2021, Muslim Aid in BiH has been localised and registered as a local association under the name Muslim Aid Association (MAA) and is currently operating as an affiliated organization of Muslim Aid in the UK.

Map of Bosnia and Herzegovina: Source: <https://www.vectorstock.com/royalty-free-vector/bosnia-and-herzegovina-administrative-map-vector-24918100>



MAA in BiH pledged to implement programmes in supporting the needy and the most vulnerable people throughout the whole country under the three thematic areas: Economic Empowerment, Education and Seasonal Programmes. Under its strategy to alleviate poverty, MAA in BiH provided around 930.000 GBP in 2025 worth of assistance to over 13.000 direct vulnerable and impoverished beneficiaries in need, out of which are approximately 11.000 direct projects beneficiaries funded by MAUK.

The main funding revenues came from the following donors: MAUK (20,8%), MAUSA (7,3%), LDSC Church (31,6%), Local Municipalities and Beneficiaries jointly (39%), other donors (1,4%).

With the aim to alleviate the poverty, under the Economic Empowerment Programmes Muslim Aid in BiH primarily focuses on sustainable livelihood development that can achieve long term results by provision of skill training, tools and opportunities for economic and food security through agriculture, farming, beekeeping and rural development. Our beneficiaries include orphan and single person families, internal displaced persons, marginalized women, young people, persons with disabilities, unemployed, families living in rural areas and returnees. Even though these projects are not funded by MAUK in 2025, they will be continued in 2026.

Education is fundamental to creating a peaceful society, and education serves as a pathway to human development and empowerment and creates new possibilities to yield important development benefits. Muslim Aid recognizes that “Everyone has the right to education” including CWDs. So, all children should have access to quality primary and secondary education. Muslim Aid has been supporting vulnerable children through the provision of quality education and the development of educational facilities for the last 18 years.

3. Approach to Sustainable Development Goals (SDG)

*Describe how the organization contributes to the achievement of the United Nations Sustainable Development Goals (SDGs). In your response, provide examples of contributions made in key areas such as poverty alleviation, quality education, gender equality, climate action, and partnerships for the goals. This prompt encourages a comprehensive explanation while aligning the organization's efforts with specific SDG priorities. **Please provide your response in no more than 500 words or 1 page.***

Muslim Aid Association (MAA) contributes directly to the achievement of the United Nations Sustainable Development Goals (SDGs) through integrated development, education and resilience-building programmes across Bosnia and Herzegovina. In 2025, MAA implemented seasonal assistance, inclusive education initiatives, and sustainable livelihoods projects that address urgent needs while strengthening long-term community wellbeing.

Seasonal Projects through winterisation firewood support, Ramadan food parcels, and Qurbani meat distribution, MAA reduced household hardship and negative coping strategies, advancing **SDG 1 (No Poverty)** and **SDG 2 (Zero Hunger)** by protecting vulnerable families from seasonal deprivation. Strong targeting of elderly people, persons with disabilities, and female-headed households promoted equity and inclusion, supporting **SDG 5 (Gender Equality)** and leaving no one behind. By prioritising local procurement from smallholder farmers for Qurbani project and applying environmentally responsible waste management, MAA strengthened sustainable practices aligned with **SDG 13 (Climate Action)**. Collaboration with Islamic Community Councils, EMMAUS, Merhamet, and local actors reinforced community resilience and accountability, contributing to **SDG 17 (Partnerships for the Goals)**.

MAA's Education Programme in Tuzla Canton contributes directly to the achievement of the SDGs by strengthening inclusive education systems and reducing vulnerability among children with

disabilities and their families. Through continuous teacher training, mentoring, and improved learning environments, the programme advances **SDG 4 (Quality Education)** by ensuring equitable access to safe, supportive, and inclusive schooling. Targeted support for children with developmental challenges and the empowerment of parents—especially mothers and caregivers—promotes social inclusion and equal opportunities, contributing to **SDG 5 (Gender Equality)** and reducing long-term exclusion linked to poverty under **SDG 1 (No Poverty)**. By building resilience through early intervention, psychosocial support, and stigma reduction, the programme strengthens community well-being and preparedness. Infrastructure upgrades and resource-efficient investments in schools also support sustainable learning environments aligned with **SDG 13 (Climate Action)** through long-term resilience and improved institutional readiness. Strong collaboration with ministries, pedagogical institutes, schools, civil society, and media demonstrates MAA’s commitment to multi-stakeholder cooperation, contributing to **SDG 17 (Partnerships for the Goals)** and enabling sustainable, transferable models of inclusive education across Bosnia and Herzegovina.

MAA’s Livelihoods Programme in Bosnia and Herzegovina contributes significantly to the achievement of the SDGs by addressing prolonged socio-economic vulnerability and strengthening household resilience through sustainable income generation. Implemented across 16 municipalities, the programme supported 279 vulnerable families through greenhouse production, livestock development, and beekeeping initiatives, helping communities recover from rising food insecurity, limited employment opportunities, and climate-related shocks.

MAA’s interventions directly advance **SDG 1 (No Poverty)** by enabling low-income households to build self-reliant livelihoods, reduce dependence on humanitarian aid, and improve long-term household income. Through productive assets such as greenhouses, pregnant heifers, and beekeeping equipment, beneficiaries gained stable economic opportunities and improved coping capacity during crises. The programme also supports **SDG 2 (Zero Hunger)** by increasing access to nutritious food through year-round vegetable production, strengthened livestock assets, and honey and other bee products. These activities improved household dietary diversity while reducing food expenditure.

Capacity-building was a central contribution to **SDG 4 (Quality Education)**. Mandatory training, mentoring, and structured “Beekeeping School” sessions equipped beneficiaries—particularly youth and beginner farmers—with practical knowledge in sustainable agriculture, animal care, and climate adaptation. Educational activities in primary schools further promoted environmental awareness and future livelihood pathways.

Social inclusion is embedded through the targeting of rural women, youth, persons with disabilities, and households with limited labour-market access, promoting equitable economic participation aligned with **SDG 5 (Gender Equality)**.

MAA also contributes to **SDG 13 (Climate Action)** by promoting climate-resilient agriculture, including protected cultivation, efficient water use, and livelihood diversification to withstand droughts, floods, and extreme weather.

Finally, strong cooperation with municipal authorities, beekeepers’ associations, schools, NGOs, and technical experts demonstrates effective multi-stakeholder engagement, advancing **SDG 17 (Partnerships for the Goals)** and ensuring sustainable, locally owned models of rural recovery and long-term development.

4. Field Office Overview – Audit of the FO

*This section refers to the audit of the FO during 2025. Please summarise the audit's findings and action plan if any. Confirm if there was an evaluation conducted for the FO?, summarise the evaluation's outcomes and action plan if any? Summarise any lessons learnt and provide justifications. **Please provide your response in no more than 500 words or 1 page.***

In 2025. Financial audit was conducted for the year 2024 as per MAUK schedule. No significant issues or action plans were outlined. The audit indicated good financial management, compliance with international and local accounting standards, transparent and accurate financial statements, with effective internal controls, no evidence of financial mismanagement or unethical practices.

External evaluation of sustainable livelihood projects implemented over the last 10 years was successfully completed in 2025. MAA has hired a consultant to do external evaluation for the three Sustainable Livelihood projects: greenhouse vegetables production, cattle farming, beekeeping and rural development. These projects have been conducted with over 80 municipalities across the whole country BiH. The projects have been funded by the following donors: Church of Latter Days Saints, MA-UK HQ, MA Sweden, MA USA and 80 municipalities. It has reached over 3,500 families (around 12,000 individuals), improving income generation, food security, and long-term resilience among vulnerable groups such as women, youth, persons with disabilities, and returnees. The consultant has highlighted that the research has shown a great, positive impact on the lives of all beneficiaries on food security, income generation and well-being. The main external evaluation findings were:

- A mixed-methods impact evaluation, including a national survey of 431 beneficiary households and qualitative case studies, assessed the program's effectiveness, sustainability, and inclusivity.
- Findings show that 79% of beneficiaries experienced increased income, with greenhouse vegetable production generating the highest financial gains.
- Food security improved significantly, with nearly 69% reporting better food availability, especially among the most financially vulnerable households.
- Resilience strengthened, as 83% of respondents felt better prepared to cope with financial crises, though women-led and disability-affected households remain more vulnerable. The program also promoted environmentally sustainable practices, with 86% of greenhouse farmers adopting water-saving techniques and beekeepers contributing to biodiversity protection.
- However, climate change impacts such as severe weather and water shortages present growing risks, requiring stronger climate-adaptive strategies and resilient infrastructure investments.
- Good practices include Muslim Aid's holistic support model, targeted training, and enhanced social cohesion, with over 92% reporting improved community collaboration. Key recommendations focus on strengthening project synergies, expanding livelihood options for underserved groups, improving market access and financial literacy, and integrating healthcare and education support to ensure long-term rural development.

Lessons learnt in 2025:

No.	Lessons learnt	Suggested Actions
1	Improve Logistics and Workforce Planning	Future project budgets must include funds for per diem workers or volunteers to support unloading and distribution of food parcels and similar supplies at delivery points
2	Use Better Visibility Materials for Volunteers	Since t-shirts were not returned during distributions, visibility vests should be used instead to ensure accountability and clear identification.

3	Simplify Monitoring and Survey Tools	Surveys for teachers, parents, and students must be shorter, clearer, and more accessible, including child-friendly formats, while staying aligned with project indicators
4	Increase Practical Content in Trainings	Future workshops, especially for Teaching Assistants, should include more real-life case studies and practical examples, with invitations clearly stating whether sessions are theoretical or practical
5	Develop Survivor Support System Mapping	The BiH office should continue building a comprehensive map of support services for survivors of sexual abuse and harassment
6	Strengthen Participant Registration Systems	Online registration systems should be introduced to prevent oversubscription, allow automatic closure when full, and enable smaller training groups and additional sessions in more locations
7	Enhance Partner Municipality Financial Agreements	Municipal agreements must require clearer payment obligations, including upfront contributions, bank guarantees, or full payment before implementation, especially in high-risk areas
8	Start Beneficiary Selection Earlier for Seasonal Projects	Public calls for greenhouse and similar projects should begin early (around February) to ensure timely installation and full seasonal use by beneficiaries
9	Maintain Project Continuity Despite Political Changes	Frequent leadership changes in schools require strong coordination systems, including signed cooperation memorandums, dedicated coordinators, and field officers to ensure activities continue smoothly
10	Ensure Early Donor Approvals and Contingency Planning	Delays in donor approvals can affect municipal participation; projects should be confirmed earlier and alternative partners prepared when needed
11	Plan Technical Requirements for Events in Detail	For events requiring online connectivity, internet speed specifications and direct cable connections should be secured to avoid disruptions
12	Continue Transparent Partnership Selection Through Public Calls	Public calls for municipal expressions of interest improve credibility, ownership, transparency, and institutional visibility and should remain standard practice
13	Expand Effective Awareness Approaches	Theatre and other interactive awareness activities have proven highly engaging and should be replicated, such as planned performances for bullying prevention

5. In-Kind contribution N/A

*Describe any in-kind contributions received during 2025. In your response, specify the type of in-kind support provided, the name of the donor or contributing organization, and the specific areas, programs, or activities that the contribution supported. This information should be detailed and accurate to ensure transparent reporting. **Please provide your response in no more than 500 words or 1 page.***

Not applicable.

6. MAUK Strategy 2025-2030

This section outlines the progress your organization has made toward the MAUK Strategy 2025–2030, during January until December 2025. Please report on the progress achieved against your country targets and include a brief description of the key accomplishments. For example, if under IPD1 you added four advocacy issues, provide a short summary describing the nature of these advocacy activities, the organizations involved, the communities affected, and the outcomes or achievements resulting from these efforts.

Advocacy

Strategic Approach	KPI #	Sub Indicator	Target 2025	Total Achieved in 2025	Brief Description of achievement(s)
MA staff and partners support programme participants and community members to advocate for sectoral changes they prioritise for themselves.	IPD1	<u>Advocacy Issues Supported:</u> Number and description of advocacy issues supported or influenced	3	3	1 x Play for students, teachers, and parents that addresses the subject of peer violence and the life of a child with disabilities. 1x A round table discussion on the position of CWD within the education system will focus on the role of special education teachers and teaching assistants. 1 x Marking the International Day of Persons with Disabilities – December 3rd (Raising awareness)
	IPD2	<u>Advocacy Engagements:</u> Number and description of advocacy engagements/events attended	1	12	1 x Play for students, teachers, and parents that addresses the subject of peer violence and the life of a child with disabilities. The narrative is presented from the viewpoint of a child with autism spectrum disorder, illustrating how he navigates interactions with his peers, parents, and everyone around him, showcasing his fears, hopes, and aspirations. The performance is delivered by an actor who is also a special education teacher in an elementary school. This play will be staged in four local communities.
	IPD3	<u>Local Organisation Engagement in Designing Advocacy:</u> Number and description of local organisations involved in	1	6	NGO Mak, Pedagogical Institute, Tuzla Institute, Association of Defectologist of Tuzla Canton, Association of School Counsellor's of Gradačac Town, Association of Actors

		coalition attending advocacy meetings/assemblies			
MA staff, partners and communities have the information, skills and resources to advocate for sectoral change in support of the poorest and most marginalised people.	IPD4	<u>Budgetary Commitment (resources):</u> Amount commitment by MAUK to advocated for sectorial change by year	£10,000	£5,000	Money spent on advocacy on CBM 4 and CBM 5 project £5,000
	IPD5	<u>Acquired awareness (skills):</u> % and description of people that increase awareness of the advocacy issue that was supported by the organisation	80%	98%	51% of interviewees have significantly improved knowledge 47% of interviewees have improved knowledge Total 98%
	IPD6	<u>Advocacy Material Produced (information):</u> Number of advocacy material for information produced because of the advocacy efforts/campaigns /events	5	5	2-banner for CBM 4/5, at least 10 medias informed, part of campaign about persons with disabilities (including visuals, posts on social networks, articles sent to media), 300 fliers, 10 posters for theatre performance
MA Programmes support MAUK advocacy through timely, reliable, locally rooted information, voices and advocates where possible.	IPD7	<u>Locally People Reached:</u> Number of locally people targeted with advocacy information on issue X	1,000	2000	Over 2000 people reached for CBM 4 and CBM 5 via social media, radio, TV etc.

Capacity Sharing

Strategic Approach	KPI #	Sub Indicator	Target 2025	Total Achieved in 2025	Brief Description of achievement(s)
MAUK resource and facilitate Partner and	IPD8	<u>Capacity Building Budgeting:</u> Amount of	£2,000	£2,000	Ines took part in Safeguarding, Gender and MEAL training seminar Kenya

Affiliates' access to organisational strengthening and financial resilience tools and resources.		budget allocated for capacity building			
	IPD9	<u>Capacity Assessments:</u> Number of organization capacity assessments completed	3	3	1. Safeguarding, 2. Gender and 3. MEAL trainings
	IPD10	<u>Improvements Plan Developed:</u> Number improvements executed from the capacity assessment	4	4	1. Safeguarding and MEAL training for staff, 2. Safeguarding Risk Assessment for CBM project 3. Safeguarding poster 4. Safeguarding guidelines
MAUK facilitates sector specific technical expertise to partners via an accompanier model.	IPD11	<u>Technical Experts Deployed</u> Number and description of technical experts deployed to support partners via accompanier model	3	3	
MAUK provides a lead on multi-country funding bids.	IPD12	<u>Multi-country Grants:</u> Number of multi-country grants application (disaggregated by delivered and successful)	2	2	Kind Giving Foundation 2 proposals submitted, not successful.
	IPD13	<u>Amount multi-country grants:</u> Amount of multi-country funding secured	£0.00	0	No targets set.

Collaboration

Strategic Approach	KPI #	Sub Indicator	Target 2025	Total Achieved in 2025	Brief Description of achievement(s)
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MAUK and its partners develop new and existing collaborations at local, national and regional levels that support shared strategic priorities and outcomes.	IPD14	<u>Collaborations and Engagement of Groups:</u> Number and description of collaborations done at local, national and regional level (disaggregated by new and existing) in favour of strategy X	23	25	1. 16 local government cooperation's on Sustainable Livelihood Programme (SLP) which includes projects: Greenhouse project, Cattle Rearing project and Beekeeping project (4 partner municipalities are new, 12 existing partnerships) 2. 5 existing collaborations on CBM project with the public education institutions (collaboration on training and education processes for teachers and teaching assistants.) 3. LDS Church partnership, Cooperation with Islamic Community (new), Merhamet and EMMAUS NGOs (old)
MAUK and its partners bring a distinctive International Muslim voice to networks and collaborations at local, country and regional levels.	IPD15	<u>Inter-Faith Engagements Networks:</u> Number of inter-faith events held/supported that feature Muslim speakers' perspectives, that promote dialogue and collaboration in the sector	0	0	No targets set.

Learning

Strategic Approach	KPI #	Sub Indicator	Target 2025	Total Achieved in 2025	Brief Description of achievement(s)
MAUK MEAL systems and processes deliver consistent and useful data and analysis that feed learning, accountability and innovation	IPD16	<u>Volume of MEAL Funding:</u> Amount of financial volume allocated to strength the MEAL system	£1,000	£1,000	Ines training on MEAL in Kenya
	IPD17	<u>Capacity building:</u> Number of staff that completed external training on MEAL related areas	1	1	Ines training on MEAL in Kenya

in MAUK supported programmes and services.	IPD18	<u>Improved Processes:</u> Number and description of new or improved MEAL processes that positively feed into learning and accountability	1	1	1 improved process (on line survey beneficiary data collection) - seasonal projects
	IPD19	<u>Improvement Plans:</u> Number of improvement plans conducted that increased the overall MEAL performance over 80%	2	2	Improvement plans: Training quality improvement plan for teaching assistants in primary schools: · identified lack of practical training for assistants · developed plan for 1 theoretical and 2 practical training sessions (1:2)
Our programmes and partnerships draw on and feed into research and other forms of thought leadership focused on programme priorities.	IPD20	<u>Collaborative Humanitarian Research:</u> Number and description of collaborative research work developed/supported	1	1	1 evaluation survey conducted by external consultant for the livelihoods programme
	IPD21	<u>Experts Engaged:</u> Number of experts leaders engaged to share their expertise on specific theme.	10	16	4 for Livelihoods projects beneficiaries training sessions: 1 Professor from Zagreb University Beekeeping Specialist 1 Banja Luka Veterinary Institute specialist for bees diseases 1 Expert beekeeper 1 Expert vet for livestock selection 12 for CBM project: 1 Professor – Faculty of Special Education and Rehabilitation

					1 Professor of Special Pedagogy 7 Special Education Professionals (Defectologists) 3 Advisors / Coordinators – Pedagogical Institute of Tuzla Canton
	IPD22	<u>Research and Innovation Investment:</u> Amount of funding invested on innovative/research initiatives	£25000	11,500 GBP	Funding for livelihood evaluation project

7. Seasonal Programme



*Add s Winterisation project, Bosnia and Herzegovina Winter Programme 2025, Project Code: 2025-93
BIH SNL Winter, Municipality of Fojnica hort description, location and project's name and code.*

7.1. Seasonal: Projects Overview

Provide a comprehensive overview of all Seasonal projects implemented this year. Include details about the nature of the emergency crisis, its aftermath, and the organization's efforts to prevent similar situations and strengthen preparedness. Highlight the key populations supported, and the critical partnerships involved.

Please provide your response in no more than 500 words or 1 page.

During 2025, Muslim Aid Association (MAA) implemented a package of Seasonal and Religious interventions across Bosnia and Herzegovina to respond to recurring, predictable humanitarian pressures that intensify at specific times of the year—particularly winter heating insecurity and seasonal food insecurity during Ramadan and Eid al-Adha (Qurbani). These pressures were driven by persistent poverty, rising living costs, limited seasonal employment, and heightened vulnerability among households affected by disability, old age, illness, and displacement. Together, the seasonal projects aimed to protect dignity, reduce negative coping strategies (such as debt and skipping meals), and stabilise household well-being during peak-risk periods.

Winterisation (Bosnia and Herzegovina Winter Programme 2025 – Project Code: 2025-93) responded to the emergency of winter hardship in the Municipality of Fojnica, where many vulnerable families face unaffordable heating costs and increased health risks during the cold season. MAA provided 67 vulnerable households with 5m³ of firewood each, reaching 168 people directly, including 29 people with disabilities and 57 elderly persons, reducing financial strain and improving household thermal comfort during winter 2025/26. A post-distribution survey showed 100% positive perception, with beneficiaries reporting strong satisfaction with quality, accessibility, and the distribution process. MAA implemented the project with the Islamic Community of Fojnica, leveraging local knowledge to ensure inclusion of women and persons with disabilities in targeting and delivery.

Ramadan Food Assistance (Ramadan Food Programme 2025 – Bosnia, Project Code: 2025-08) addressed seasonal food insecurity during Ramadan by distributing 622 food packages across targeted communities in Jablanica, Konjic, and Fojnica, reaching 1,798 individuals. Post-Distribution Monitoring confirmed 100% satisfaction with parcel contents and quality, and strong performance in dignity and accessibility, including for elderly people and persons with disabilities. Implementation relied on coordination with local stakeholders (including Islamic Community Councils and municipal/community actors), enabling transparent beneficiary selection, accessible distribution points, and rapid resolution of minor beneficiary-record discrepancies during delivery.

Qurbani Programme 2025 (Project Code: 2025-47 BIH SNL QUR) supported vulnerable households' access to protein-rich food during Eid al-Adha across 12 municipalities, with a focus on returnee communities, public kitchen users, persons with disabilities, elderly-headed households, and families with low/no income. The programme reached 4,984 direct beneficiaries through a combination of direct distribution of 4kg meat parcels to 261 families and institutional meal provision via public kitchens. Critical partnerships included EMMAUS, Merhamet Tuzla, and Srcem za Podrinje, supporting beneficiary identification, last-mile delivery, and accountability documentation. The programme also strengthened local resilience by prioritising procurement from local smallholder farmers, while maintaining hygiene, halal compliance, and environmental responsibility (including waste management arrangements and hide donation for reuse).

Across all seasonal projects, MAA strengthened preparedness through early stakeholder coordination, vulnerability-based targeting, accessible distribution planning, and systematic beneficiary feedback mechanisms (PDM), ensuring timely delivery and high acceptance while reinforcing community trust and readiness for future seasonal shocks.

7.2. Seasonal: Key Developments

*Describe the Key developments that your organization achieved in the seasonal context in 2025. Provide evidence of key developments, emphasizing the organization's role and unique contributions in driving these developments or achievements. Additionally, enrich the narrative with pictures and links to videos that vividly showcase the emergency achievements and their real-life effects. **Please provide your response in no more than 500 words or 1 page.***

In 2025, Muslim Aid Association (MAA) achieved significant progress in the delivery and quality of Seasonal and Religious programming in Bosnia and Herzegovina, responding effectively to predictable humanitarian pressures while strengthening accountability, inclusion, and local partnerships. The Seasonal Programme demonstrated MAA's capacity to deliver timely, dignified assistance at scale during critical periods of heightened vulnerability—winter, Ramadan, and Eid al-Adha.

One of the key developments was the successful implementation of winterisation assistance that directly addressed heating insecurity among vulnerable households. Through the Winter Programme 2025, MAA provided firewood to 67 households (168 individuals) in the Municipality of Fojnica, including elderly persons, people with disabilities, and female-headed households. Post-distribution monitoring confirmed 100% positive beneficiary perception, with beneficiaries reporting improved safety, reduced financial stress, and increased thermal comfort during the winter months. This intervention demonstrated MAA's ability to coordinate efficiently with local partners and deliver assistance exactly when it was most needed.

Another major achievement was the high-quality delivery of Ramadan food assistance, reaching 1,798 individuals across Jablanica, Konjic, and Fojnica. All beneficiaries reported satisfaction with the food parcels' quality, quantity, and cultural appropriateness. The programme upheld dignity through accessible distribution points and transparent communication, while Post-Distribution Monitoring showed zero complaints and strong community trust. MAA's operational responsiveness—resolving minor beneficiary data discrepancies on-site—reinforced accountability and community confidence.

The Qurbani Programme 2025 marked a further step forward in scale, inclusion, and sustainability. The programme reached 4,984 direct beneficiaries across 12 municipalities, combining direct meat parcel distribution with institutional feeding through public kitchens. Strategic partnerships with EMMAUS, Merhamet Tuzla, and Srcem za Podrinje enabled precise targeting of returnee families, public kitchen users, elderly people, and persons with disabilities. A distinctive contribution of MAA was its emphasis on local procurement from smallholder farmers, supporting local livelihoods while ensuring halal compliance, hygiene, and food safety. Environmental responsibility was reinforced through regulated waste disposal and hide donation for reuse.

Across all seasonal interventions, MAA strengthened preparedness and implementation quality by:

1. Applying vulnerability-based targeting with strong gender and disability inclusion.
2. Using systematic Post-Distribution Monitoring to inform learning.
3. Maintaining rapid-response logistics during short seasonal implementation windows.
4. Leveraging long-standing local partnerships to ensure access, trust, and accountability.

The real-life impact of these achievements is documented through photographic evidence and videos captured during winter distributions, [Ramadan food deliveries](#), and [Qurbani meat distribution](#). These visuals clearly demonstrate improved living conditions, dignity in assistance, and positive beneficiary engagement.

7.3. Seasonal: Key Challenges

Describe the emergency challenges or barriers faced in 2025 and explain the strategies or approaches the organization used to address them. Please limit your response to no more than 500 words or one page.

During 2025, Muslim Aid Association (MAA) implemented Seasonal and Religious programmes in an environment shaped by persistent socio-economic vulnerability, rising living costs, and time-critical implementation windows. While the Seasonal Programme was delivered successfully, several challenges affected planning and execution and required adaptive responses.

One of the primary challenges was the continued impact of inflation and rising commodity prices, particularly for food and firewood. The cost of essential items increased significantly during the year, placing additional pressure on already vulnerable households and narrowing the margin for error in procurement and budgeting. To address this, MAA prioritised early procurement planning, competitive bidding processes, and local sourcing, ensuring value for money while maintaining quality standards. Local procurement also reduced transport costs and enabled faster delivery during short seasonal windows.

A further challenge was the short implementation timeframe associated with seasonal and religious programmes, particularly during Ramadan and Eid al-Adha (Qurbani). These programmes are tied to fixed religious calendars, leaving limited flexibility for delays in donor approvals, procurement, or logistics. In response, MAA adopted a high-readiness operational approach, preparing beneficiary lists, partner agreements, and procurement documentation in advance. This allowed activities to commence immediately upon approval and ensured timely delivery without compromising accountability or inclusion.

Weather conditions and geographic accessibility posed additional operational barriers, especially during winter and in rural or returnee communities. Snow, poor road conditions, and remote locations increased the complexity of last-mile delivery and posed risks for elderly persons and people with disabilities. MAA mitigated these challenges through door-to-door delivery where necessary, flexible distribution scheduling, and close coordination with local partners who provided local knowledge and logistical support.

Another challenge related to data accuracy and beneficiary verification, particularly in densely populated Ramadan distributions and returnee areas affected by displacement and housing instability. Minor discrepancies in beneficiary information emerged during some distributions. These were addressed immediately through on-site verification, cross-checking with community stakeholders, and rapid corrective action to ensure that no eligible household was excluded.

The Qurbani Programme presented its own specific challenges, including pressure on slaughterhouse capacity during peak Eid days and short procurement windows for livestock. MAA mitigated these risks by working with pre-identified certified slaughterhouses, conducting on-site monitoring, and maintaining strong relationships with local farmers and institutional partners. Environmental and hygiene risks were addressed through compliance with food safety standards, veterinary inspections, and regulated waste management procedures.

Across all seasonal interventions, MAA's key mitigation strategy was its strong partnership-based approach. Collaboration with Islamic Community Councils, humanitarian organisations, public kitchens, and local associations ensured accurate targeting, community acceptance, and operational flexibility.

Overall, MAA's proactive planning, adaptive logistics, and locally grounded partnerships enabled effective risk management, timely delivery, and high beneficiary satisfaction, strengthening the organisation's preparedness for future seasonal shocks.

7.4. Seasonal: Case study

Please select one key case study that you believe best highlights and showcases the impact of Muslim Aid's work for inclusion in the Global Report.

Winter

*Project: Bosnia and Herzegovina Winter Programme 2025 (Project Code: 2025-93 BIH SNL Winter)
Location: Municipality of Fojnica, Bosnia and Herzegovina*

Asima Fejzić is a 38-year-old widowed mother of three children living in a rural area of Fojnica. Following the sudden death of her husband only months before winter, Asima became the sole caregiver and provider for her family. One of her children lives with diabetes, further increasing the family's vulnerability. With limited income, rising living costs, and no capacity to secure sufficient heating fuel, the family faced a serious risk of cold exposure and deteriorating health during the winter months.

In Bosnia and Herzegovina, winter temperatures can drop significantly, and access to affordable heating is a persistent challenge for low-income households, particularly female-headed families and those affected by illness or disability. Without support, families like Asima's are often forced to take on debt or reduce essential expenditures such as food or healthcare.

Through the Winter Programme 2025, Muslim Aid Association provided Asima's household with 5 cubic metres of firewood, delivered directly to her home. The assistance ensured safe and reliable heating throughout the winter season, reduced financial stress, and protected the health and well-being of her children. The intervention was part of a wider winterisation effort targeting the most vulnerable households, including elderly persons, people with disabilities, and women-headed families, using transparent vulnerability-based selection criteria and local partner verification.

For Asima, the support brought immediate relief and restored a sense of security during a period of profound personal loss and uncertainty. The intervention enabled her family to remain warm during winter without sacrificing other essential needs, illustrating the life-stabilising impact of timely seasonal assistance.

Testimony

"This donation helped me a lot. It made my life easier this winter, and I no longer have to worry about heating my home. Thank you for remembering me. Thank you from my heart. May Allah reward you all."

Photo or video



Asima Fejzić, 38, Bosnia and Herzegovina Winter Programme 2025, Project Code: 2025-93 BIH SNL Winter, Municipality of Fojnica, Bosnia and Herzegovina

Please select one key case study that you believe best highlights and showcases the impact of Muslim Aid's work for inclusion in the Global Report.

Ramadan	<i>Project: Ramadan Food Programme 2025 – Bosnia</i> <i>Project Code: 2025-08 BIH SNL Ramadan</i> <i>Location: Buturović Polje, Municipality of Konjic</i> <i>Beneficiary: Mahir Ćutahija, male (young adult)</i> <i>Mahir Ćutahija lives with his parents in the rural settlement of Buturović Polje, Konjic. The family's vulnerability deepened after devastating floods destroyed their home in 2024, forcing them into temporary container accommodation. Mahir's father is a 100% disabled pensioner, unable to work, leaving the household dependent on a very limited and unstable income. These conditions significantly increased the family's risk of food insecurity, particularly during the holy month of Ramadan, when food needs rise and financial pressure intensifies.</i> <i>For families affected by displacement, disability, and poverty, Ramadan can be a period of additional hardship. The inability to secure sufficient food not only threatens physical well-being but also affects dignity and the ability to observe religious practices meaningfully.</i> <i>Through the Ramadan Food Programme 2025, Muslim Aid Association provided Mahir's household with a nutritious Ramadan food parcel containing essential staple items sufficient to support a family throughout the fasting month. The assistance enabled the family to prepare daily iftar and suhoor meals, easing financial stress and allowing them to observe Ramadan with dignity despite their challenging living conditions.</i> <i>The intervention had an immediate stabilising effect on the household, reducing anxiety around food access and strengthening emotional well-being during a spiritually significant time. It also demonstrated Muslim Aid's commitment to inclusive seasonal programming, prioritising households affected by disability, displacement, and extreme vulnerability through transparent, community-verified targeting.</i>
Testimony	<i>"We are truly grateful for the Ramadan food parcel. It helped us break our fast with dignity and made this month easier, both emotionally and practically."</i>
Photo or video	
	<i>Project: Ramadan Food Programme 2025 – Bosnia</i> <i>Project Code: 2025-08 BIH SNL Ramadan</i> <i>Location: Buturović Polje, Municipality of Konjic</i> <i>Beneficiary: Mahir Ćutahija</i>

Please select one key case study that you believe best highlights and showcases the impact of Muslim Aid's work for inclusion in the Global Report.

Qurbani	<i>Abdulah Karić is a 57-year-old man living alone in the rural village of Snagovo, in the Municipality of Zvornik. For many years, he cared for his chronically ill mother until her passing, after which he was left without family support. Abdulah is currently unemployed, faces ongoing health challenges, and does not receive regular financial assistance. With no stable income, access to nutritious food—particularly meat—is extremely limited.</i>
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	<i>In Bosnia and Herzegovina, many older individuals living alone in rural and returnee communities remain socially and economically isolated. During Eid al-Adha, when meat consumption is both a religious and cultural norm, exclusion from such traditions can deepen feelings of marginalisation and hardship.</i> <i>Through the Qurbani Programme 2025, Muslim Aid Association provided Abdulah with 4 kilograms of fresh Qurbani meat, distributed in accordance with Islamic principles and national food safety standards. The assistance enabled him to prepare nutritious meals during Eid al-Adha, improving his diet and allowing him to observe the religious holiday with dignity.</i> <i>Beyond its nutritional value, the support carried strong emotional significance. For Abdulah, the Qurbani meat represented care, inclusion, and recognition at a time when he felt largely forgotten. The intervention reduced immediate food insecurity while reinforcing Muslim Aid's commitment to reaching elderly people, persons with health vulnerabilities, and individuals living alone through inclusive seasonal programming.</i>
Testimony	<i>"The meat we received for Eid helped me a lot and made life a bit easier. I'm thankful to all the good people who took part in this distribution."</i>
Photo or video	
	<i>Project: Qurbani Programme 2025</i> <i>Project Code: 2025-47 BIH SNL QUR</i> <i>Location: Municipality of Zvornik, Bosnia and Herzegovina</i> <i>Beneficiary: Abdulah Karić, 57</i>

8. Education Programme



Add short description, location and project's name and code.

8.1. Education: Projects Overview

Provide a comprehensive overview of all Education projects implemented this year. Include details about the nature of the emergency crisis, its aftermath, and the organization's efforts to prevent similar situations and strengthen preparedness. Highlight the key populations supported, and the critical partnerships involved.

Please provide your response in no more than 500 words or 1 page.

In 2025, the Muslim Aid Association carried out a comprehensive set of educational initiatives to bolster inclusive education in Tuzla Canton through CBM-supported projects. These activities took place under two sequential projects: 2024-64 BIH EDC CBM, completed by June 30, 2025, and 2025-72 BIH EDC CBM, which started on July 1, 2025, and will continue until August 31, 2026. This seamless transition facilitated moving from immediate support measures to long-term system strengthening and sustainability.

The projects tackled a longstanding, systemic crisis in the education sector caused by inadequate support for children with disabilities and developmental challenges. Major issues included lack of school readiness, overburdened teachers and assistants, poor infrastructure and learning environments, limited family support, and ongoing stigma and social exclusion.

The absence of ongoing professional development for education staff, inconsistent implementation of inclusive policies, and limited parental guidance reduced the participation of children with disabilities in mainstream education, heightened stress for parents and teachers, and hampered children's social and emotional growth. These issues highlighted the need for coordinated, preventive, and resilience-building interventions across schools, families, and communities.

Organisational responses and key actions included:

- Enhancing the skills of teachers, assistants, and staff through two-day training sessions, workshops, mentorship, and on-site consultations focusing on inclusive teaching, autism spectrum disorders, behavioural challenges, and teamwork in inclusive classrooms.
- Supporting parents via the "School of Parenting" program, which promotes acceptance of diversity, mental health awareness, stress management, and parental empowerment.

- Conducting Peer-to-Peer workshops for children with and without developmental difficulties, using experiential and creative methods to foster empathy, tolerance, confidence, social skills, and belonging.
- Upgrading 11 educational and specialised spaces, including special education rooms, IT classrooms, subject-specific cabinets, sports equipment, and facilities like boarding and laundry areas at the Tuzla Institute, greatly enhancing educational and therapeutic services.
- Implementing public awareness and advocacy campaigns, such as celebrating the International Day of Persons with Disabilities, hosting an autism-themed theatrical performance, podcasts, school events, public discussions, and distributing informational materials to combat stigma and support children’s rights.

In 2025, over 3,600 individuals, including primary school students, children with disabilities, teachers, assistants, and parents, directly benefited from these initiatives. Indirectly, more than 10,000 families and community members benefited from improved services, awareness, and inclusive practices. Activities took place in eight primary schools and at the Tuzla Institute, in collaboration with the Pedagogical Institute of Tuzla Canton, the Ministry of Education, local authorities, professional associations, and the media. These partnerships were vital for enhancing institutional readiness, preventing future challenges, and establishing sustainable, transferable models of inclusive education across Bosnia and Herzegovina.

8.2. Education: Key Developments - Achievements

*Describe the Key developments that your organization achieved in the education context in 2025. Provide evidence of key developments, emphasizing the organization’s role and unique contributions in driving these developments or achievements. Additionally, enrich the narrative with pictures and links to videos that vividly showcase the emergency achievements and their real-life effects. **Please provide your response in no more than 500 words or 1 page.***

In 2025, the Muslim Aid Association achieved notable progress in promoting inclusive education in Tuzla Canton through CBM-supported projects. These efforts addressed a long-standing education crisis affecting children with disabilities and developmental challenges, characterised by insufficient school readiness, limited professional capacities, inadequate learning environments, and persistent stigma.

A major achievement was the continuous strengthening of professional skills among teachers, teaching assistants, and school specialists. Through mentoring, and on-site support, education staff developed practical competencies in inclusive teaching, personalised support, teamwork in inclusive classrooms, and working with children on the autism spectrum and those with emotional difficulties. Unlike short-term interventions, the Muslim Aid Association ensured consistent follow-up and applied learning, enabling schools to manage inclusion-related challenges more effectively and sustainably. [CWD workshop for teachers VIDEO.mp4](#)

Another significant development was the systematic engagement of parents through the “School of Parenting” programme. Parents—particularly those of children with disabilities—were equipped with tools to manage stress, support their children’s emotional and social development, and collaborate more effectively with schools. This approach reduced isolation, strengthened parental confidence, and reinforced home–school cooperation, which is critical for preventing long-term exclusion and school dropout.

Peer-to-peer workshops generated a substantial positive shift in school environments. By bringing together children with and without developmental difficulties in structured and experiential activities, the programme promoted empathy, tolerance, and social cohesion. Schools reported improved peer interactions, reduced stigmatising behaviours, and a stronger sense of belonging among children with disabilities, demonstrating that inclusion is a lived daily practice rather than a policy concept alone.

The upgrade of 11 educational and specialist spaces—including special education cabinets, IT classrooms, subject-specific rooms, sports facilities, and facilities at the Tuzla Institute—represented tangible, long-lasting improvements in service quality. These investments significantly enhanced schools’ preparedness to respond to diverse learning needs during both regular teaching and periods of increased vulnerability.

In addition, the Muslim Aid Association contributed to changing public perceptions of disability and inclusion through advocacy and awareness-raising activities, including the International Day of Persons with Disabilities, an autism-themed theatre performance, and podcasts. These initiatives reached broad audiences, helped reduce stigma, and fostered greater community support for inclusive education. [Video theater performance.mp4](#)

The impact of these efforts is evidenced by more than 3,600 direct beneficiaries, over 10,000 indirect beneficiaries, strong institutional partnerships, and observable improvements in school practices and attitudes. [Year-End Impact VIDEO.mp4](#)

Through its integrated, partnership-based approach, the Muslim Aid Association has established itself as a key driver of inclusive education reform, advancing sustainable and systemic change beyond emergency interventions.

8.3. Education: Challenges

[Describe the emergency challenges or barriers faced in 2025 and explain the strategies or approaches the organization used to address them. Please limit your response to no more than 500 words or one page.](#)

In 2025, the Education Programme implemented by Muslim Aid Association operated in a complex emergency context shaped by political, environmental, institutional, and social challenges that affected the continuity of inclusive education services.

One of the main challenges was frequent political changes, which led to repeated changes in school management and leadership. This instability increased operational risks and the potential for inconsistent implementation. To address this, Muslim Aid Association formalised cooperation through detailed Memorandums of Understanding (MoUs) with all partner institutions. These agreements clearly defined roles, responsibilities, decision-making procedures, and obligations for each partner, ensuring continuity of activities despite personnel changes. This approach effectively mitigated institutional risks and protected the organisation from unwanted consequences.

Another significant challenge was seasonal weather-related emergencies, particularly during the winter months, when snow, ice, and difficult transport conditions affected access to schools and disrupted planned timelines. The organisation responded with flexible operational planning, allowing activities to be rescheduled and implementation timelines adjusted in line with safety considerations and local conditions, while maintaining programme quality and objectives.

Persistent stigma and resistance to inclusive education within parts of the school community also posed challenges. These were addressed through continuous engagement with children, parents, and school staff, using peer-to-peer approaches, parental involvement, and public awareness activities to gradually influence attitudes and promote inclusive values.

In some schools, infrastructural limitations, such as outdated or insufficient equipment, affected programme delivery. Rather than short-term solutions, the organisation invested in needs-based equipping of educational and specialist spaces, strengthening long-term preparedness and resilience.

Through proactive adaptation, formalised partnerships, and strong risk management, Muslim Aid Association maintained programme integrity and advanced inclusive education amid instability in 2025.

8.4. Education: Longer-Term recovery efforts

Describe how the Education Programme contributed to long-term recovery and resilience-building within affected communities. What evidence demonstrates sustained improvements in overall well-being, over time? Please limit your response to 500 words or one page.

The Education Programme implemented by Muslim Aid Association made a strong contribution to long-term recovery and resilience-building within affected communities by addressing structural weaknesses in inclusive education and strengthening the capacity of schools, families, and local systems to sustainably support children with disabilities.

At the system level, the programme enhanced the resilience of educational institutions through continuous professional development for teachers, teaching assistants, and school specialists. Rather than one-off training, the programme combined structured learning with mentoring and on-site support, enabling education staff to consistently apply inclusive teaching methods, teamwork approaches, and individualised support for children with diverse needs. Evidence of long-term recovery is reflected in improved classroom practices, increased staff confidence, and sustained collaboration among school professionals beyond the training period.

At the family level, the “School of Parenting” programme strengthened psychosocial resilience by equipping parents—particularly those of children with disabilities—with tools to manage stress, support their children’s emotional and social development, and engage more effectively with schools. Over time, this led to stronger home–school relationships, improved parental confidence, and more stable support systems for children, which are key indicators of sustained wellbeing and educational continuity.

Among children, Peer-to-Peer workshops contributed to lasting improvements in social inclusion and emotional wellbeing. Schools reported reduced stigmatising behaviour, improved peer relationships, and a stronger sense of belonging among children with disabilities. These changes demonstrate resilience at the community level, where inclusive values become embedded in daily school life rather than remaining project-dependent.

Investments in educational and specialist infrastructure further supported long-term recovery. Equipped classrooms, specialist cabinets, and facilities at the Tuzla Institute remain in active use, improving accessibility and service quality while increasing schools’ preparedness to respond to future challenges affecting vulnerable learners.

Finally, strengthened institutional partnerships between schools, education authorities, professional bodies, and communities ensured shared ownership and sustainability. The continuation of activities through consecutive project phases provides clear evidence of lasting impact and resilience beyond emergency response.

8.5. Education: Case study

Please select one key case study that you believe best highlights and showcases the impact of Muslim Aid’s work for inclusion in the Global Report.

EDUCATION	<i>Arslan is an 11-year-old in fifth grade at a primary school in the Municipality of Celici. He is a confident, motivated child with strong social skills and an interest in sports. However, his school environment reflects broader challenges typical of rural communities, including limited structured opportunities for students to develop inclusion-related social and communication skills. Prior to the project intervention, topics such as empathy, cooperation, and understanding peers with developmental difficulties were not systematically addressed through participatory activities. Although students generally showed willingness to cooperate, the lack of structured dialogue and inclusive learning spaces limited the development of practical inclusion skills and peer support. This gap posed a risk to long-term social</i>
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	<i>inclusion and the creation of a supportive school environment. To address this need, the Muslim Aid Association implemented interactive, child-centred workshops as part of the project “Strengthening the Capacity of Rural Primary Schools by Providing Equal Educational Opportunities for All Children” (2025-72 BIH EDC CBM). The workshops were age-appropriate, participatory, and delivered in a safe, supportive setting, ensuring equal opportunities for all students to engage, express themselves, and learn through experience. As a result of the intervention, Arslan reported increased self-confidence and a stronger willingness to participate in group activities. He developed a better understanding of cooperation and support for classmates facing learning or developmental challenges. He also observed improved peer relationships and greater readiness among students to help one another. Overall, the intervention contributed to a more inclusive school climate, strengthened social cohesion, and enhanced children’s sense of belonging—demonstrating how targeted, participatory education approaches can create meaningful and lasting improvements in students’ everyday school experience.</i>	
Testimony	<i>I sincerely thank you for making our time at school filled with knowledge, mutual respect, and happy moments.</i>	
Photo or video		
	<i>Arslan, 11 years, Project “Strengthening the Capacity of Rural Primary Schools by Providing Equal Educational Opportunities for All Children”, 2025-72 BIH EDC CBM, Municipality of Celici, Tuzla Canton.</i>	

9. Livelihoods Programme



LIVELIHOODS PROGRAMME 2025

Livelihoods Programmes (Greenhouse production, Beekeeping and Livestock production), 16 cities in BiH, 279 families.

9.1. Livelihoods: Projects Overview

Provide a comprehensive overview of all Livelihoods projects implemented this year. Include details about the nature of the emergency crisis, its aftermath, and the organization's efforts to prevent similar situations and strengthen preparedness. Highlight the key populations supported, and the critical partnerships involved. Please provide your response in no more than 500 words or 1 page.

During 2025, the Muslim Aid Association implemented three projects in the field of sustainable livelihoods: the Greenhouse Production Project, the Beekeeping Project, and the Livestock Project. The projects were implemented in 16 cities/municipalities across Bosnia and Herzegovina. A total of 18 donors supported these initiatives, which provided sustainable assistance to 279 families.

The projects were implemented in cooperation with various stakeholders, including municipal and city authorities, beekeepers' associations, primary schools, non-governmental organizations, and experts from different fields.

The programme was implemented in the context of prolonged socio-economic vulnerability, exacerbated by the aftermath of recent emergency crises, including rising food prices, reduced employment opportunities, climate-related shocks (droughts, floods, and extreme weather), and increased pressure on rural livelihoods. These factors disproportionately affected low-income households, rural families, persons with disabilities, youth, and those with limited access to the labour market. MAA's livelihood interventions were designed not only to support recovery, but also to strengthen resilience and preparedness, enabling households to better withstand future shocks.

The **Greenhouse Production Project** represented the strongest and most impactful livelihood intervention in 2025. Implemented in close cooperation with municipal authorities, the project provided vulnerable households with complete greenhouse production packages, mandatory

training, and continuous technical support. Greenhouse vegetable production proved highly effective in addressing food insecurity, generating income, and increasing climate resilience through protected cultivation, efficient water use, and extended growing seasons. External evaluations and field monitoring confirm that greenhouse-based livelihoods deliver the most consistent and scalable results, particularly through strong municipal co-financing and local ownership.

The **Beekeeping and Rural Development Project**, was launched as a two-year initiative with the first phase implemented in 2025. The project supported 31 beneficiaries, primarily young beginner beekeepers and early-stage producers, through the distribution of start-up equipment and the implementation of a year-long Beekeeping School with monthly theoretical and practical training sessions. Innovative educational activities were also introduced for youth in institutional care at the Home for Children without Parental Care “DOM Porodica” in Zenica, as well as in primary schools, promoting beekeeping as a future livelihood pathway and supporting long-term social integration and self-reliance. Capacity-building workshops and expert lectures were also provided for experienced beekeepers.

The **Livestock Development Project** focused on strengthening household income and improving food security in rural communities through tailored livestock-related inputs and equipment, combined with practical and theoretical training. Beneficiaries enhanced their skills in animal care, nutrition, health protection, and basic farm management, reducing production risks and improving productivity.

All projects were implemented in partnership with municipal and city authorities, sectoral associations, schools, NGOs, and technical experts, ensuring strong coordination, accountability, and sustainability. Collectively, these livelihood interventions contributed to poverty reduction impacts while strengthening community resilience and self-reliance.

9.2. Livelihoods: Key Developments - Achievements

*Describe the Key developments that your organization achieved in the livelihood’s context in 2025. Provide evidence of key developments, emphasizing the organization’s role and unique contributions in driving these developments or achievements. Additionally, enrich the narrative with pictures and links to videos that vividly showcase the emergency achievements and their real-life effects. **Please provide your response in no more than 500 words or 1 page.***

In 2025, the Muslim Aid Association (MAA) achieved significant progress within its Sustainable Livelihoods Programme, responding to the ongoing socio-economic crises, including rising food insecurity, climate-related shocks, and limited livelihood opportunities in rural and vulnerable communities. Through structured and evidence-based interventions, MAA not only contributed to poverty reduction but also strengthened household resilience and preparedness for self reliance.

The **Greenhouse Production Project** represented the largest-scale and most impactful livelihood intervention implemented in 2025, reaching **200 beneficiary households**. Beyond its strong livelihood outcomes, the project marked a major institutional development through the introduction of an **open public call for municipalities** to apply for participation. For the first time, MAA invited municipalities through a transparent process, receiving **36 letters of interest** from across Bosnia and Herzegovina. Based on defined criteria, **10 municipalities were selected**, significantly enhancing accountability, visibility, and fair partner selection. Importantly, this approach led to **four new municipal partnerships** with authorities with whom MAA had not previously cooperated: **Velika Kladuša, Maglaj, Berkovići, and Kladanj**. MAA’s unique contribution lies in its integrated model combining centralized procurement, standardized quality, strong municipal co-financing, and systematic monitoring. Beneficiaries achieved year-round vegetable

production, reduced food expenditures, and reliable income generation through local sales. External evaluations confirm greenhouse production delivers the strongest livelihood outcomes in productivity, cost-effectiveness, and climate resilience.

The **Beekeeping and Rural Development Project** brought together multiple stakeholders to support the comprehensive development of the beekeeping sector across three local regions. Implemented in cooperation with **municipalities, beekeepers' associations, primary schools, and the Home for Children without Parental Care "DOM Porodica" in Zenica**, the project provided **31 beginner beekeepers** with complete start-up kits, including bee colonies, hives, honey extractors, protective clothing, and essential equipment. Beneficiaries also participated in continuous mentoring and a structured training programme. Baseline and endline assessments indicate a **46% increase in knowledge levels** among participating beekeepers. As part of the project's social inclusion component, **14 youth from DOM Porodica** completed a six-month theoretical and practical beekeeping course, supporting smoother social integration and preparation for independent living. Educational activities in three primary schools reached **125 children**, raising awareness on biodiversity, environmental protection, and the role of bees. In addition, the project strengthened the capacities of **156 professional beekeepers** through specialized workshops on bee diseases, immune mechanisms, and climate change impacts.

The **Livestock Development Project** also generated measurable outcomes. Through this intervention, **48 beneficiaries received pregnant heifers**, enabling them to establish or expand livestock production. By the reporting period, **15 beneficiaries recorded successful calving**, immediately increasing household livestock assets. Beneficiaries reported improvements in household income and family budgets, while **seven households entered local agricultural subsidy schemes**, ensuring long-term institutional support and sustainability. At the community level, the project contributed to strengthening the rural economy through the expansion of the livestock fund and the introduction of purebred genetic stock, improving herd quality and long-term resilience.

Collectively, these achievements demonstrate MAA's role in delivering scalable, partnership-driven livelihood solutions with tangible impact on crisis recovery, resilience-building, and sustainable development.

9.3. Livelihoods: Challenges

Describe the emergency challenges or barriers faced in 2025 and explain the strategies or approaches the organization used to address them. Please limit your response to no more than 500 words or one page.

Sustainable livelihood projects are, by their nature, seasonal, time-bound, and highly sensitive to external factors such as donor timelines, market dynamics, and climatic conditions. Consequently, the Muslim Aid Association faced several emergency-related challenges during 2025, which required timely, adaptive, and practical responses to safeguard project outcomes and beneficiary livelihoods.

One of the primary barriers was the **late approval of projects by donors**, which caused delays in the planned start of implementation. Official project activities began in **March 2025**, later than anticipated, creating a risk of missing critical seasonal windows for agricultural and livestock interventions. To mitigate this, the organisation adopted a strategy of **early operational preparation**, ensuring that all documentation, procurement plans, and beneficiary selection processes were completed in advance. This enabled activities to commence immediately upon receiving donor approvals. At the same time, all project partners and municipal stakeholders were

promptly informed and mobilised to maintain coordination and prevent further delays during subsequent implementation phases.

A second major challenge emerged within the **Beekeeping and Rural Development Project**, which is particularly dependent on strict seasonal timelines and favourable climatic conditions. Timely procurement and distribution of bee colonies are essential to ensure colony survival and sustainable honey production. During the spring of 2025, **unfavourable weather conditions** affected several regions of Bosnia and Herzegovina, reducing natural forage availability for bees. Since bee colonies are sourced locally from domestic producers and commercial apiaries, one batch of colonies distributed in a specific municipality was found to have **insufficient food reserves** at the time of delivery. This issue was further compounded by a prolonged “dearth period,” during which bees could not access adequate natural nutrition due to continued adverse weather.

In response, the Muslim Aid Association took **immediate corrective action** by procuring supplementary bee feed and distributing it individually to all affected beneficiaries. This rapid intervention successfully bridged the forage gap, prevented potential losses of bee colonies, and safeguarded both beneficiary investments and future production capacity.

Overall, MAA’s experience in 2025 highlighted the importance of flexibility, preparedness, and rapid response mechanisms within livelihoods programming. Through proactive planning, strong partner coordination, and timely technical interventions, the organisation effectively overcame operational and climatic barriers, ensuring that vulnerable households continued progressing toward sustainable recovery and resilience despite challenging emergency conditions.

9.4. Livelihoods: Longer-Term recovery efforts

Describe how the Livelihoods Programme contributed to long-term recovery and resilience-building within affected communities. What evidence demonstrates sustained improvements in overall well-being, over time?
Please limit your response to 500 words or one page.

The Livelihoods Programme implemented by the Muslim Aid Association (MAA) has contributed significantly to long-term recovery and resilience-building within vulnerable rural communities in Bosnia and Herzegovina by promoting sustainable income generation, food security, and self-reliance. Designed in response to prolonged socio-economic vulnerability and climate-related shocks, the programme supported households in moving beyond immediate humanitarian assistance toward durable livelihoods and improved well-being.

Through targeted interventions in **greenhouse production, livestock development, and beekeeping**, MAA provided beneficiaries with productive assets, technical knowledge, and ongoing mentoring. These integrated approaches enabled households to establish or expand viable livelihood activities, diversify income sources, and strengthen their ability to cope with future crises over time.

The **Greenhouse Production Project** has emerged as the strongest contributor to sustained recovery and resilience. By supporting **200 vulnerable households** with complete greenhouse packages, mandatory training, and continuous technical support, the programme enabled year-round vegetable production under climate-resilient conditions. Beneficiaries reported consistent access to fresh food, reduced household expenditure, and stable income from surplus sales across multiple production seasons. Evidence from field monitoring and external evaluations confirms that greenhouse-supported households demonstrate higher productivity, improved dietary diversity, and greater resilience to droughts, floods, and other climate-related shocks compared to open-field agriculture.

A key institutional development strengthening long-term sustainability was the introduction of an **open public call for municipalities** to express interest in participating in the greenhouse project. In response, **36 municipalities submitted letters of interest**, from which **10 were selected** through transparent criteria. This approach enhanced accountability, project visibility, and local ownership, while expanding partnerships to **four new municipalities—Velika Kladuša, Maglaj, Berkovići, and Kladanj**. Strong municipal co-financing and continued engagement demonstrate long-term institutional commitment to sustaining results beyond project completion.

At the community level, the **Livestock Development Project** achieved measurable improvements in herd structure, productivity, and access to formal support mechanisms. Through the distribution of **48 pregnant purebred Simmental heifers (16 per municipality)**, the number of young, productive female cattle increased across all target areas. In **Olovo**, the share of young cows rose by approximately **10%**, directly addressing an ageing and low-productivity herd. In **Doboj**, herd renewal was reinforced through successful calving, with all female calves retained for future expansion. In **Zenica**, pedigreed heifers increased productive young cows by around **3%**, with projections of a **5–7% increase** over the next 2–3 years. In parallel, **11 beneficiaries entered local agricultural incentive schemes**, ensuring longer-term integration into institutional support systems and financial sustainability.

The **Beekeeping and Rural Development Project** also demonstrated strong long-term outcomes through combined start-up support and structured training. Baseline and endline assessments recorded a **46% increase in knowledge levels** among beginner beekeepers after the first year, reflecting sustained capacity development and improved production practices. Continuous honey production and reduced colony losses further indicate lasting livelihood benefits. Importantly, the programme strengthened social resilience through educational activities in primary schools and vocational exposure for youth from the Home for Children without Parental Care in Zenica, supporting smoother transitions to independent living.

Overall, through strong partnerships with local authorities, professional associations, schools, NGOs, and technical experts, MAA’s Livelihoods Programme has generated lasting improvements in income security, skills, food security, and community resilience—demonstrating sustained recovery and well-being over time.

9.5. Livelihoods: Case studies

Please select one key case study that you believe best highlights and showcases the impact of Muslim Aid’s work for inclusion in the Global Report.

Greenhouse project	Belmin Šabanović lives with his elderly parents in Zenica. As a person with a 100% certified disability, Belmin faces significant barriers to employment and mobility. Before the intervention, the household relied almost entirely on his father’s small pension and informal coping strategies to meet basic needs. Food insecurity and social isolation were constant challenges. In 2024, Belmin was selected as a beneficiary of Muslim Aid Association’s Greenhouse Vegetable Production Project, an inclusive livelihood intervention designed to support socially and materially vulnerable households affected by prolonged economic hardship and climate-related shocks. Through the project, Belmin’s household received a fully equipped greenhouse, including an irrigation system, seedlings, fertilisers, and all necessary materials to begin production. Crucially, the project model combined asset provision with mandatory training and continuous technical support, ensuring that beneficiaries could build skills and confidence over time. For Belmin, the greenhouse model was transformative. The protected production environment allowed him to work from home, overcoming mobility constraints while engaging in productive
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	economic activity. With guidance from Muslim Aid’s agronomists, Belmin successfully completed multiple production cycles and now grows vegetables throughout extended seasons. The results have been substantial. In one production season alone, Belmin earned over 3,500 BAM from vegetable sales. He sells produce directly from his home and uses social media to reach customers, eliminating transport barriers and strengthening local market connections. In addition to generating income, the greenhouse has significantly improved household food security, reducing expenses and ensuring a stable supply of fresh, nutritious food. Beyond economic impact, the project has strengthened social inclusion and community solidarity. Belmin regularly donates part of his harvest to vulnerable neighbours, including pensioners and persons with disabilities. This shift—from aid recipient to active contributor—highlights the project’s broader social value.
Testimony	“The greenhouse changed our lives,” Belmin says. “We can produce our own food, earn income, and even help others who are in need. I am very satisfied and motivated to continue.”
Photo of beneficiary	
	Project: Greenhouse Vegetable Production Location: Zenica, Bosnia and Herzegovina Beneficiary: Belmin Šabanović, 48

Please select one key case study that you believe best highlights and showcases the impact of Muslim Aid’s work for inclusion in the Global Report.

Beekeeping project

Hasiba Šipo Fejzić is one of the 10 beneficiaries of the “Beekeeping and Rural Development” project in Zenica. She is a single mother living with her daughter and elderly mother in the village of Janjički Vrh, a remote mountainous area of Zenica. Life for this resilient woman has been marked by significant hardship. Following the death of her husband, Hasiba was left to face life’s challenges alone while caring for her family.

Her daughter, Asja, is a fifth-grade primary school student who, more than three years ago, was diagnosed with serious respiratory problems. Doctors advised that Asja needed to live in an area with clean, unpolluted air. In response, Hasiba made the difficult decision to relocate with her daughter and her mother—who is also undergoing treatment for cancer—to a mountainous area, prioritising her child’s health above all else.

	<i>Without stable employment, Hasiba relies on small-scale agriculture to support her family. She grows vegetables in open fields and owns one cow. For many years, she dreamed of starting beekeeping as a way to improve her family's living conditions and generate additional income. However, due to severe financial constraints, this goal remained out of reach.</i> <i>After the Muslim Aid Association announced a public call for beneficiaries under the beekeeping project, Hasiba applied and successfully passed the selection process. In May of the previous year, she received her first bee colonies along with full beekeeping equipment. As she had no prior experience, a mentor was assigned to support her, and she attended monthly beekeeping training sessions, gradually building her knowledge and skills.</i> <i>Hasiba applied what she learned with great dedication. By the end of the production season, a monitoring visit by Muslim Aid Association representatives confirmed outstanding results. Her apiary had grown to 11 beehives, and she produced 97 kilograms of honey during her first year of beekeeping.</i> <i>Considering her very limited initial knowledge, this achievement clearly demonstrates that the support provided was effective, well-targeted, and transformative. The intervention not only improved Hasiba's household income and food security but also restored hope, dignity, and a sense of self-reliance for her and her family.</i>
Testimony	<i>"Beekeeping has completed my farm. In addition to the honey they provide, the bees also pollinate my crops. Most importantly, they contribute to healthier food for my family, which is especially important for my daughter. This year, I harvested 97 kilograms of honey, and I do not plan to sell all of it. It is very important to me that my family has enough honey throughout the entire year."</i>
Photo of beneficiary	
	<i>Hasiba Šipo- Fejzić, 48, Janjički vrh, Zenica, Beekeeping and Rural Development</i>

10. Partnership

What key partnerships were established during this calendar year, and how have they impacted—or are expected to impact—Muslim Aid's work?

Illustrate the major development partners supporting Muslim Aid's work. Some of the major partners may not make a financial contribution to the Muslim Aid, but their work may synergize with that of the organisation. For example, a partnership with the UN agency may not necessarily be of a financial nature but could result in greater coverage of vulnerable or marginalized groups in the country. Acknowledge key government ministries and the areas of collaboration as relevant.

Please provide your response in no more than 350 words.

Partnerships in the non-profit sector are critical for achieving shared goals, leveraging resources, and maximizing impact. Muslim Aid Association in Bosnia and Herzegovina collaborates every year with various stakeholders, including international organizations, governments, other NGOs etc.

The following on going or new partnerships have been established in 2025:

1. Major Donor-recipient partnerships with INGO Latter Days Saints Charities (LDSC) - ongoing partnership,
2. Partnerships with Ministries and Institutes (Ministry of Education and Culture of Tuzla Canton, Pedagogical Institute of Tuzla Canton, Ministry of Labour, Social Policy and Returnees of Tuzla Canton) - ongoing partnership
3. Institute for the Education of Persons with Mental and Physical Development Disabilities, Tuzla (Institute Tuzla) - ongoing partnership
4. Association of Defectologist of Tuzla Canton – new partnership
5. Association Mak – parents of children with disabilities – new partnership
6. Primary and secondary schools in Tuzla Canton for CBM Project – ongoing partnership
7. Primary schools in Zenica, Bugojno and Travnik for Beekeeping Project – new partnership
8. Partnerships with local governments i.e. 16 municipalities throughout Bosnia and Herzegovina for the Sustainable Livelihood projects (i.e. 10 for greenhouse project, 3 for beekeeping project and 3 for pregnant heifer livestock project) 4 new partnerships, 12 ongoing
9. Beekeeping Associations in 3 municipalities - ongoing partnership
10. Islamic Community in BiH (new partnership)

In 2025, Muslim Aid Association continued to publish public calls inviting municipalities to express their interest in partnering on the Greenhouse Project. As a result, new partnerships under the Sustainable Livelihood Programme (SLP) were established with the following municipalities: Velika Kladuša, Maglaj, Berkovići, and Kladanj.

At the same time, cooperation was successfully continued with the Municipality of Žepče, Municipality of Dobož Istok, Municipality of Konjic, the City of Gradačac, the Municipality of Modriča, and the City of Srebrenik.

It is important to emphasize that all of the above partnerships were made possible through the continued support and partnership with INGO Latter-day Saints Charities (LDSC), the donor of the Sustainable Livelihood Programme (SLP).

By working together, we have combined our financial resources, funding, infrastructure, strengths and expertise to address complex challenges on several projects. On CBM project: using experts from the institutes/schools for teacher and parents training sessions, using institutes and schools as venues to conduct training for teachers, parents and children, combining lobbying efforts towards Ministry of Education to sign MOUs related to MAA work in Tuzla canton schools.

On livelihood projects: Combining expert knowledge of MAA agronomists with municipality agronomist knowledge, local governments funding participation as donors, assistance in beneficiary's selection process, field and terrain local knowledge etc.

This has led to more innovative solutions and greater learning particularly on CBM project. Also, we were able to scale up our operations, complement or supplement the work of local governments and increase the reach and the number of beneficiaries in the agriculture and farming projects. If MAA was working alone without the support of the funds and staff capacity from the other donors, we would be able to reach only 20%-25% of beneficiaries that we are reaching now.

Our main partnership highlights:

- 25th of September 2025, Muslim Aid Association jointly with our major donor Latter Days Saints Charities (LDSC) have for the first time in southeast Europe organised one day an international online “greenhouse summit”, celebrating one of the region’s most successful self-reliance initiatives — helping families set up greenhouses to grow fruits and vegetables. <https://www.thechurchnews.com/living-faith/2025/10/13/greenhouse-intitiative-summit-southeast-europe-bosnia-herzegovina/> The virtual event highlighted the far-reaching impact of greenhouse projects in Bosnia and Herzegovina — programs that are improving food security, strengthening families and offering new hope to vulnerable communities. In September 2026, it is planned to organise the second greenhouse in-person summit in Sarajevo where many Church representatives and their senior management will be present to visit our projects, meet our beneficiaries and partner municipalities to show cast our work. These events have further strengthened our partnership with the Church for the years to come.
- Signed Memorandum for Understanding with the Association of Defectologist of Tuzla Canton [Photo Signing of memorandum of understanding and cooperation](#)
- Signed Memorandum for Understanding with the Association Mak – parents of children with disabilities

11. Links

<i>Provide links to significant events, milestones, and stories you would like to highlight about your organization. Please note that these stories may be featured in the Muslim Aid Global Annual Report 2025.</i>	
<i>Short description</i>	<i>URL link (Google, Share Point, WeTransfer, etc)</i>
• International online “greenhouse summit”	• https://www.thechurchnews.com/living-faith/2025/10/13/greenhouse-intitiative-summit-southeast-europe-bosnia-herzegovina/
• Guidelines for Teaching Assistants	Guidelines for Teaching Assistents FINAL.pdf

12. Declaration

I confirm on behalf of Muslim Aid Associations that to the best of my knowledge, all information provided in this Annual Report is accurate and that all funding has been utilised for the purposes indicated in the narrative report and financial reporting in the agreed and specified formats. I confirm that all required information has been shared during the calendar year to HQ through the specified communication channels to the designated people.

Name: Edina Šehić Saliji Position: Executive Director Signature:  Date: 02.02.2026.	Name: India Špiljak Position: Finance Manager Signature:  Date: 02.02.2026.
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